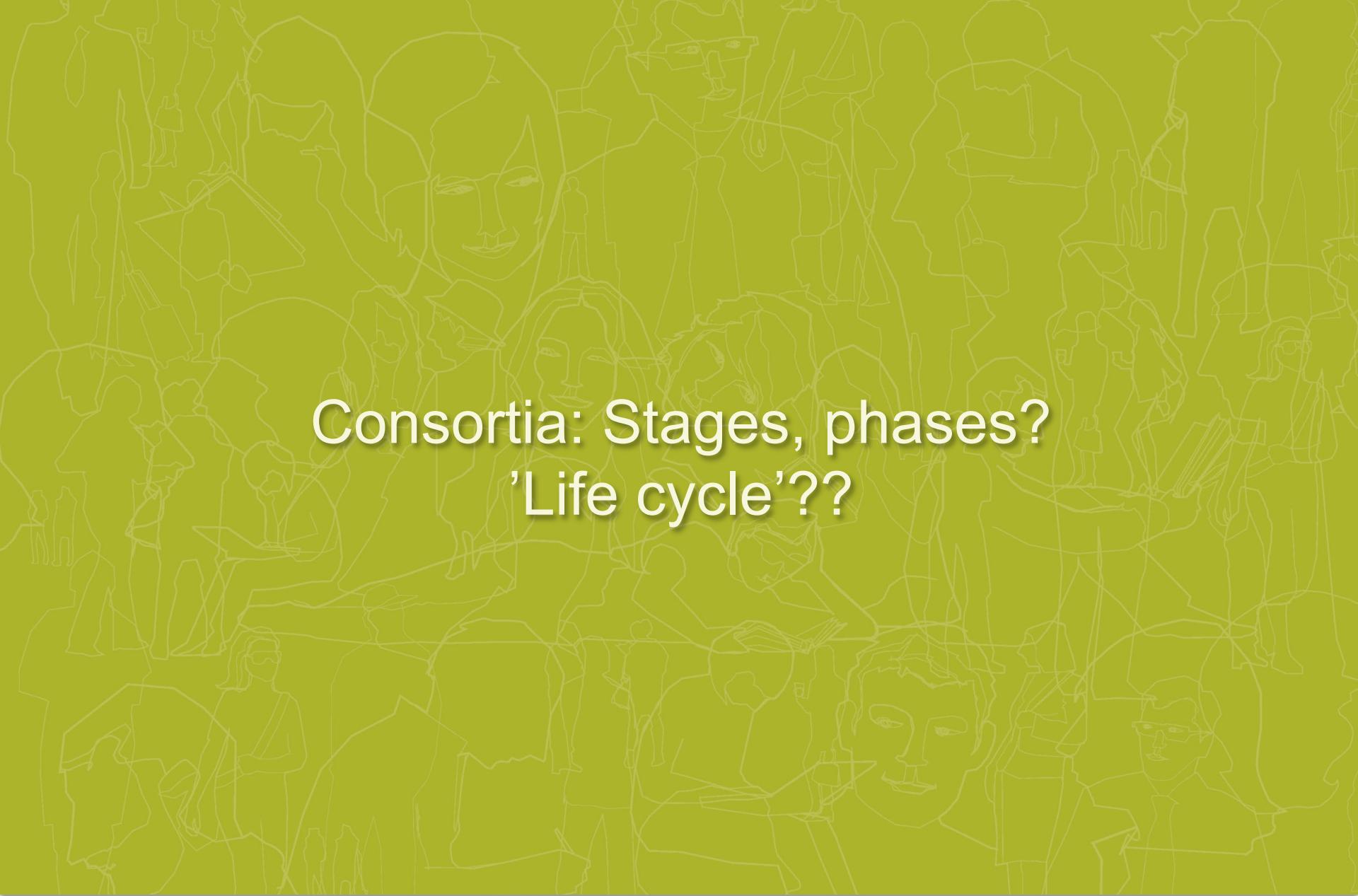


# Ladok Consortium – for Universities, by Universities

EUNIS, Umeå 2014-06-12

Gunnar Backelin, CEO Ladok Consortium





Consortia: Stages, phases?  
'Life cycle'??

# To deal with today:

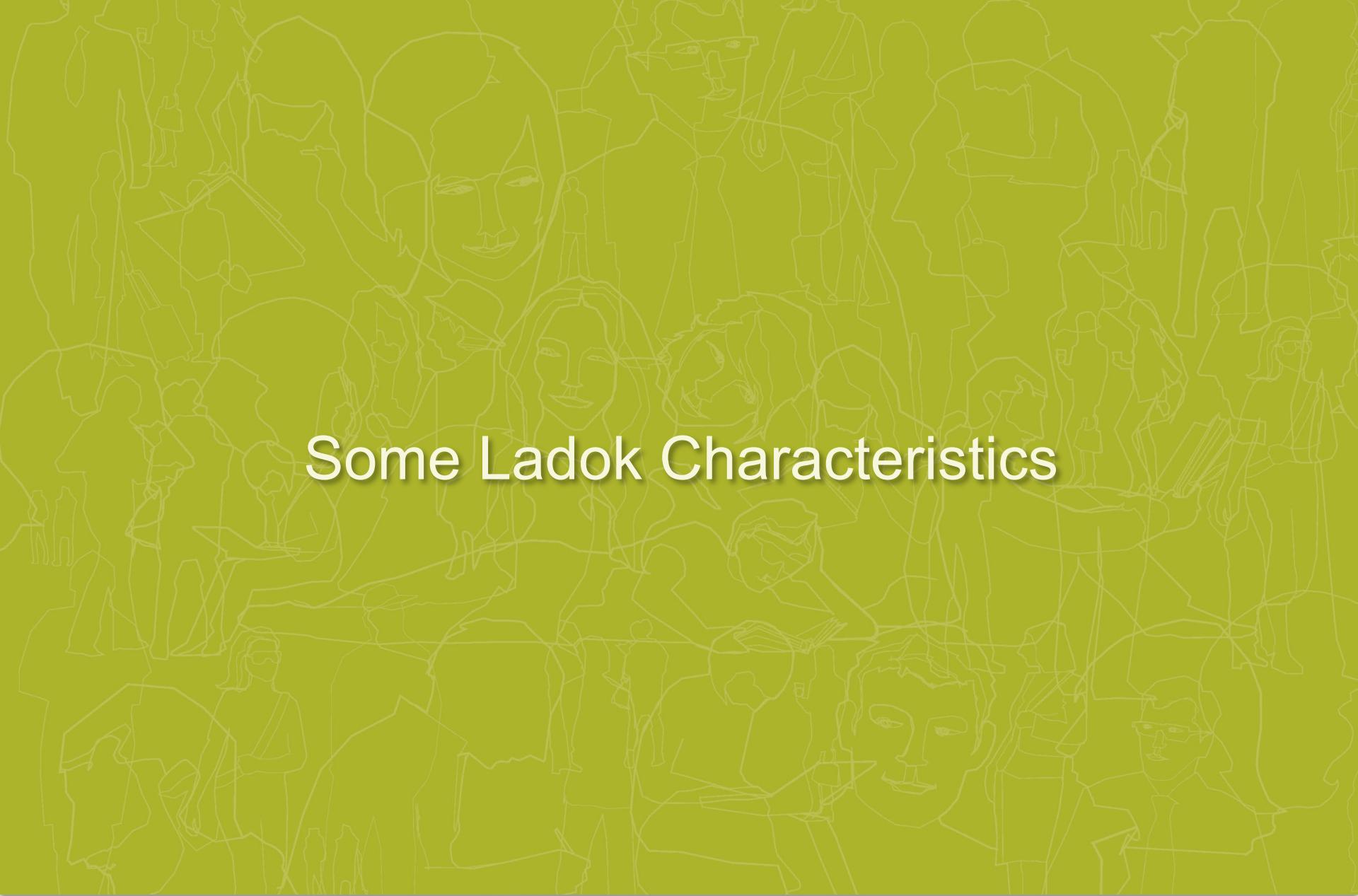
- 00 Questions at issue
- 0 Some Ladok Characteristics
- 1 Establishment Phase
- 2 Mature Application
- 3 Aging Application
- 4 Planning for Renewal
- 5 Total Makeover: Project Startup
- 6 Impatience, Distrust
- 7 Re-gathering
- 8 Other Aspects of Change
- 9 Risky Phase for Coop
- 10 Migration finished. Then what?  
Turning-points; Options; What is indispensable



Questions at issue

## *Reflexions on a handful of issues:*

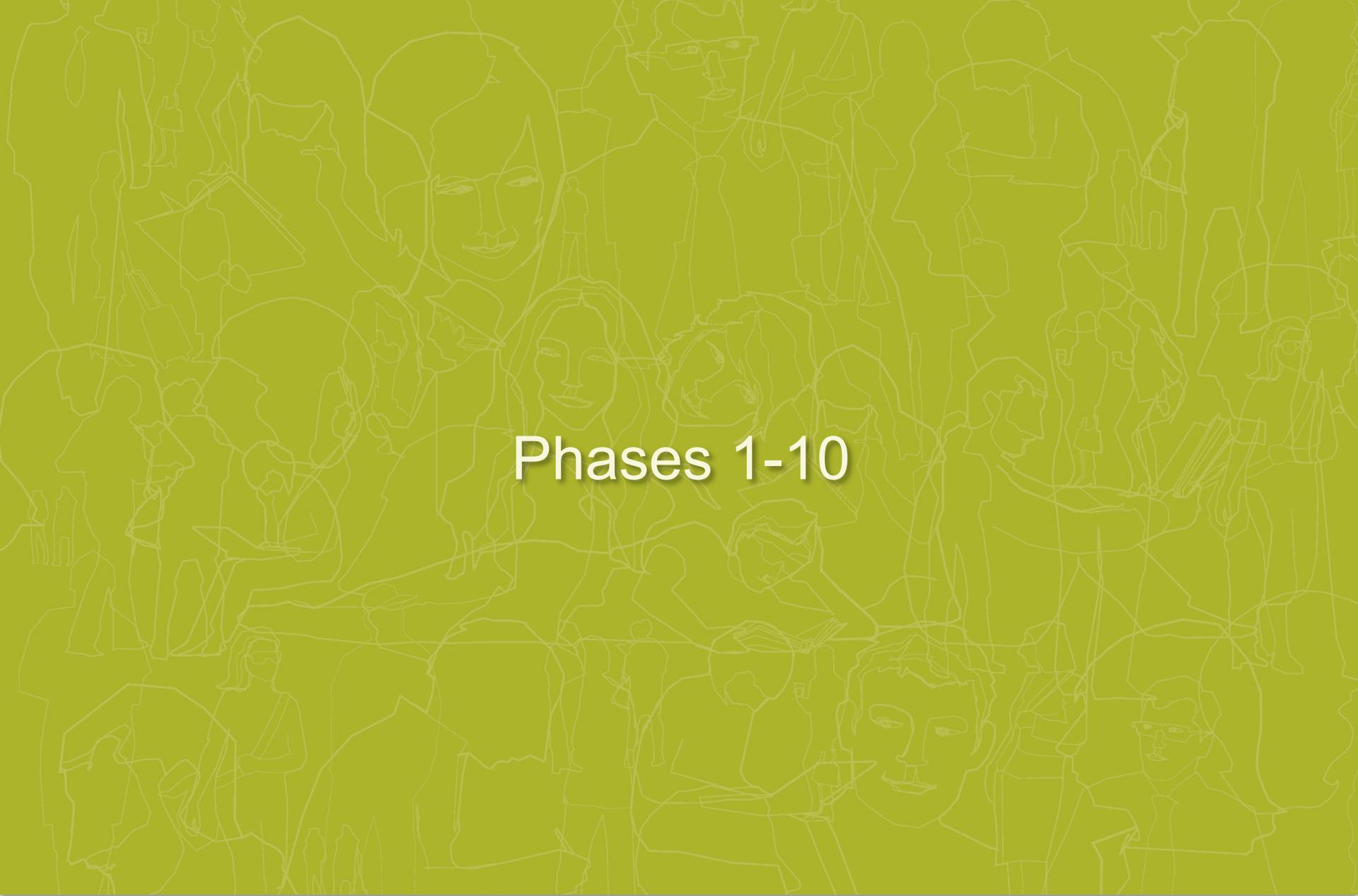
- Well-being of the Consortium
  - when does cooperation stand strong?
- Over time, what phases in a life-cycle can be identified?
- Something to indicate some "normal course"??
  - Ladok as an *example*
- Advice on The Right Time to Re-consider?



# Some Ladok Characteristics

# Ladok - what's so special?

- ✓ HE in Sweden: -A uniform set of rules &  
-Highly independent authorities
- ✓ Ladok: A consortium – not a corporate body
- ✓ A coverage of 99,5 % of Swedish students
- ✓ Influence for all univ important;  
genuine participation from as many as possible
- ✓ Participants geographically spread-out all over the country
- ✓ Same application for univ with 500 - 50 000 students



Phases 1-10

# 1 Establishment Phase

1994, between two authorities:  
Historic chance for universities to seize control

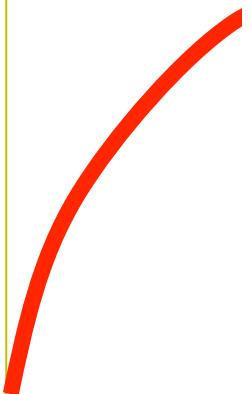
Took over an existing  
national application, Ladok

Many partners from start

Modernization in sight

# *1 Establishment Phase*

1994, between two authorities:  
Historic chance for universities to seize control



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## *2 Mature Application*

New system platform introduced (not too fast)  
Application stable enough.

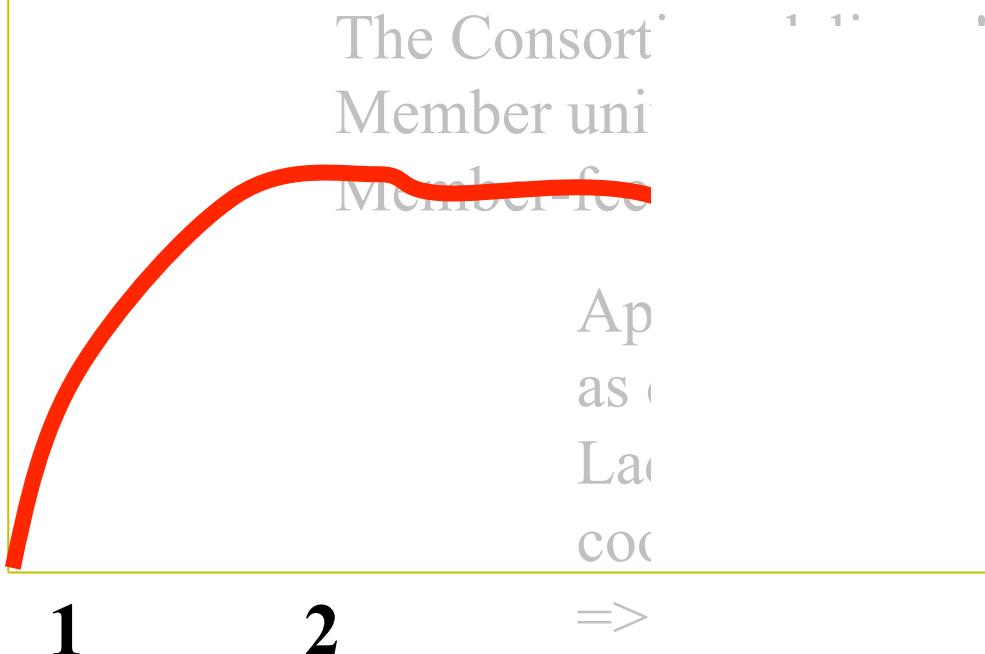
The Consortium delivers!  
Member univ satisfied.  
Member-fees rising over time - considered OK.

Application grows function-wise,  
as does number of members:  
Ladok industry standard, coop "success story"!  
=> Agreed standards, definitions etc

Major management roles professionalized

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### *3 Aging Application*

After 10 yrs: Application aging;  
increasing complexity, quality at stake.

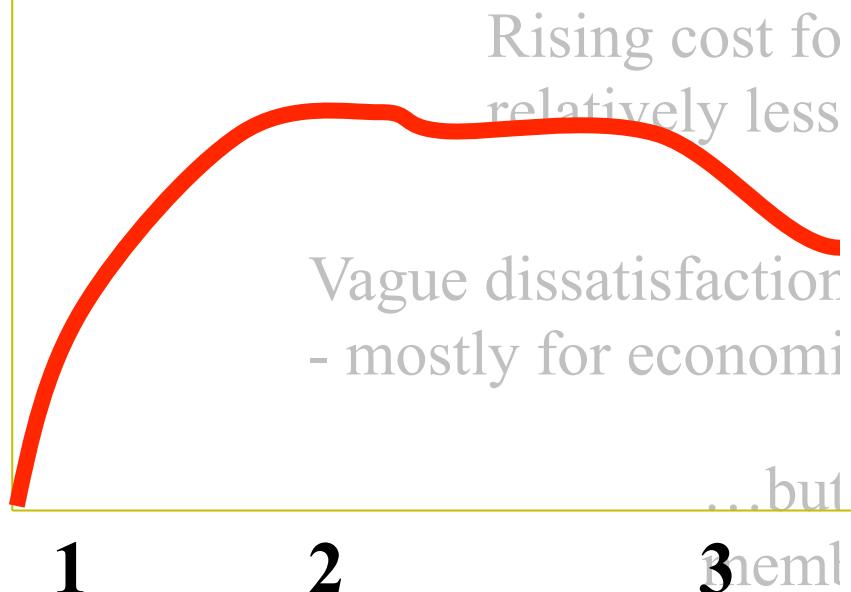
Rising cost for maintenance;  
relatively less new functionality

Vague dissatisfaction, murmur  
- mostly for economic reasons...

...but "of course"  
members stay and pay!

### 3 Aging Application

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increasing complexity, quality at stake.



## *4 Planning for Renewal*

Something must be done!  
Good timing for renewal?

Partial technological  
modernization (OS, dbms...)

Planning for major change;  
Feasibility studies

Expectations arouse,  
new energy mobilized

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Exp.  
new

## *5 Total Makeover: Project Startup*

Owners decide on a total makeover,  
long project, home-grown system – 'Ladok3'

Enthusiasm, many take active part.  
"We do this together!"

Eager financiers & expert users;  
"Why take so long time?"  
But willing to start a costly project  
(peak in 2015)

## 5 Total Makeover: Project Startup

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## *6 Impatience, distrust*

Impatience over extensive investigating activity

Some CIOs question technological choices  
made by the project

New estimations indicate  
higher total cost for the project

Distrust to the board exposed:  
"Better basics for decision!"

Registrars, even some vice-chancellors engage

Still, no threat to leave us

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## 7 Re-gathering

- New Project manager;
- firm total time-and-cost estimate;
- OK from independent external technical review;
- first tangible results shown;
- commitment to re-consider form for cooperation:

**Confidence restored!**  
(but with more balanced expectations)  
Budget & time-table nailed.

Even more people engaged in the project:  
(now from 22 universities)

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## *8 Other Aspects of Change*

Receiving the new system generation has  
**impact on many aspects of Ladok life:**

A parallel project suggests & prepares a new,  
model-suited **application management organisation:**

Separation of strategic consortium governance  
from operational system management

Still a slim organisation, but  
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## *9 Days ahead: Risky Phase for Coop*

*Prediction:* Towards end-of-project, new risks:

- delay, running cost etc
- many realize that they won't get A, B & C...

=> Coop as such under pressure:

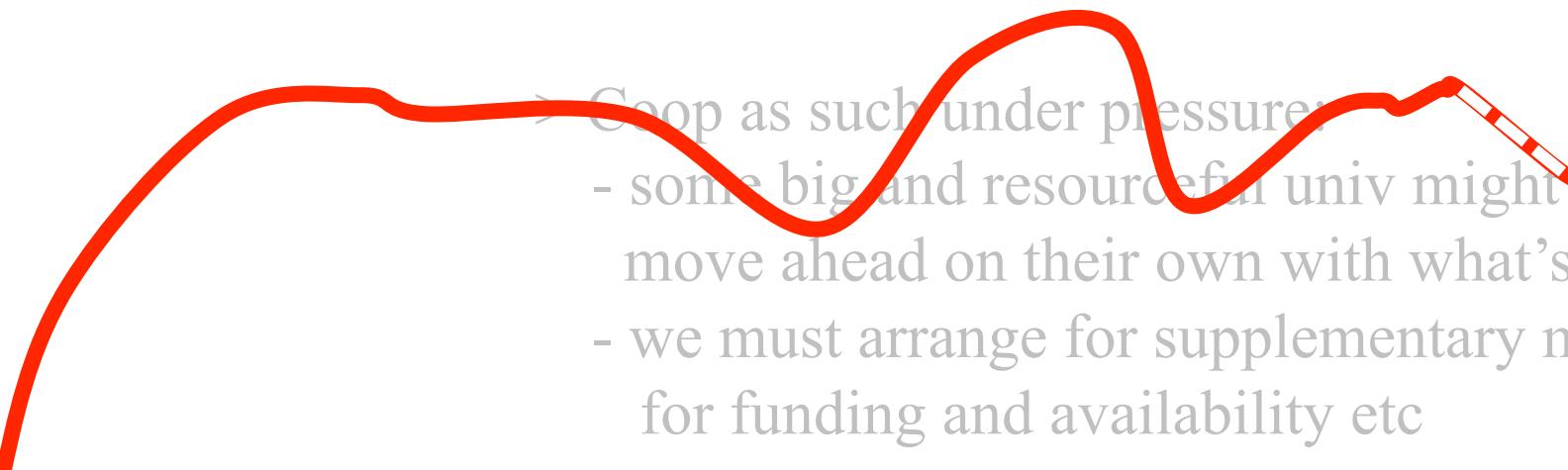
- some big and resourceful univ might want to move ahead on their own with what's missing
- we must arrange for supplementary models for funding and availability etc

i.e. the Consortium coop as a whole will remain, but in a more complex and segregated structure.

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## 10 *Migration finished. - Then what?*

### *Prediction:*

New system implemented towards late 2017 with 37 univ,  
a patience-challenging process.

Some excited/satisfied, some not so.

Ladok coop prevails, but with tighter boundaries,  
**no widened scope for Ladok as such.**

Probably **application areas close-by** will be realized  
by – broad or narrow – **coop between parties more alike,**  
not likely based on total coverage, Ladok-style.

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# *Turning-points: The Right Time to Re-consider*

I identify **two major turning-points**:

- I. When we took the decision to clear the table and make a complete new start.  
*-Affects every aspect of ongoing Ladok coop.*
  
- II. When we – after implementation of new system – sit down and reason: How do we best take care of this common investment?  
*-Affects the future for Swedish HE coop on administrative systems support.*

# *Turning-points: The Right Time to Re-consider*

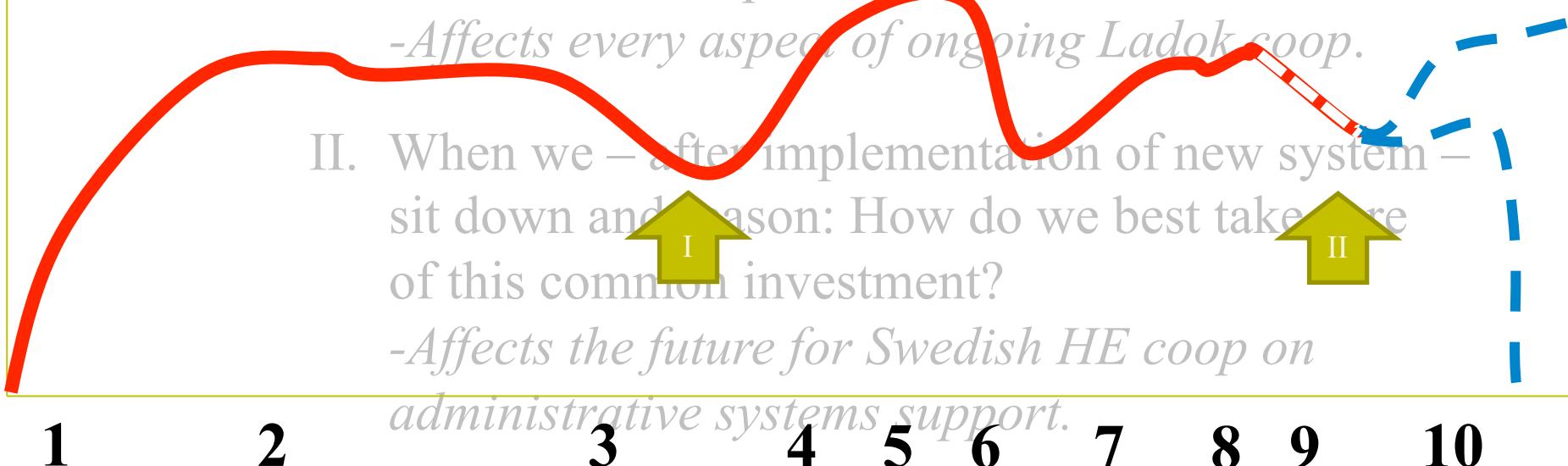
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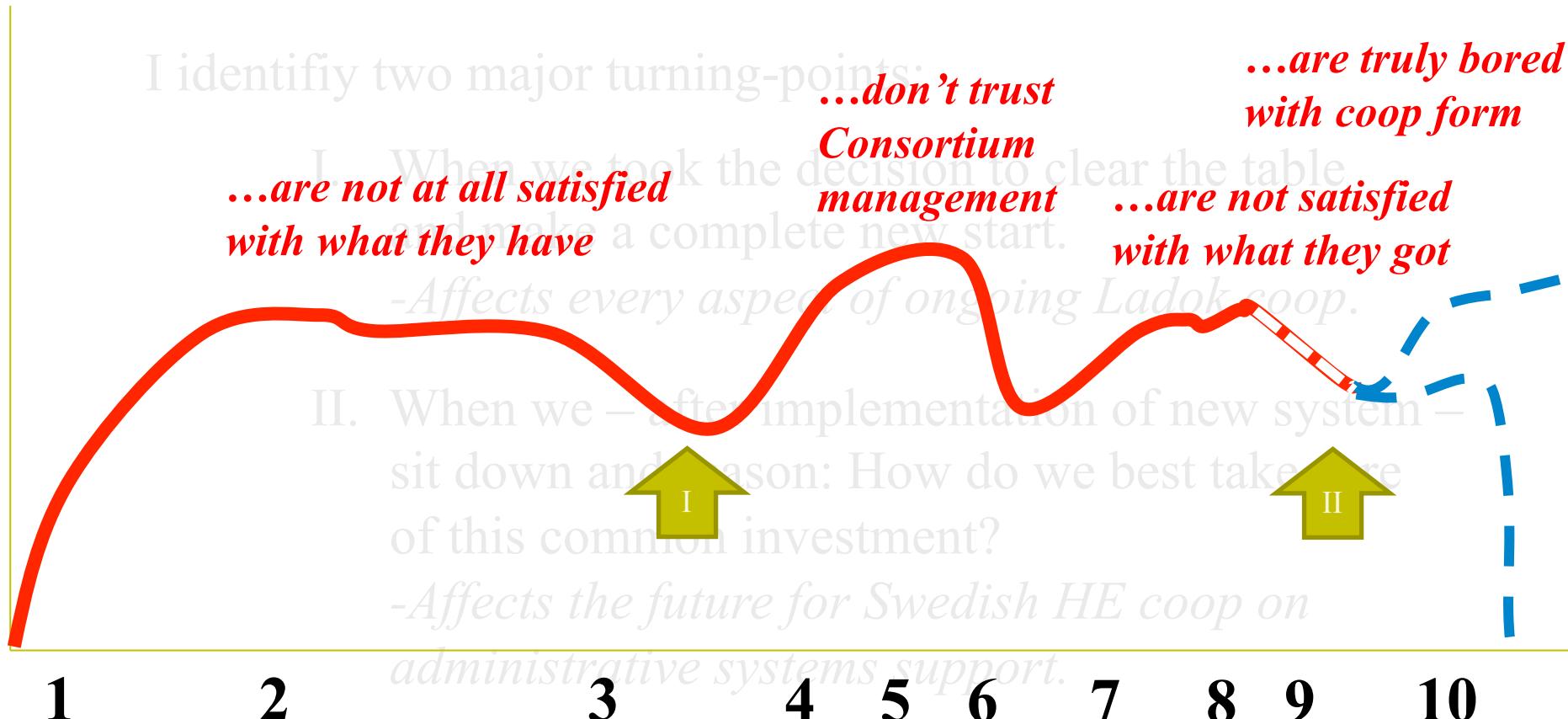
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*-Affects the future for Swedish HE coop on administrative systems support.*



# *Critical factors to look out for – when univ...*



## *Then what? (2)*

The promise to **re-consider, un-prejudiced**, in 2015-16  
the form for future national coop on Ladok:

- What are our **options**?

- Set up a company, univ-owned,
- Give away to an appropriate public authority,
- Leave to a single univ to take over,
- Sell to a commercial actor,
- Go into coop with international peer/s      *or*
- Continue as a consortium, more or less reformed

# *What is indispensable? What should endure?*

- To my opinion, whatever type of coop we choose,  
**we should not let go:**
  - A principle of **voluntarity**
  - **Universities' self-determination** over its own data
  - Actual influence for **universities** over further development
  - A **durable model** for cooperation
  - A cooperation organization with **decision power**
  - Secure **availability of the right competence** at all times
  - Cooperation based on **solidarity/equitability**
  - An efficient set of **financing/pricing models**, able to fit all
  - Open for continued **coop on different arenas** simultaneously