Digital Transformation of Administrative Services at the University

Introduction:

The International Association of Universities (IAU) and a research group of the Politecnico di Milano (PoliMi) have teamed up to carry out a global survey on the state of digital transformation in the administrative services of higher education institutions (HEIs).

We rarely look at these services that are essential for the smooth running of HEIs. The survey will compare the pre-pandemic situation with the situation today and with future expectations. In addition, it aims to identify the level of digital transformation administrative services are undergoing.

The survey touches on services found in most institutions worldwide. These range from student services to facility management to administrative support for teaching, learning and research. Specific examples are student admission and enrollment, work placement and internship services, student mobility and international exchange programmes, finance, and communication management.

We thank you for your contribution and collaboration and we look forward to sharing the results with you!

The International Association of Universities and Tommaso Agasisti from PoliMi

Practical information:

>> We recommend that your contribution be coordinated by the institutional leadership in charge of administrative services. Please note the invitation to participate may reach several persons within each institution. However, **we need only one answer per institution.**

>> As the questions pertain to different services across the institution, we recommend that you consult with colleagues and collect the information before replying to the online questionnaire. Download the survey glossary and the survey questions in PDF format at the following links:

- Survey glossary: https://iau-aiu.net/IMG/pdf/surveyglossaryiaupolimi.pdf (https://iau-aiu.net/IMG/pdf/surveyglossaryiaupolimi.pdf).
- PDF version of the survey: https://iau-aiu.net/IMG/pdf/survey_iau_polimi.pdf (https://iau-aiu.net/IMG/pdf/survey_iau_polimi.pdf).

>> Please note that **each question will appear 3 times to assess the situation**: a) prior to the pandemic, b) currently and c) your expectations about the future.

>> Once you have gathered all the necessary information, it will take you **20 minutes** to complete the online questionnaire.

>> Please note that the contribution of your university to this important survey will be duly noted and the name of your university added to the list of contributing institutions, unless you indicate you wish not to be listed.

By continuing you agree that IAU and the research group of the PoliMi may use the data entered for research, presentations and publications. The core data will not be shared with any third parties nor be sold. It may appear in aggregated form or as examples as part of the data analysis, but treated anonymously. The name and email will not be part of the analysis and will only be used in order to communicate the results of the survey.

* Compulsory

Pre-pandemic period

1. Before Covid-19 pandemic, how much of the following **general administrative services** was supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)?
   *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Management of balance sheet and budget	◯	◯	◯	◯	◯	◯	◯
Management of teaching and technical/administration staff	◯	◯	◯	◯	◯	◯	◯
Facility management (planning, maintenance and monitoring of interventions)	◯	◯	◯	◯	◯	◯	◯
Institutional assessment (ranking, internal services quality assessment, etc.)	◯	◯	◯	◯	◯	◯	◯
Management of partnerships (public or private, national or international)	◯	◯	◯	◯	◯	◯	◯
Management of ICT infrastructure	◯	◯	◯	◯	◯	◯	◯
Communications (corporate or marketing communication)	◯	◯	◯	◯	◯	◯	◯
Equity, diversity and inclusion office	◯	◯	◯	◯	◯	◯	◯

2. Before Covid-19 pandemic, how much of the following **general administrative services** was supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Management of balance sheet and budget	○	○	○	○	○	○	○
Management of teaching and technical/administration staff	○	○	○	○	○	○	○
Facility management (planning, maintenance and monitoring of interventions)	○	○	○	○	○	○	○
Institutional assessment (ranking, internal services quality assessment, etc.)	○	○	○	○	○	○	○
Management of partnerships (public or private, national or international)	○	○	○	○	○	○	○
Management of ICT infrastructure	○	○	○	○	○	○	○
Communications (corporate or marketing communication)	○	○	○	○	○	○	○
Equity, diversity and inclusion office	○	○	○	○	○	○	○

3. Before Covid-19 pandemic, how much of the following **teaching services** was supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Student admission and enrolment (including management of university tuition fees)	○	○	○	○	○	○	○
Technical and IT support to teaching process	○	○	○	○	○	○	○
Exam provision and reporting	○	○	○	○	○	○	○
Work placement and internship services	○	○	○	○	○	○	○
Management of student mobility and international exchange programmes (EU and non-EU projects)	○	○	○	○	○	○	○

4. Before Covid-19 pandemic, how much of the following **teaching services** was supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Student admission and enrolment (including management of university tuition fees)	○	○	○	○	○	○	○
Technical and IT support to teaching process	○	○	○	○	○	○	○
Exam provision and reporting	○	○	○	○	○	○	○
Work placement and internship services	○	○	○	○	○	○	○
Management of student mobility and international exchange programmes (EU and non-EU projects)	○	○	○	○	○	○	○

5. Before Covid-19 pandemic, how much of the following **research services** was supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Assistance to the management and reporting on financed contracts	○	○	○	○	○	○	○
Control of scientific productivity and internal evaluation of research	○	○	○	○	○	○	○
Management of library patrimony and resources	○	○	○	○	○	○	○

6. Before Covid-19 pandemic, how much of the following **research services** was supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Assistance to the management and reporting on financed contracts	○	○	○	○	○	○	○
Control of scientific productivity and internal evaluation of research	○	○	○	○	○	○	○
Management of library patrimony and resources	○	○	○	○	○	○	○

7. Before Covid-19 pandemic, how much of the following **third mission services** was supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Support to third mission projects (technological transfer, organisation of events, social impact evaluation, etc.)	○	○	○	○	○	○	○

8. Before Covid-19 pandemic, how much of the following **third mission services** was supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Support to third mission projects (technological transfer, organisation of events, social impact evaluation, etc.)	○	○	○	○	○	○	○

9. Before Covid-19 pandemic, how much of the following **student services** was supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Career Services	○	○	○	○	○	○	○
Housing management	○	○	○	○	○	○	○
Food services	○	○	○	○	○	○	○
Extracurricular activities	○	○	○	○	○	○	○
Medical and/or psychological support	○	○	○	○	○	○	○
Management of scholarships and bursaries	○	○	○	○	○	○	○

10. Before Covid-19 pandemic, how much of the following **student services** was supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Career Services	○	○	○	○	○	○	○
Housing management	○	○	○	○	○	○	○
Food services	○	○	○	○	○	○	○
Extracurricular activities	○	○	○	○	○	○	○
Medical and/or psychological support	○	○	○	○	○	○	○
Management of scholarships and bursaries	○	○	○	○	○	○	○

Pandemic period

11. During Covid-19 pandemic, how much of the following **general administrative services** is supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Management of balance sheet and budget	○	○	○	○	○	○	○
Management of teaching and technical/administration staff	○	○	○	○	○	○	○
Facility management (planning, maintenance and monitoring of interventions)	○	○	○	○	○	○	○
Institutional assessment (ranking, internal services quality assessment, etc.)	○	○	○	○	○	○	○
Management of partnerships (public or private, national or international)	○	○	○	○	○	○	○
Management of ICT infrastructure	○	○	○	○	○	○	○
Communications (corporate or marketing communication)	○	○	○	○	○	○	○
Equity, diversity and inclusion office	○	○	○	○	○	○	○

12. During Covid-19 pandemic, how much of the following **general administrative services** is supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Management of balance sheet and budget	○	○	○	○	○	○	○
Management of teaching and technical/administration staff	○	○	○	○	○	○	○
Facility management (planning, maintenance and monitoring of interventions)	○	○	○	○	○	○	○
Institutional assessment (ranking, internal services quality assessment, etc.)	○	○	○	○	○	○	○
Management of partnerships (public or private, national or international)	○	○	○	○	○	○	○
Management of ICT infrastructure	○	○	○	○	○	○	○
Communications (corporate or marketing communication)	○	○	○	○	○	○	○
Equity, diversity and inclusion office	○	○	○	○	○	○	○

13. During Covid-19 pandemic, how much of the following **teaching services** is supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Student admission and enrolment (including management of university tuition fees)	○	○	○	○	○	○	○
Technical and IT support to teaching process	○	○	○	○	○	○	○
Exam provision and reporting	○	○	○	○	○	○	○
Work placement and internship services	○	○	○	○	○	○	○
Management of student mobility and international exchange programmes (EU and non-EU projects)	○	○	○	○	○	○	○

14. During Covid-19 pandemic, how much of the following **teaching services** is supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Student admission and enrolment (including management of university tuition fees)	○	○	○	○	○	○	○
Technical and IT support to teaching process	○	○	○	○	○	○	○
Exam provision and reporting	○	○	○	○	○	○	○
Work placement and internship services	○	○	○	○	○	○	○
Management of student mobility and international exchange programmes (EU and non-EU projects)	○	○	○	○	○	○	○

15. During Covid-19 pandemic, how much of the following **research services** is supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Assistance to the management and reporting on financed contracts	○	○	○	○	○	○	○
Control of scientific productivity and internal evaluation of research	○	○	○	○	○	○	○
Management of library patrimony and resources	○	○	○	○	○	○	○

16. During Covid-19 pandemic, how much of the following **research services** is supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Assistance to the management and reporting on financed contracts	○	○	○	○	○	○	○
Control of scientific productivity and internal evaluation of research	○	○	○	○	○	○	○
Management of library patrimony and resources	○	○	○	○	○	○	○

17. During Covid-19 pandemic, how much of the following **third mission services** is supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Support to third mission projects (technological transfer, organisation of events, social impact evaluation, etc.)	○	○	○	○	○	○	○

18. During Covid-19 pandemic, how much of the following **third mission services** is supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Support to third mission projects (technological transfer, organisation of events, social impact evaluation, etc.)	○	○	○	○	○	○	○

19. During Covid-19 pandemic, how much of the following **student services** is supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Career Services	○	○	○	○	○	○	○
Housing management	○	○	○	○	○	○	○
Food services	○	○	○	○	○	○	○
Extracurricular activities	○	○	○	○	○	○	○
Medical and/or psychological support	○	○	○	○	○	○	○
Management of scholarships and bursaries	○	○	○	○	○	○	○

20. During Covid-19 pandemic, how much of the following **student services** is supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Career Services	○	○	○	○	○	○	○
Housing management	○	○	○	○	○	○	○
Food services	○	○	○	○	○	○	○
Extracurricular activities	○	○	○	○	○	○	○
Medical and/or psychological support	○	○	○	○	○	○	○
Management of scholarships and bursaries	○	○	○	○	○	○	○

Post-pandemic period

21. In your opinion, once Covid-19 pandemic will end, how much of the following **general administrative services** will be supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Management of balance sheet and budget	○	○	○	○	○	○	○
Management of teaching and technical/administration staff	○	○	○	○	○	○	○
Facility management (planning, maintenance and monitoring of interventions)	○	○	○	○	○	○	○
Institutional assessment (ranking, internal services quality assessment, etc.)	○	○	○	○	○	○	○
Management of partnerships (public or private, national or international)	○	○	○	○	○	○	○
Management of ICT infrastructure	○	○	○	○	○	○	○
Communications (corporate or marketing communication)	○	○	○	○	○	○	○
Equity, diversity and inclusion office	○	○	○	○	○	○	○

22. In your opinion, once Covid-19 pandemic will end, how much of the following **general administrative services** will be supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Management of balance sheet and budget	○	○	○	○	○	○	○
Management of teaching and technical/administration staff	○	○	○	○	○	○	○
Facility management (planning, maintenance and monitoring of interventions)	○	○	○	○	○	○	○
Institutional assessment (ranking, internal services quality assessment, etc.)	○	○	○	○	○	○	○
Management of partnerships (public or private, national or international)	○	○	○	○	○	○	○
Management of ICT infrastructure	○	○	○	○	○	○	○
Communications (corporate or marketing communication)	○	○	○	○	○	○	○
Equity, diversity and inclusion office	○	○	○	○	○	○	○

23. In your opinion, once Covid-19 pandemic will end, how much of the following **teaching services** will be supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Student admission and enrolment (including management of university tuition fees)	○	○	○	○	○	○	○
Technical and IT support to teaching process	○	○	○	○	○	○	○
Exam provision and reporting	○	○	○	○	○	○	○
Work placement and internship services	○	○	○	○	○	○	○
Management of student mobility and international exchange programmes (EU and non-EU projects)	○	○	○	○	○	○	○

24. In your opinion, once Covid-19 pandemic will end, how much of the following **teaching services** will be supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Student admission and enrolment (including management of university tuition fees)	○	○	○	○	○	○	○
Technical and IT support to teaching process	○	○	○	○	○	○	○
Exam provision and reporting	○	○	○	○	○	○	○
Work placement and internship services	○	○	○	○	○	○	○
Management of student mobility and international exchange programmes (EU and non-EU projects)	○	○	○	○	○	○	○

25. In your opinion, once Covid-19 pandemic will end, how much of the following **research services** will be supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Assistance to the management and reporting on financed contracts	○	○	○	○	○	○	○
Control of scientific productivity and internal evaluation of research	○	○	○	○	○	○	○
Management of library patrimony and resources	○	○	○	○	○	○	○

26. In your opinion, once Covid-19 pandemic will end, how much of the following **research services** will be supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Assistance to the management and reporting on financed contracts	○	○	○	○	○	○	○
Control of scientific productivity and internal evaluation of research	○	○	○	○	○	○	○
Management of library patrimony and resources	○	○	○	○	○	○	○

27. In your opinion, once Covid-19 pandemic will end, how much of the following **third mission services** will be supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Support to third mission projects (technological transfer, organisation of events, social impact evaluation, etc.)	○	○	○	○	○	○	○

28. In your opinion, once Covid-19 pandemic will end, how much of the following **third mission services** will be supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Support to third mission projects (technological transfer, organisation of events, social impact evaluation, etc.)	○	○	○	○	○	○	○

29. In your opinion, once Covid-19 pandemic will end, how much of the following **student services** will be supported by **specific software and dedicated apps** (excluded software and apps commonly used like spreadsheets or mail programs)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Career Services	○	○	○	○	○	○	○
Housing management	○	○	○	○	○	○	○
Food services	○	○	○	○	○	○	○
Extracurricular activities	○	○	○	○	○	○	○
Medical and/or psychological support	○	○	○	○	○	○	○
Management of scholarships and bursaries	○	○	○	○	○	○	○

30. In your opinion, once Covid-19 pandemic will end, how much of the following **student services** will be supported by **communication platforms** (Microsoft Teams, Zoom, Skype, etc.)? *

Please, take into account all activities offered by the service when giving your answer

	Never	Rarely	Sometimes	For about half of the tasks	Often	Almost always	Always
Career Services	◯	◯	◯	◯	◯	◯	◯
Housing management	◯	◯	◯	◯	◯	◯	◯
Food services	◯	◯	◯	◯	◯	◯	◯
Extracurricular activities	◯	◯	◯	◯	◯	◯	◯
Medical and/or psychological support	◯	◯	◯	◯	◯	◯	◯
Management of scholarships and bursaries	◯	◯	◯	◯	◯	◯	◯