

## **2019-2021 Biennium Internal Budget Proposal Narrative**

### **Division: Information Technology Services**

**Evaluation Criteria:** Proposals will be evaluated on every aspect of this template. It is highly recommended that the narrative portion touches on each area. Proposals forwarded to UPRC by unit leaders will be discussed at UPRC and authors are encouraged to attend so that they may answer questions and provide clarification.

#### **New Project Management Office within Information Technology Services**

- This is a revised version of a previously submitted budget proposal.  
*If the box is checked please briefly outline any significant changes and/or indicate why it is being resubmitted.*

***This is not a resubmit. I would like to provide a background as to Why we are submitting this request.***

Prior to 2018, there were a total of five (5) full time IT project managers at Western – four (4) in BFA and one (1) in ITS. They are mostly handling projects for their own divisions. Since the establishment of the ITS PMO, BFA only retained (1) PM in Facilities Management as they planned to utilize the PMs from the new PMO for all BFA initiated projects. To meet the project management needs from Campus, ITS PMO recruited two (2) additional PMs in January 2019 using the Banner 9 one-time funding. Together with the existing IT PM, makes a team of three (3). This compared to the prior five (5) PMs that handled only a few projects to now a portfolio of over thirty (30) IT-related projects requested/submitted by different divisions/departments. It is therefore critical to have adequate permanent funding to support this new PMO to the path of success.

#### **Statement of Purpose:**

The Project Management Office (PMO) is a strategic functional unit newly established within Enterprise Application Services under the direction of the CIO, Information Technology Services (ITS). The PMO promotes and advances project management principles and services for technology-related projects at Western. The PMO is responsible for the centralized and coordinated management of all campus-wide IT related projects. Tasks include portfolio planning, project standards development, project management strategies, training project staff, as well as monitoring and direct support of individual projects. The purpose of the PMO is to champion consistent project management practices for all projects, act as an interface between process owners and IT teams, and develop strong relationships with management, stakeholders and process owners to explore and implement the best systems and practices on campus to benefit students, faculty and staff.

#### **Anticipated Outcome(s):**

The primary objective of the PMO is to build confidence with Western communities through transparency, and provide predictable and positive outcomes for all campus-wide projects,

including resource balancing, and ensure projects are on time and within budget. The PMO provides recommendations to the Information Technology Advisory Committee (ITAC) for proper prioritization of all IT related projects based on Western's mission and goals. Outcomes include:

- Standardizing project management methods and processes, minimizing ambiguity and guesswork, guaranteeing quality, and boosting productivity on all projects.
- Promoting clear/consistent information flow and communication on current and upcoming projects, and ensuring minimal disruption to students, faculty and staff.
- Proper monitoring of project progress and controlling the dependencies affecting resources, budgets, and schedules through portfolio tracking, avoiding over-allocation and resource conflicts, and driving all projects toward the goal of "high quality, in scope, on time and within budget."
- Increase transparency of current and planned projects through up-to-date, reliable project data, improving the decision-making process for stakeholders and management.
- Creation of a knowledge base using lessons learned and best practices from past projects to help project teams avoid similar errors.

**Metrics:** *(How will outcomes be measured? Please include current data points and goals. If this proposal has any impact on the [Overall Metrics](#) included in the university's strategic plan, please indicate which specific ones here.)*

Metrics to measure the success of the project management office divide into two separate areas – Quantitative and Qualitative:

Quantitative:

- Improve time to delivery = elapsed time from idea conception to project start (how long do we need to start a project?)
- Percent of projects remain at same status for some reporting periods
- Improvement of estimated cost vs. actual cost for the projects (comparison between the estimated and the actual cost of the projects)
- Number of projects completed on time
- Number of projects completed on budget
- Number of projects aligning with the University's strategic plan
- Percent of projects aligning with Western and department goals
- Percent of projects completed within budget vs. cost overruns

Qualitative

- Student and user satisfaction during and after implementation
- Level of users complaints

**How does this proposal align with your departmental/divisional strategic priorities?** *(Please reference specific items from the recently completed departmental/divisional strategic plan and attach a copy.)*

*ITS strategic plan is under consideration. This budget request follows the University Mission & Strategic Objectives.*

Western's mission and vision includes a commitment to student success, to explore widely, think critically, communicate clearly and connect ideas creatively to address our most challenging needs, problems and questions. Most of these projects are complex and impact students, faculty and staff. Together with the Information Technology Advisory Committee (ITAC), an organized project management office will be able to build a successful project portfolio that focuses on student success – easier access for the application to financial aid, and better tools for faculty to manage programs and classes. With accurate student information, retention and overall graduation rate, which includes student of color and underrepresented, will be improved. A centralized PMO will have the visibility and ability to manage resource availability, resulting in alignment of projects to Western's commitment to student success.

**How does this proposal support the University Mission and Strategic Objectives?** *(Please refer to the [2018-2025 Strategic Plan](#) and indicate which core theme(s) this proposal will help achieve.)*

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**What are the consequences of not funding this proposal?**

Currently, the salary of the two (2) new project managers is supported by Banner 9 project one-time funding from the personnel category. The Banner 9 project personnel funding source will be depleted by FY20.

Without permanent funding to the PMO, centralized resources will not be available to manage the many Western projects – a total of thirty (30) and growing. Divisions/departments will continue to procure or subscribe software with their standalone scope and may not have the knowledge or consideration of the overall needs and existing software in Western that they can leverage. As a result, there will be no process efficiencies across projects by standardization on project management methods, and tools to deliver the projects. Multiple and likely duplicated financial resources will have to be put into new products implementation, and additional support personnel will need to be hired to support the new systems. Also, without an internal project manager, departmental personnel will continue to spend their time working on projects and will not be able to concentrate on important operational tasks. Lack of organized communications across projects and campus will also create mistrust, disruption, and confusion to all levels of students, faculty, and staff. No effective transfer of project knowledge, and integrated business

processes to minimize errors through Lesson Learned from different projects would cause longer timelines and financial burden to every project that is run by different department personnel.

**What alternatives were explored?**

One alternative is to hire a consultant(s) to manage Western’s project. Ellucian’s project manager (current) rate is \$250 an hour. Other consultant firms’ project manager rates range from \$180 to \$220 per hour. This has proven to be ineffective, as external consultants are not familiar with Western’s organizational culture and business practice, resulting in waste of funds that could be allocated to other activities that would benefit our students.

Another alternative is to hire a 12 to 24 month project employee to manage specific projects. This has proven to be ineffective as project employees have a less sense of belonging and apply for permanent positions on campus. With the experience gained during project employment, they become more suitable candidates for these open positions because of their system knowledge and experience with our organizational culture. In the past, project employees have accepted permanent positions on campus and we have lost them mid-stream during project implementation.

**Which units (departments, colleges, etc.) will be involved?**

Enterprise Application Service, CIO Office, Information Technology Services

**Equipment needed:**

None

*For major (>\$25k) purchases, please provide the following information.*

**Item:**

None

**Purpose:**

None

**Cost:**

None

**Anticipated Useful Life:**

None

**Replacement Cost if any:**

None

**Human Resources** (Complete the table below adding additional rows if necessary):

<b>Position Title</b>	<b>Total Headcount</b>	<b>Total FTE</b>	<b>Salary and Benefits per FTE</b>	<b>Total Cost</b>
Project Manager	1	1	\$94,332	\$94,332
Project Manager	1	1	\$112,610	\$112,610

Table above should match data on budget spreadsheets submitted with this proposal. Complete the spreadsheet to get salary, benefit, and total cost amounts. Contact your division budget officer with questions.

**Operating & Maintenance Costs (include service contracts, installation costs, etc.):**

Operating Costs: \$6,000 recurring – training and supplies.

**Space Requirements:**

**What type of space is needed for this proposal? (e.g., private office, lab space, group work/study space, etc.)**

Currently none. PMO resides in the same office space with Enterprise Application Services.

**What features must this space have? (e.g., fume hoods, plumbing, 3-phase power, etc.)**

None

**What needs can be accommodated within your existing space?**

Office space, desktops and laptops

**How much new space will be required?**

None