

Case study

Arizona State University Gains Visibility into Valuable Data Improving Project Prioritization

About Arizona State University

Arizona State University (ASU) is one of the top 100 research universities in the world and fifth in the United States for producing career-ready graduates. It is the largest public research university in the nation under a single administration with a total student body of more than 74,000 in metropolitan Phoenix, the fifth-largest city in the United States.

The Challenge: Create an Infrastructure to Track Projects and Resources Efficiently

ASU created a corporate-wide initiative known as “The New American University,” a long-term transformation to build entrepreneurial collaborations and state-of-the-art facilities, recruiting world-class educators and students in effort to inspire the use of knowledge and innovation to impact the world and the community. In support of this campus-wide initiative and its 74,000 students and 20,000 faculty and staff, the University Technology Office (UTO) was tasked with identifying challenges and improving efficiencies to gain better visibility into projects and resources.

After conducting an assessment, the UTO identified multiple challenges. They lacked a central point of contact for incoming work requests and methodology for how it prioritized or planned for a project. Projects clogged the pipeline, slowed output, and drained resources. Without adequate time tracking or an efficient way to monitor its capacity, resources were under-utilized, over-worked, or unnecessarily contracted. Capturing financial data and the true cost of IT spend was near impossible, making budget planning at the ASU extremely difficult.

“The process was very cumbersome and ineffective,” said Paul Stoll, manager UTO Training. “We would have to go to sponsors, such as our CIO or CFO, and ask about their projects. We would then create spreadsheets and pull data from different places, which created a lot of extra work from very high-value individuals.”



Overview

Customer

Arizona State University

Industry

Higher Education

Geographies

Tempe, Arizona

Size

74,000 students and 20,000 faculty and staff members

Arizona State University uses Planview Enterprise to make better informed decisions about future projects based on real-world data and to complete projects on time and on budget.

“We have expanded Planview Enterprise into different groups on campus. It’s more than just a project portfolio management tool; we are using its planning and execution capabilities in divisions across the university”

– Patricia Schneider, Project Director, UTO

The Solution: Implement Planview Enterprise to Gain Visibility into Projects, Resource Capacity, and Financial Data

“We needed more than just project management; we needed the ability do resource and demand management to support the campus and evaluation, we chose Planview Enterprise,” said Deborah Whitten, assistant vice president for Planning and Programs.

Prior to implementation, the team put a plan in place to begin the engagement process, develop a communication plan, training, checklists, and rollout plan. During the initial engagement process, ASU leveraged Planview Rapid Portfolio Management (RPM), which gave them access to an onsite Planview consultant to assist with rollout plans.

“The engagement process was a great experience because the Planview consultant shared a lot of best practices which helped guide us,” said Patricia Schneider, project director, UTO.

To get the word out across campus about Planview Enterprise, the office created posters with QR codes, videos, and communicated information and the timeline during monthly meetings to ensure stakeholders knew when milestones were occurring.

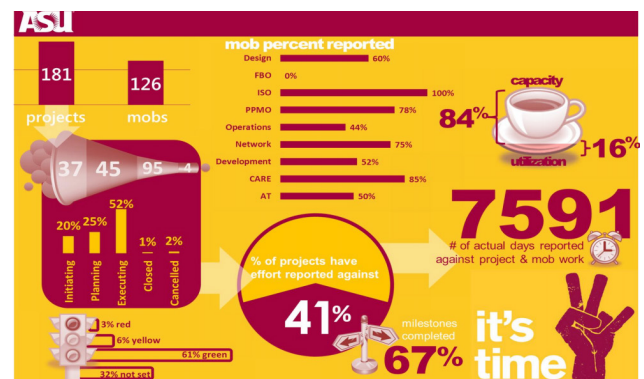
The ASU in-house training department created dynamic team-member training programs and follow-up workshops. They leveraged PlanviewPRISMS.com, and Planview experts to provide enablement paths and training sessions around project management best practices.

“For three months, I lived in PlanviewPRISMS.com. It has excellent resources for users at all levels,” said Schneider.

To rollout Planview Enterprise, the team conducted a pilot project and planned the deployment of PeopleSoft9. They piloted the training materials, promoted early adopters and skills, and confirmed the configuration of the software.

Maturing Portfolio Management Using a Phased Approach

For ASU, a phased approach to implementing portfolio management capabilities and processes has been extremely effective. After the initial pilot in early 2012, they began creating maintenance of business (MOB) projects, incorporated time reporting, began entering all existing and new projects into the system, and started using the resource management functionality.



Project and Maintenance of Business (MOB) Infographic: Created by the UTO to share information pertaining the adoption and overall progress.

In 2013, the team initiated “May is MOB Month”. The annual MOB assessment evaluates and determines which MOBS are still valid and which need to be removed or adjusted. The group also rolled out strategic and capacity planning and analytics and reporting.

In 2014, they are making steps toward incorporating strategic governance with c-level executives and the provost. In addition, they expanded Planview Enterprise to other divisions on campus including the Offices of the CIO and CFO, the grad and business schools, admissions, the University Business Services Office, the Capital and Programs Management group, and purchasing.

“We have expanded Planview Enterprise into different groups on campus. It’s more than just a project portfolio management tool; we are using its planning and execution capabilities in divisions across the university,” said Schneider.

The group evaluates the process and portfolio management practices on an annual basis to ensure they are getting the most of out the software and their investment. “It is a real benefit to have our Planview consultant come to ASU every year and help us evaluate next steps,” said Schneider.

Using Planview Enterprise, the UTO now has a new process for how work requests are inputted, ranked, and prioritized based on approved criteria. They have the ability to easily create, modify, and share reports with stakeholders. Time tracking provides the metrics that give the user community visibility into where time and investment dollars are being spent. Roughly 545 project managers, resource managers, and team members now use Planview Enterprise.

With Planview Enterprise 11.2 on their horizon, the team is working closely with Planview consultants to understand what is required for the release and is looking for new ways to get the university excited about the new user experience.

The Benefits: Central Source of Data and Improved Visibility

The UTO now has support from the CIO, CFO, and Provost.

ASU now has the processes in place to help prioritize projects and resources so that fewer projects get approved and projects move through the pipeline faster. Simply put: a sense of order is now attainable.

“Our stakeholders love the data we are providing them. Using Planview Enterprise, stakeholders can view and evaluate new projects and easily determine timing and costs... a fundamental business advantage when we have to make decisions based on data,” said Stoll.

Using Planview Enterprise for Project Portfolio Management, Arizona State University has realized the following benefits:

- Executive-level support to drive adoption and change management
- Time tracking to reveal bottlenecks and encourage efficiencies
- Better strategic planning with the ability to forecast incoming demand for capacity
- Improved prioritization of projects and alignment with university strategy
- Review gates provide governance and establish a standard process for lifecycles
- Milestones and project progress establish team member accountability
- Data-driven reporting with visibility into resources and potential conflicts enable course correction
- Accurate resource management with the ability to quickly identify staff who are over or under-utilized

To learn more about what Planview Enterprise can do for you, visit Planview.com/PlanviewEnterprise.