Please stand by for realtime captions.

 I am the commuter. On to remind you [ Indiscernible -- low volume ] . Please, for member to complete your online survey. With that, I will turn it on and turn it over to [ Indiscernible -- low volume ]. In reality, Philadelphia drinking. -- drinking -- dream team. [ Laughter ] Thank you, Eric and welcome.

As this demographic slide will give you a little background, on our institution, I would like to introduce ourselves in the order we will be speaking. I name is Allison Kruse and I'm at the University of North Florida. And then we will have Kelly Anderson with Carnegie University. And then we are going to have Phil Nusso done here on my right. At California State University Fresno. And then we will have Robin Betts at Bapson college. And Wayne Campbell done your on the right. With Pasadena city College. In the present to wrap everything up rest before the Q&A is going to be Jane DeShawn issues with the University of Connecticut.

As you can see from the slide that is on the screen now, you're going to notice that for our public into her private. Into her frilly large. Three are medium-sized. One small. Two institutions have only one resource. With project management office. For institutions have no funding. While to have a significant budget. Three used -- three you SharePoint. To kick off the presentation, I wanted to tell you the goal for the presentation is to give you different perspectives on starting and defining and supporting and structuring project management office from six unique institutions. We will discuss the challenges that we face when starting them. You will hear some different threats. And similar threats. In some things are going to be repeated. So how do you get a PMO started?

First of all let's talk about why. We wanted to gather information about projects that were currently underway. And report on the progress. We wanted the structure in a standard evenly. To run these goals. We were experiencing problems. Not causing or costing more than the expected and then putting a different result than what we communicated. The same staff resources are required for multiple projects. There was lack of agreement for which project should take toward he. Units or IT department were not coordinated with each other. As they plan their projects. There was no formalized way to communicate with stakeholders about the project.

No one but IT knew what else was being asked. Around campus. IT was the black hole. If University of North Florida, we wanted to how much time we spent a projects. Our initial goal was to implement time tracking.

Our approach to getting started was buried in that we had different timelines and budgets and priorities. But these comment threads existed. We developed in produce a standardized purpose. We initiated the process. Our guiding ideas were just enough and meet people where they are. We determine the criteria for project prioritization and evolved our stakeholders and prioritizing.

We created a reporting mechanism for determining project status. And we have knowledge results for good practice and conducted training to reinforce these practices. As this comic depicts, with regard to setting and starting formalized project management, it is important to note the problem that you are trying to solve. Begin with the end in mind. Know the context. And shape your solutions. To your environment. Not the other way around.

Thank you Allison. Again, I am Kelly Anderson and I'm from Carnegie University. Thank you for coming to her presentation. My part here is to talk about how we define PMO services or the PMO service level agreement. In other words, what are we going to get if you engage with the person at your university or school? So, our approach to try to figure out how do we figure out six principles in the short amount of time is that we said that we ask a bunch of questions, and we will all answer them into what we get. The question that I tackled is what services are we providing? We put together, as you can see, from this slide, we have all of us are providing developing PMO processes or methodology. We are all doing that.

Not all of us are doing project management. That is one thing to note. A lot of us are actually out there managing projects. But there are some of us we are supporting projects that are embedded in the organization.

I think another thing to note about the slides that there are 14 different services that we are providing. We are not all providing the same services. The idea of tailoring your PMO to your organization, I think it comes out clearly here. And because all of us are doing something slightly different. And it also made me think about, as I was listening this morning to Stephanie Goodin -- talking more about doing more and more. He was saying we get caught up in trying to do more. That is one lesson to learn. You don't have to do all 14. You pick and choose. Based on the goals for your organization. What is going to be best. I think that is where, again, that is where the art and creating this comes from. You are craving something you. Even though they may have a PMO, your PMO is going to be unique to your university. And that is where the art comes in.

So, back to the SLA. A couple of us have really died deeper into the project management service. And what we have set at Carnegie, we try to talk about our levels of service. When you have a PMO to come work on your project? What are they going to do? This is the best way I could explain this to you.

To show you this chart. We have five different project management specific services. There is self-help. Information on the website. That you can go and look at. There is consulting. By the way, self-help, do not estimate -- underestimate how long it takes to build that and they keep updating that. That is work for the PMO to do. Consulting. This is where the PM would want the month asked how the project is doing and let me give you some ideas on how you do that differently. In-depth planning. This is where the PM, just for the planning phase, when you try to understand what your project is going to do and when you're going to do it and who is going to do it. We will come and help you with that. But what you get to the execution phase, you're on your way. Formal mentoring. That is kind of like consulting but on a more regular basis. And full project management, that is where we take over,

So we said, OK, we are going to classify projects by the impact on the University and there can be internally impact or enter director. Are crossed or could. Or external customer. All of these levels of impact. We said there are resources. Are they high or mediate -- moderate or low.

Experience. If not the PM who is doing it, then who is doing it? And how much experience do they have with this type of project? That will be a factor. And then we have strategic. How strategic is this line to the overall goal? Based on that, you say, okay, what is the complexity of the project? You go over and say I have a high resource need. So it will follow the in-depth planning area. And that is the type of service that I'm going to get from a PM.

That is one way we have done it. We uses support internally. Trying to figure out where the PM resources will go for which project. And it has been help will introduce Lane are thinking. As we assign a PM to the projects. I'm now going to turn it over to Bill will talk about structure and support.

 Thanks, Kelly. I will share some of our experience with sharp sure systems and support infrastructure so, first of all, some observations. Structure varies within our organization based on several things. Staffing levels. Besides and ratio. To the overall IT organizations. Based on the composition. By the roles that are within the PMO. Budget management. The Ministry the staff. By the skill sets or capabilities project management. Analysis. Design. Consulting and by the depth of the staff measured by the certification or experience.

The level of dedicated resources also varies as you have heard mention. Structure also depends on context which includes the culture of IT in your organization. And your division itself. For those of you with the past experiences site -- successes and failures in projects. I am from California State University. The budget also matters. The organization capacity can again, this is something we've had to do. Can it be shifted into new goals or new expectations? What is your division readiness in terms of your roadmap or your process materials. Are they ready for the next step? Also, in terms of structure. In terms of composition. Do you need to make some adjustments to fill in certain gaps? And what you need to do next to move the PMO forward within your IT organization. Structure should be guided also by your strategy. By your service-level of expectations.

And the service component. And by your PMO program plan. Structure should also go beyond your PMO through embedded expertise and influence. We like to say that structure should achieve influence to scale. Even if it doesn't necessarily directly scale. So one keynote. Or one take away on this is that structure systems and support of infrastructure, the tools, they should fit the context. And they should help improve flow so that people can work better together to achieve expected outcomes.

A couple of thoughts on systems and support infrastructure. First of all, systems are the things that are necessary to help people better work together to achieve outcomes. And a couple of things that are important. First, make sure you have clear goals. And there will defined in community did. And given that this is not normal language for most folks, similar to service management, you're going to make sure you do the necessary education, one on one, bring people up to speed. It is something that you do once. And ago way and it is magically complete.

You have to have clearly defined guidelines or operating principles for behavior. For a couple, who gets to request or a proof or prioritize a project? What criteria is used? When we are moving toward everyone should be able to see the portfolio plan work. Even within 90. Use some sort of plan like the approach. For example, elaborate. Standardized. To Munich eight. Educate. SS. And keep refining those operating principles and goals.

Processes just like the structure. And they can vary in depth in complexity. And I will give you some examples. I will make sure you know the differences. Find a common denominator is and support the variations. So you may have one group in our group, for example, we have the elements group -- LMS group who has been elemental making changes.

With people on the PSOP side you are more heavy into the change management approach. We have people in the academic units. Who are more with the consulting approach. You want to make sure that you don't have systems that don't take those differences into account and find ways come up though, to make sure people are able to work across is different areas.

You will have a good judge of the effectiveness of your systems by how well people are moving from what was formally silent types of work or Cylert types of activities towards seeing more synergy. That is part of the excitement when you have interdepartmental or workgroups projects. And you start seeing nothing happened. Briefings about support structure, a full with the tool is still a fool. That is what they say. In this case, that is also true. [ Laughter ].

You want to make sure you agree on the basic containers that use. The taxonomy. What matters what do you check what don't you check. And that you have behavioral expectations that. It is amazing the things that will drive conflict and get away of that flow that we talked about. Again, define and educate and invalidate the consistent use of those tools. Tools, as you've seen, they vary based on the context we even within our organization. And even within the organizations and cells. A couple of examples for the tools. We have Microsoft project. We've heard about SharePoint.. I have some doubles. The other thing that you are going to hear repeated is training, support and continual influence. Around the use of those tools. And the use of those methodologies. That is critical for success in for those not having the tools they get in the way. And the value of the tool, it has to be created in the cost. How light is light need to be. What is appropriate to manage risk. For the individual worker, it comes down to more value from this then it has cost me to learn? I want to pass this on to Robin and she will talk about what made this successful.

Hello, everyone, I am Robin Betts. This is a school that has a small category. The PMO has been up and running for nine months to one year. Really, coming over the initial hump's of getting things off the ground. So, as you have heard, everyone is in it for something different. And everyone is trying to achieve different goals. What unifies all of us across how to start a PMO, we are trying to do a major organizational changes. Is may not be as major in some cases. But ultimately everyone tries to introduce new processes and new guidelines and the way of operating. There is a lot of tension around how to do that in what used to happen and what needs to happen next. So, with any organization change, in particular, with this one, we found there were some unifying factors that we all thought seem to support for need this change onto campus. The first thing is getting the organization of support. I think we could all sound like broken records because that is how much we talked about this from preparing this presentation.

In my case, the CIO was a real driver of the PMO.

That was immensely helpful. He laid a lot of groundwork. For understanding how it is important for the rest of your decision. It is not something that just involves IT. Once I was late, it was really about knowing your mission and knowing how you can help other people. What is your value proposition? What is your value proposition within IT. If you cannot articulate that, you will not have a lot of credibility. You need to tell people how you will help them. One example, I did one thing called the PMO brush up. I actually out to a lot of different stakeholders at different levels. And I talk to them about what I was there to help them do. I think that actually helped a lot. The other thing we all have in common is that there are people involved in this process. The staffing is something that we find very different across all of our institutions.

It is a common thread. These are the people doing the work in these are the people doing project management. Start slowly and meet them where they are. Again, find the things that work for your organization. Some of us started with BMPs. Some of us still do not have them as part of the project investment certified professionals. We are all dealing with this in different ways. But you are not going to boil the ocean in the first month of your PMO.

It is really important to pick your battles and understand where you're people are make sure they consists he -- can succeed. The other piece is match the process to the institution. This is really about taking in choosing your battles and knowing what worked within your institution. A year and, we are so getting comparable with the accountability piece of everyone having a schedule. You think that is a basic thing. It is taken a long time to get there.

Where different people in the organization. We have some official project managers and other tragic manage -- management experts. They're coming up to the curb with us. Okay. In terms of key practices, again, we are all approaching this from a different place for their unifying factors. Accountability. This is a tough one. This is pretty key. You really need to get people to make schedules and follow them. And go by the standards. Which ever you decide are important to implement at the time. But getting them to do it is hard. The change that it brings is hard. Now all the sudden we have deadlines. We didn't have deadlines before. Had we deal with that. Now I'm stressed because I have all of this operational work to perform.

Now I have a project to perform and there is a project manager breathing am I not. It is about -- breathing down my neck. It is about structure. Having project reviews. Assigning staff to project. [ Laughter ] is he in the portfolio. There is nothing better for accountability and letting everyone know what is going on. Process and planning, services about implementing this, if you can get your tools and it template out there faster rather than perfectly, it seems to work better for us. That is what we found. You could spend all day in your room figuring out the perfect template for get it out there. Get people used to the idea and you can define it as you go along. Of course, the recognition and reflection piece, this is important. Or people are the main portion of how this gets off the ground. Recognize what they are doing. Make sure that you cut people some slack when you start to get off the ground. And celebrate what is working. Celebrates successes early and often.

That is a tenet change management. That is also something that is hard to do sometimes. Key successes. We are all in this for something separate -- something different. We have a small list of things. This is just a few things across the print organizations that we don't have worked. We now have structured planning. Guess what, we have a project list. We know what the conference of list is. Even though doesn't seem like a big deal, that is a success. Understanding the workload. Higher-quality projects. That is what we are in for. We know it is working because the black hole is getting smaller and people are not forgetting as many things.

People are actually asking for some of these planning mechanisms. We had this sheet. It is legendary to me. I want to start using it in my organization. People are requesting services. And unless you think it is all rosy, we do want to talk about the very challenges that you might face.

Thank you, Robin. My name is doing Cable and I'm the vice president of IT for Pasadena College in California. Prior to this, when the ashes but this presentation together, I was the vice president of IT for a few years at Joliette College in the Chicago suburbs. It is a big part of what this discussion is about in terms of -- now at Pasadena, this is my third PMO. Creating the function. Are there challenges? Lots of them. Let's talk about some of those. First of for most, I think certainly getting executive buy-in. Regulate in IT leadership.

And yes, I have seen operations where the CIO or ahead of IT didn't grasp the value of project management and the PMO office and its function. And they would struggle. From there on. It is not just a leadership of the organization. It is also the leadership throughout the institution. You are now affecting a lot of projects for which they have staff and operational personnel involved in those. Getting them to buy and to the whole project management concept is pretty important. If they are not on board, I think your PMO will struggle.

If the IT staff which is particular -- this is going to be something you. If they don't embrace the PM methodologies and practices, then the adoption becomes slow and the organization and it really never gets to reap the operational benefits of what true p.m. is all about. They spend most of the time struggling through the real development days which is really not the fun part but it is when you ask you start reaping the benefits. To say you get and what you are doing this.

That certainly is another challenge. And I think, you know, for the most part, when you look at having folks with overall sponsorship, folks get it. And things get a lot better. Fear change. We are introducing something new. Lots of challenges there. I cannot remember how may times we've had this and said to busy to plan. This is just another way to control me and what I'm doing in the day-to-day basis. And those kinds of things, they look a project management as a fairly -- look at it fairly skeptical. They don't understand project management and white is important. You have already heard from some of the others in terms of benefits. Once they get it. You really have, as the executive, you have to continue. As part of the PMO, they had to continue to sell project management at every meeting. It is not something that just happens periodically. It is every meeting. You are talking about project management and why it is important. I would certainly suggest to start with small steps. Like, for instance, given the fact that skill sets were very low respecting -- with respect to project management, we started with a word breakdown.

The fibers except. And how many -- you start talking to those things. Anything that helps you do to that change. Training and the professional development. A number of issues here. Certainly, training is an ongoing process. On-site workshops. I never like sending folks off. We always brought folks in.

We have the whole team together. And we would be able to listen to experts in the field.

We also subscribe to computer based training materials. I am a big believer in buying books. Whether they read them or not is a different matter but I certainly try to encourage as we go to that.

One of the things that we did in Chile at -- Jolliette, we actually hired a PMO certified expert. I felt like rubbing shoulders everyday of the week is the real way to get into project management. Help them build a plan. Help them understand the components of the plant. We actually did that for one year. I know many of you I think you don't have the resources for that. I think it was well worth the investment. In fact, if I hadn't left, we would I should go to full years with this consultant because really, for us, it took a while to get up to speed for the full functionality of project management.

Another challenge is defining what is a project and what is operational. I know some of you have created this and what constitutes a project and what is stated a working business? That is another challenge. Allocating time. You wouldn't believe the conversations that we got into just talking about time and time issues.

And so we tended to follow the 60, 20, 10, 10 world. Particular for those outside of the help desk. The rest of the organization, 60% were devoted to project time. Don't schedule more than 60%. 20% to operational issues. 10% for development. On the job. And doing -- spending time doing that. The other 10%, people do have to take dictation to be out sick and those kinds of things. You need to map that. And talking to the staff about doing that, that is part of the objective.

Each week we met. I was part of those meetings. And we talked about the entire portfolio. If they were green, we use multicolored sheet as well. If they were green, fine. If they were yellow and red, we spent more time taking into various aspects of this particular projects. That is part of training. That is part of resources. Commitments. I did tell you hours with respect to Russia bringing in a consultant. But it does take resources.

It is not something that you can go edit halfheartedly. Now, I'm usually and this -- envious of larger institutions for the catch of a project management staff of three or four by people. But most of come in the smallest editions, we had to borrow from within. And work the matrix structure that was previously explained.

Again, we structured our budget, everything based on projects. We moved our operational budget into the project budget. The next up was to action start setting up project accounting. It never got there yet. Accountability and lessons learned. There is the annual review process. I think that will surly be a challenge, particularly we have unions to work with. And various associations. And be careful. And terms of project teams, be careful of the 8020 role. 20% do the work. They will let you know who's doing the work and who is it. It is part of what should be part of your annual evaluation. And one of the seditions I would make, in terms of improvement, as each team member, have been suggest how they could do their job better the next time. I guess a lot of things on the table.

Last area in terms of recognition, we listened to be so busy with projects with 100+ projects, we really have time to actually do the recognition and celebrations like we should. Anything that will continue to be a challenge for all of us. All right. And, with that, Jane?

 Hello. My name is Jane Pashawn and I'm from the University of Connecticut. My colleagues today on this panel have shared with you all of the collective wisdom. And our experiences. And in areas of how to start a PMO. The types of services and structures of a PMO. As well as some of the successes and challenges. I will now summarize our lessons learned and provide you with some valuable takeaways. So, as PMO professionals, at various stages in our careers, from a variety of different institutions, as we have explained, with multiple types of PMO short shares in it different maturity levels, what advice do we have for you on your PMO journey?

So, as doing mention, first and foremost, really it is very important to try to obtain support from leadership. That is one of the key areas. One of the key takeaways. And also to understand the purpose of your PMO. As we said before, it is much easier to gain support for your PMO if you know what you are trying to achieve. And the value that the PMO will add to the organization. Get stakeholder involvement as well. Are there other project managers? Are there other areas and colleagues. Folks that support this?

Do they understand what it is you are trying to achieve? And will they support that with you? Someone said earlier, begin with the end in mind. The other thing is to determine you proposition. And assess on a regular basis. As we know, what is it -- what is in it for them? That is what they want to. And assess to make sure that the goals that we have created and the processes we have created are still relevant. And are still adding value. Evaluate some of your pain points and work to improve them. Develop budget framework and templates. With apologies. Pete -- keep the project management visible and update them on current projects. Make your portfolio transparent.

 Also, ensure that the staff are well trained and certified in p.m. -- PM. We mention training and there are different ways to trade. Training the whole IT staff to understand some of the basic concepts of project management. Also having a commonly which. Twain mentioned work breakdown structures. Not only how to do them know what we mean when we say that. How do we define that. Making sure that everyone is on the same page. Looking at other PMO website. And networking with other folks. Do not be afraid to carve what makes sense out there.

There are a lot of good resources. Templates. Methodology. Framework. Take a look and then adapt it to what your organization is like. Borrow ideas.

We talked a little bit about tools. Utilizing a common tool. We mention team dynamics and Microsoft project. But the first thing you should understand is what it is you want this tool to achieve. Are we looking for a resource tracking? There are tools that would do resource tracking.

One of the things that we wanted to refer started the PMO was to get all one place with those projects are. We talked about that. What are we working on? What are the projects? We didn't have a good handle at the University of candidate -- university of Connecticut what the first project was. To get that into some common database so we can say here is what we are working on.

Other people wanted for other reasons. For resource tracking. If you are doing resource tracking, who needs to have access to these tools? Will we roll it out to the whole IT department? Or just tracking? Is it just the PMO staff that will be working with this tool? Defining that. And going out and see -- seeking what Lisa needs. Become PMI members of and EduCause. Get grounded and good practices. Assessment. Talking with folks. Looking about you. Reassessing and you make get all those frameworks and methodologies out there. But you still need to tweak it and talk to people. Is that working?

Be patient. As we said before, meet people where they are. And they be patient and help them grow to where we want them to be. It is a culture change for a lot of people. And we have to be patient but continue to move them forward. Find it where they are first .

Lastly, as we said, celebrate your successes early and often. It really does make a difference. So, in conclusion, there should be no definitive way in which to create and sustain an effective PMO. Therefore, our advice is to work toward structuring your PMO based on your organization. We have discovered that many paths can and will lead to success. So this concludes the panel presentation. We will now open it up to questions. Before we begin, I want to mention that our final slides will include resources to links of other project management offices, methodologies, templates, professional organizations and roles.

 Thank you.

[ Applause ].

Okay. Is this on? Is it on now? Okay. We have approximately 20 minutes. According to our convener here. We would certainly be happy to entertain questions. We specifically tried to be very brief. And allow for time for questions. Any questions?

Great, it is all perfect. Right? [ Laughter ] .

I see one in the back.

There is a microphone back there, if you don't mind.

What we are getting set up, I'm curious, how many of you have PMOs already? And how many of you are trying or starting getting off the ground?

For those who are listening, there were a lot of hands raised on both questions.

I was just wondering, in terms of a common approach or common experience between the panels, about getting by in -- buy-in how did you include talking to the stakeholders and potential stakeholders in terms of what a project is and what it looks like. How do you define that? So there is shared agreement?

I will take that one. In my PMO where Cho, I -- he had those questions answered for people. There was a group of people who determined what made the definition of a project. Within IT. This was in the PMO foundation. As I would go out to people, to get there by and, I wanted to let them know about what we have planned.

What is the project? How you ask for work? Alternately what is in it for the stakeholders, I have asked someone hundred times for this know it tells me when it will be done. I don't even know if you remember it. What was really clear about the value proposition that we offer people is that we are going to have this list better you're going to get a publicly. Here is what is on the list. Here is what is not on the list. At our college, the project is 40 hours of IT resource work. Or 10K more of someone's work.

-- of their budget. Or high risk. That is something we came up with. This is something in me changed. I could tell them very clearly what will be on that list. How are we going to direct. I go out to 10 different stakeholder groups regularly on a monthly basis. To have this conversation with them about prioritization and what projects there are. I am in constant contact with people which really helps me to understand if my value proposition is coming to fruition for them. Does that answer your question?

Let me take it from within the IT staff. We have brought them into project training for projects for team members. His name is Payson Hall. He did some interactive games. One of the unique things that occurred is I asked you care about that but I didn't realize I was getting -- some of my behaviors are getting in the way. Or, I am familiar with that but now that I know the term for it, this isn't so different. So, they use these skills on a regular basis. In other parts of like. Sometimes they show up and forget about it or they get in the way. We did some internal training. To help people realize that these skills are not so foreign.

And how to take and adopt them.

There was a question in the back?

 [ Indiscernible -- low volume ] . >>

 Great question.

 [ Indiscernible -- low volume ] .

I will take a shot. [ Laughter ]. I don't claim to be perfect at this, at all. I think the transparency is incredibly useful in that. So, the experience that we have is we started with really portfolio management. At our process for getting projects onto the list. And we had, we required a charter for everyone. They had to have a charter if they wanted have their project. And then we have something called coordinator for a day. Which was a meeting where we had all of our managers who were potentially project managers and the room together. For half a day. Going to a list of all the charters. This is how we were going to get them to comment on whether they thought that these charters, these projects was to the right resources. And had everything together. And you know, a manager would come across his charter that was very week. And they would say I don't think very highly of him. And the charter.

And I don't think highly of this project. So I'm going to make sure people don't think that way about me. I'm going to make sure that my project charter, the next time, looks really good. I don't know what to do. Me but I will go to them and asked them how I do this charter better? So we would give them ideas. And suggestions. And then make them better. So transparency works wonders.

Also, I will quickly tack onto that. I have status reports, sort of in a decentralized organization. What we have found. In a way that I am working to get that to a better place is why do you do your status reports? You are not doing it just to hand me a piece of paper. It is like office space. The reports that people had to file. You are doing it to do a personal check in with your own project. And by the way, I have this executive project report that I'm sending to the CIO sensitive president. Guess what, if you don't hand me something, I don't have a way to communicate. The decentralized these becomes about, in essence, you become a reporter.

Even though you are accountable for what they are producing. Sometimes just reporting the accurate state of the matter is powerful.

And other mechanism, too, that we've use, as part of our governance structure. We have this learning committee. Any projects person that were not in structural, they went to the Ministry the technology advisory committee. And they had all of the charter back on information. The total cost of our ownership. There were some areas where they really wanted to go off on a tangent. They should be doing that. Someone had to get into point, where this group and committee what action make a recommendation.

That goes forward or not goes forward. And they participate in the process for prioritizing that. In that group reported to me. And my job as a vice president was to take it to senior leadership. For the Cabinet. And it was discussed amongst the group and that decision was made by that team. That is how some of those issues got addressed to bring a particularly what I call about program projects that we shouldn't be heading down those paths with limited resources. Another question? Yes?

[ Indiscernible -- low volume ] .

When you are first-rate to create a PMO office, how do you balance getting projects done and getting the framework and methodology in place?

 At the University of Connecticut, we were fortunate that we had a staff -- a panel of staff who were not at that time, managing projects. We could focus on that. Not everyone has that luxury of course. That is a challenge. I think, again, if you have supports for leadership, they will allow you to take some time to divert some of that work or put it on hold until you can get the work done. It is very important to have that framework. And then you can start modeling those processes, as well. But, yes, in some areas, we were fortunate enough that that was our main focus to get that. And to bring people on that we.

I which is a to add, at the University of North Florida, we have limited resources. We developed our framework methodology and everything first. And then we rolled it out into the training that went along with it.

As I indicated in my presentation, we actually brought a consultant in that was very versed in all of this and in higher Ed and implementing project management. And putting this into tools and the together which is a lot of work. And introducing it. And taking it slow as you move through this process, that is important. That is why we at least went one year and I fully expect to go another year with this person on-site just to really implicate -- implement this whole process within the division.

I would add one thing to that. Have a long-term view and the persisted and be gracious to yourself. The person we did, there is no budget for staff. And you are managing the overall votes for a large campus. But with Bert starts, we now have staff. And we have folks that are believing in this and why it matters .

Just one more thing. I didn't do this but it which I had so I would love to tell you about this. Many people who start a project management office start their own project around building the project management office. This is one way to be able to present the charter. This is the process definition. What is your own charter. What is your schedule. When he is going to be creating these things? How? If you can do that, I think you get a better sense of how much time you will be able to spend in each place that will help you with a plan.

Yes?

[ Indiscernible -- low volume ] .

 Normally, when you get some resources, it is great. If you need additional resources to get the PMO office a good chance of succeeding, has any been done in terms of when project management is used? To show that you either save money and you didn't waste or squander resources? I'm sure in the beginning, when you go with these resources and you hire the executive groups, their like well show me where this is productive? Although I believe in it wholeheartedly, so does she need to show the data.

I think that is a really good point. I think it is hard to come by. I think Robin said that it is like preventative medicine. So, if you do these processes before him, then your project is going to go smoothly. But who can say that if you didn't have these processes in place, that it was going to blow up? Exactly how much it would go over? How much money did we said by using project management? It is hard to say.

It is preventative. Who knows how much you avoid it by thinking about it a forehand? So, I think assessment is really difficult to do. And I wouldn't say that we were very good at it at this point but where the executive by and in executive support really come in, so, I don't know if that is a good answer.

 [ Indiscernible -- low volume ] .

Absolutely.

 [ Indiscernible -- low volume ] .

Yes.

 [ Indiscernible -- low volume ] .

I think the challenge --

[ Indiscernible -- low volume ] . >> I think for the standards report that talks about this in a quantitative way, those organizations, if they are not practicing effective project management, they do not have benchmarks. The challenges after you do it, you really only have qualitative and anecdotal evidence. Generally, people will speak about the fact they don't have the risk. Things are coming in on time. Things are not forgotten.

I would say, there are some intangibles period that you could highlight is part of your PMO. One thing that we have found is that with the transparency or folio. People are actually choosing not to do work that they have asked work. Where they are looking at the list of saying they are doing the same thing issue. Why don't we partner? It is those kinds of things and you can actually assign a dollar value to those things if you needed to.

It is about the foundational elaboration that Mr. Kerr. When the other vice presidents are saying one of the things that we noticed about IT is that they no longer lose project. There getting things done on time. I think that my stats needs are being met. Frankly, I don't care what that cost. If I can get that kind of a valuation, I'm feeling pretty good. Any other questions?

Well, we certainly want to thank you and please, as a reminder, the evaluations.

[ Applause ] .

We also have cards appear and you are welcome to take one and get in touch with us if you have questions on the. Feel free to download the presentation from the EduCause website which is attached to the presentation. There are a bunch of resources in the back that can help you in not we inventing the wheel. >> [ Event concluded ]