Project Assessment: “calculating” results

Andy Clark
Syracuse University
Syracuse University
Chartered in 1870
Private institution in upstate New York

14,169 full time undergraduate students
4,634 full time graduate students
1,013 full time faculty
3,332 full time staff
'93 Forward

FROM:
A mainframe administrative computing model that used internally developed, customized software

TO:
a client/server distributed computing model using ERP software
The Chancellor’s questions

- How much is the remaining transition going to cost?
- What is the best organizational structure for the project?
- What are the ongoing support costs for this environment?
- What kinds of staff do we need and where should they be located?
- How do we resolve the governance issues of an integrated environment?
- How can we realize the most value from these systems?
The Chancellor’s charges

- CIO position created
- EPS dept created
- All-University view
- Use technology more effectively
  - CMS owns EWTA
  - C/S transition budget
  - DSP role clarified
  - Integrated services
Changes must

- Promote enterprise thinking
- Perform cost/benefit analysis
- Improve enterprise processes
- Develop required organizational infrastructure
Positives or benefits

Negatives or costs
PMO

T = 2 yrs.

PM

T = 0
Balanced scorecard?
### The Consultant’s Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
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<tbody>
<tr>
<td>Satisfaction / reaction</td>
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<tr>
<td>Learning</td>
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<td>Business impact</td>
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<td>ROI</td>
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Project Results & Outcome Reports (using) the Consultant’s Scorecard

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Questions ?