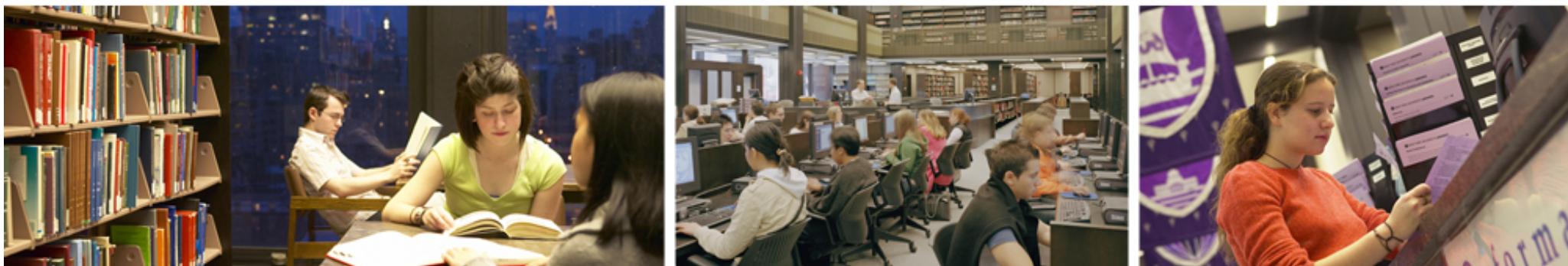
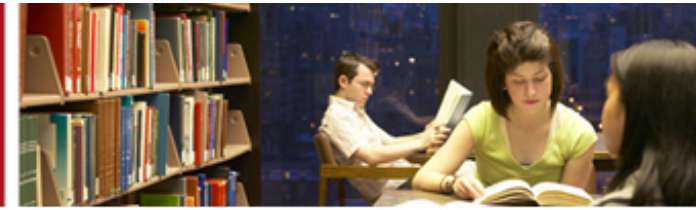


# Portfolio Management @ NYU

Jennifer Vinopal [vinopal@nyu.edu](mailto:vinopal@nyu.edu)

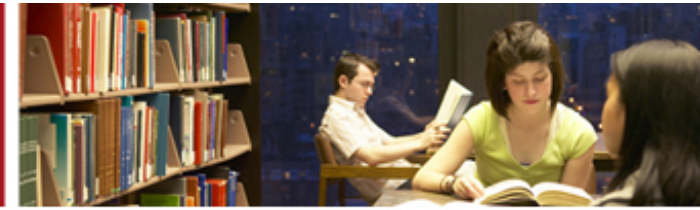




## Portfolio Management:

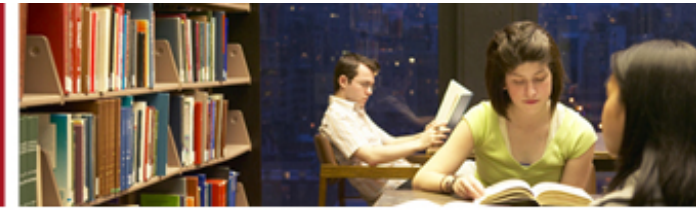
“Enterprise program management is concerned with the integration of planning, strategy, resource allocation, and architecture management to achieve best value to the company. This includes value management, process management, and human capital management.”

*(IT Portfolio Management Step-by-Step. Wiley, 2005)*



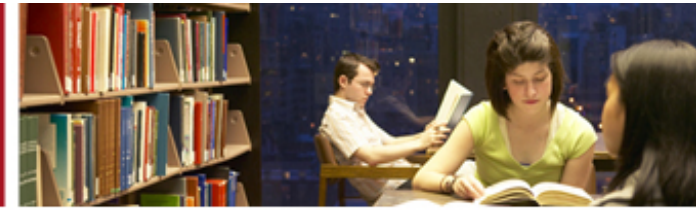
## Typical Reasons for Portfolio Management:

- Alignment (vision/goals)
- Resources (budget, time)
- Risk management (project, portfolio, enterprise)
- Evaluate performance, benchmarking
- Surface hidden interdependencies
- Address inadequate PM processes



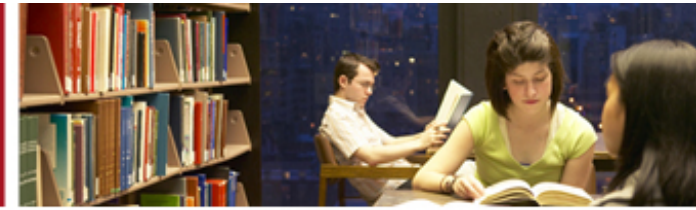
## NYU DLTS Reasons for Portfolio Management:

1. Document what we do (projects, services)
2. Identify gaps in tools/workflows; look for efficiencies
3. Identify hidden commonalities among projects



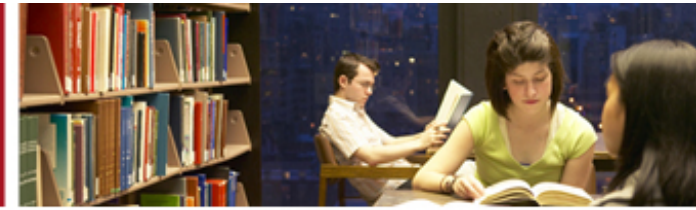
## Portfolio Management Tools:

- NYU ITS/NYU Abu Dhabi: @Task (ProjTrak)
  - (<http://www.attask.com/>)
  - Entries for all active projects
  - Some tasks & milestones
  - Some basic project updating (weekly status update, red flags, late projects)
  - Not tracking staff hours
  - Weekly .edu Leadership team looks at current projects, follows up on late projects
  - In cases of conflict, think about prioritization.



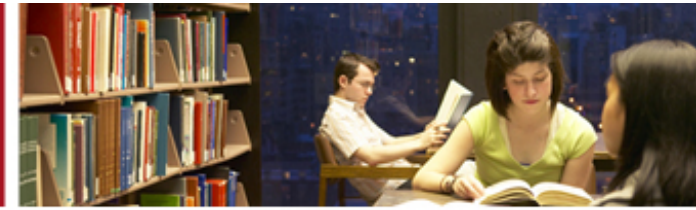
## Portfolio Management Tools:

- MIT: Google spreadsheet linked to web presentation interface
  - Used to list active projects + ways to sort
  - Somewhat useful for capacity planning
  - Not used for project updates, status reports, red flags, late projects, FTE hours



## Portfolio Management Tools:

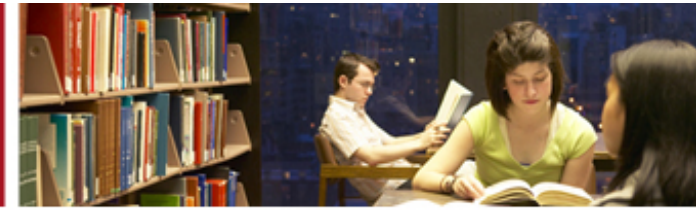
- Microsoft Project / Project Server
  - Full suite of PM and PPM tools: timelines, gantt charts, risk management, time tracking, budgeting, reporting, etc.



## Portfolio Management Tools:

- Project Management Office
  - Group that maintains the standards, procedures, promulgates best practices for the org.
  - Metrics, documentation, PM training, templates, prioritization, etc.

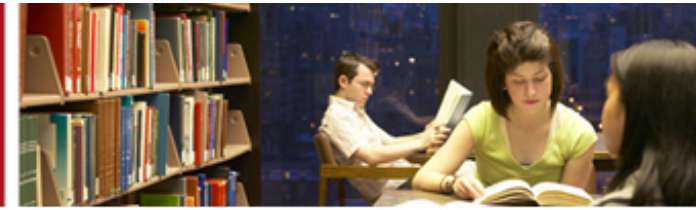




# Vinopal's Requirements for NYU DLTS

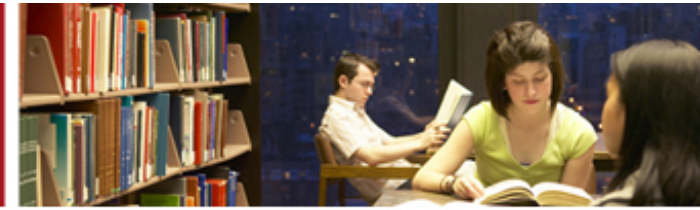
## Portfolio Management:

- Identify easiest, least time-consuming process to accomplish team goals.
- No process or documentation for its own sake.
- Team will only buy into process if it provides tangible value for everyone (not just library leadership).
- Must be a shared process with a shared product.
- Tool: easy to learn, set up, and use.



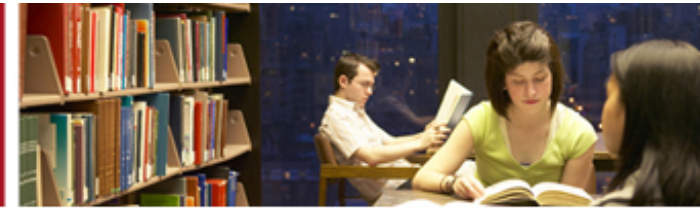
## Since fall 2009:

- Listing/documenting active and pending projects.
- Assigning a PM for each project.
- Project prioritization/selection based on team shared values/goals.
- Regular weekly time to review portfolio.



## Recent review of PM/PM tools:

- Base Camp
- Liquid Planner
- Easyprojects.net
- Zoho projects
- Quickbase (Intuit)
- @Task (nyu's ProjTrak)



# Our Current Portfolio Management Tool?

Google docs.

# Portfolio Management @ NYU



https://spreadsheets.google.com - NYU Digital Libraries Project-Service Portfolio

File Edit View Insert Format Form Tools Help

	A	B	C	D	E	F	G	H
1	<b>ACTIVE PROJECTS</b>							
2	<b>Entry Last Updated + initials</b>	<b>Short Name</b>	<b>Project/ Service Name</b>	<b>Project Start Date</b>	<b>Project End Date</b>	<b>Description</b>	<b>Project / Service Manager</b>	<b>Status (pending, planned, executed, closed)</b>
14	11/4/2009 (jv) 2/4/2010 (jv)		<b>IFA Egyptology book hi-res imaging</b>	2/8/2010	6/30/2010	Digitize oversized Egyptian material from IFA. This is part of a larger collection that was scanned by the Internet Archive a few years ago. This is a digitization project only - it does not include creating a project website.	Buchman	requested external
15	11/16/2009 (jv)	<b>MC-UP</b>	<b>Media Commons user profile system</b>	3/1/2008	5/30/2010	develop user profile systems for media commons	Hoffman	execution
16	1/22/2009 (bh)	<b>CITTRAK</b>	<b>MediaCommo / Citation Tracker Integration</b>	12/1/2008	5/30/2010	Outsourced development of Citation Tracker API. Internal or outsourced development (TBD) of MediaCommons client tools to utilize CT API.	Hoffman	execution
17	11/16/2009 (bh)	<b>GMOI</b>	<b>NYUPress - Guantanamo book collection processing and website development</b>	7/1/2009	5/30/2010	Receive Born digital documents and metadata and create Drupal-based web archive to accompany press book publication. Implement features as requested by book authors and NYP personnel.	Monica	Execution
	10/12/2009 (jv) 10/14/2009	<b>PRCAP</b>	<b>PR-Collection Assessment</b>	9/1/2009	5/14/2010	Develop procedure bring a collection into the PR. Includes collection assessment	Stedfeld	Execution

Done

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# Portfolio Management @ NYU

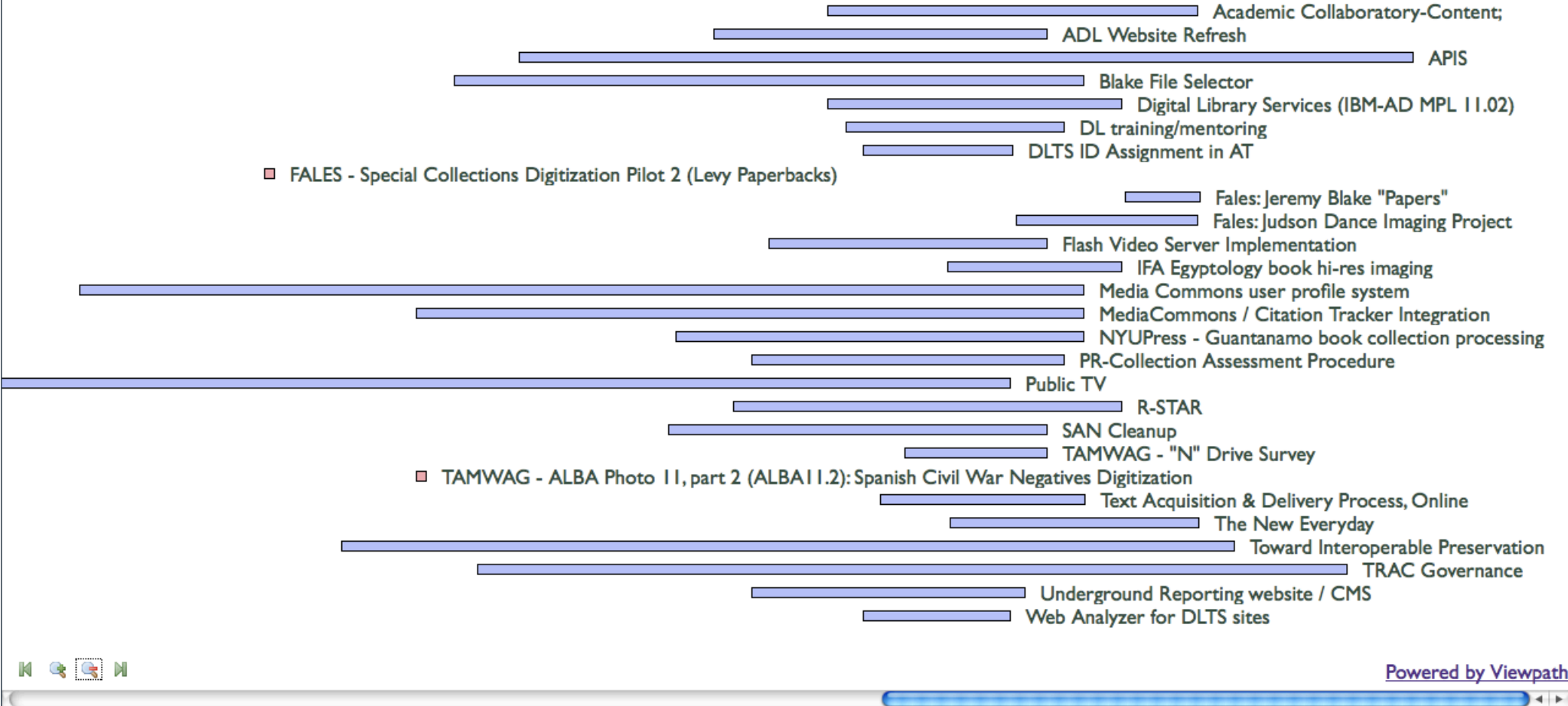


https://spreadsheets.google.com - NYU Digital Libraries Project-Service Portfolio

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Q1 2008			Q2 2008			Q3 2008			Q4 2008			Q1 2009			Q2 2009			Q3 2009			Q4 2009			Q1 2010			Q2 2010			Q3 2010			Q4 2010			Q1 2011			Q2 2011		
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

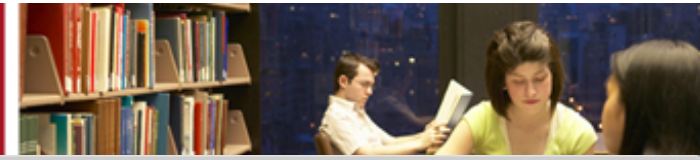


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# Portfolio Management @ NYU



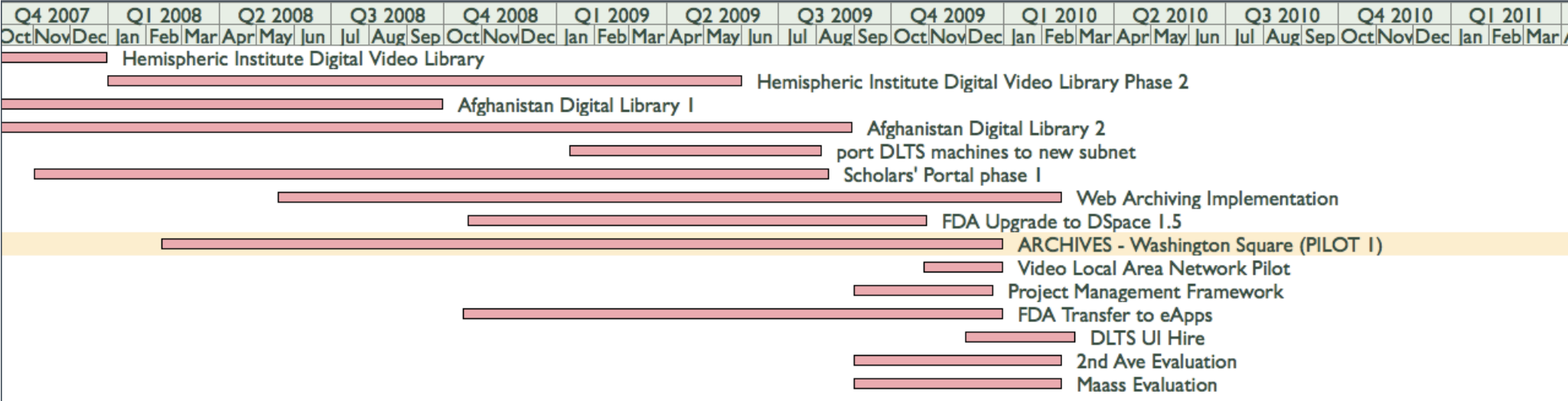
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## Gantt Chart by Viewpath

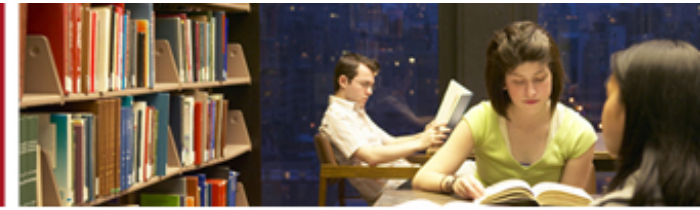
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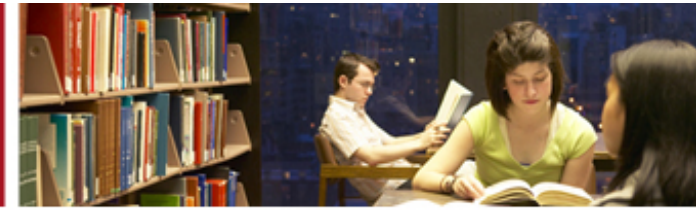




## Google shortcomings:

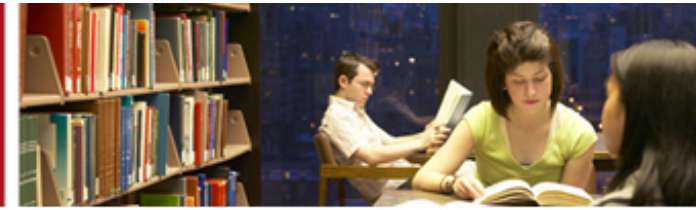
- Tracking projects, but not an adequate PM tool.
- Reporting is limited.
- Resource management: without tracking staff time, we can't run staff utilization scenarios.
- But maybe it's good enough?





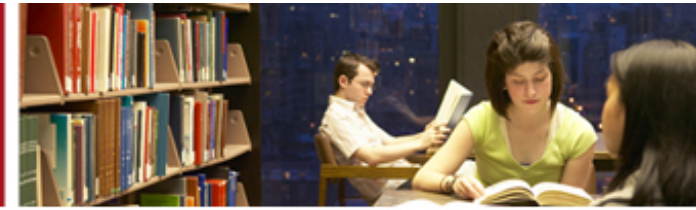
## Next steps (6+ months):

- Document Service Portfolio
- Devise method for project scoping
- Continue to track project completion (do we really assign accurate end dates? Do our projects drag on?)



## Conclusion:

- Establishing portfolio management in an organization requires a change in culture.
- Introduce change incrementally as your organization matures into the idea and practice of portfolio management.
- At first, focus less on developing complex tools and policies than on fostering an environment where portfolio management is relevant and beneficial to everyone involved.



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