

# Case Study



Consulting

## Delivering scalable project management for higher education software modernization

A global provider of higher education technology solutions partnered with Judge Consulting Group to support a large-scale software upgrade initiative. The engagement required experienced project managers to lead dozens of simultaneous projects, coordinate diverse teams, and ensure consistent delivery under tight timelines and limited budgets.

### THE CHALLENGE

#### Managing Complex, Concurrent Software Upgrades Across Higher Education Clients

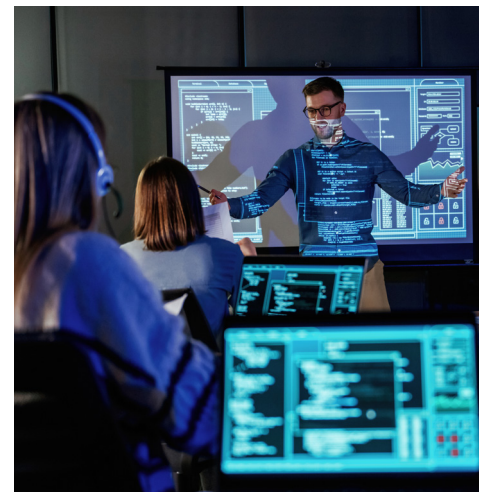
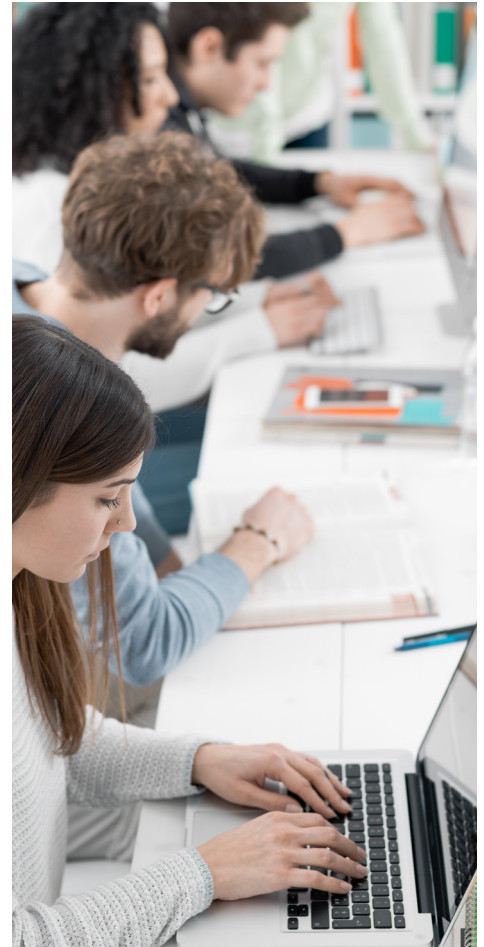
The client—a global leader in higher education technology—was undertaking a large-scale modernization initiative to transition institutional software systems from Oracle Forms to JavaScript Pages. With dozens of colleges and universities relying on their platforms, each upgrade required a customized approach based on institution-specific configurations and timelines. The work was complex and varied, and the volume of the required upgrades exceeded the client's internal capacity.

To execute effectively, the client needed external project managers who could step in immediately, own the delivery process, and provide end-to-end oversight. Each project demanded coordination across functional, technical, and offshore resources—all while maintaining consistent communication with institutional stakeholders and adhering to aggressive schedules and limited budgets.

### THE SOLUTION

#### Embedded Project Management for Structure, Scale, and Seamless Coordination

Judge Consulting deployed a team of seasoned project managers who embedded directly into the client's Professional Services organization. With deep experience in enterprise software delivery—particularly in higher education environments—Judge PMs took ownership of the full project lifecycle.



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Key components of the project lifecycle included:

- Developing and executing detailed project plans tailored to each institution
- Coordinating work across cross-functional client teams and offshore developers
- Managing communication plans, stakeholder alignment, budget oversight, and invoicing
- Identifying, assessing, and proactively mitigating project risks—including resource constraints, system dependencies, and change resistance
- Serving as escalation leads and the single point of contact for both the client and their institutional customers

Over the course of the engagement, Judge PMs managed between 25 to 30 active upgrade projects simultaneously.

## THE RESULT

### Expanded Delivery Capacity, Customer Confidence, and Strategic Growth

Judge Consulting enabled the client to deliver a high volume of complex upgrade projects without compromising quality or consistency. With Judge's PMs embedded as trusted, client-facing leads, colleges and universities experienced reliable timelines, clear communication, and swift issue resolution. More than just delivery support, the Judge team acted as the face of the client to their higher education stakeholders—ensuring a consistent, professional, and solution-oriented experience across every engagement.

Internally, the client reduced operational strain, improved delivery velocity, and strengthened their ability to manage complex technical rollouts at scale. As the partnership evolved, Judge's scope expanded to include broader implementation efforts across multiple modules and systems. The team also led a high-visibility integration project with an external partner—working cross-functionally to develop a proof-of-concept intended to evolve into a future commercial offering.



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