Time for an Upgrade to IT Governance

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Presentation Purpose

➢ Share our experiences since adopting an inclusive IT Governance and Prioritization process in 2004. Utilizing this process, we've completed 208 projects, spending $10+M and expending 500,000+ hours.

➢ Discuss our findings and changes resulting from a comprehensive, process review in 2008. The recommendations include nine specific changes aimed at improving prioritization while increasing collaboration.

➢ Describe the history of our governance, best practices in project prioritization, cultural concerns, and how the process has evolved to create a collegial and transparent method for prioritization.

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Presentation Overview

- Original Process – 2005-2008
  - Overview
  - Successes / Challenges
- IT Governance Process Review - 2008
  - Structure, Process, & Timeline
  - Findings
  - Recommendations
  - Implementation Highlights
  - Lessons Learned
- Current Economic Constraints

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University of Illinois Structure

Chicago, Springfield, Champaign-Urbana

- ➤ Three physical campuses, one virtual campus

- ➤ Consolidated business and finance with highly decentralized student services.

- ➤ University Administration acts at the system level for some services along side mostly independent campus administrative structures

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Enterprise System Structure

An ERP, surrounded by chaos

- ➤ Banner ERP
- ➤ SunGard modifications
- ➤ 3rd party software
- ➤ Home grown add-ons
- ➤ Secondary administrative IT layer at the campus and college level

Information Technology Priorities Committee (ITPC)

Fundamental process for directing administrative IT projects & resources

- ➢ Initiated in 2004, major overhaul 2008
- ➢ Customers define the business issues and opportunities where we can apply IT
- ➢ Customers select and prioritize in which order to execute projects
- ➢ Transparency throughout the process

ITPC Overview – Scope / Size

What types of projects need to go through the priorities process?

- ➤ Any project that involves resources from a University Administration unit, or campus based unit that plans to offer an administrative system for the entire campus
- ➤ Any project that will interface with an Enterprise system
- ➤ Any project that is administrative in nature, and wishes to utilize funding from the central pool of administrative IT dollars allocated by AAMT (VP's and Provosts)

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ITPC Overview – Scope / Size

Statistics

- ➢ To date – 300+ projects reviewed / 208 complete
- ➢ 34 projects in progress
- ➢ 35 projects approved to be scheduled
- ➢ 7 projects submitted awaiting review
- ➢ ITPC allocates $1.5M and approximately 60K – 80K technology hours per year
- ➢ Currently about 12-18 month project pipeline

ITPC Overview – Project Types

Discretionary vs. Mandatory

➤ ITPC projects may be mandatory or discretionary
  ➤ Mandatory projects are those mandated by the Board of Trustees or regulatory bodies or systems projects that must be pursued to maintain the integrity of the application infrastructure (such as system upgrades)
  ➤ Discretionary projects are those that add new or improved functionality but are not required
➤ Typically mandatory projects receive automatic approval and only high level review
➤ Mandatory projects can have a significant effect on the availability of discretionary dollars and FTE

ITPC Overview – Project Sizes

Level 1, Level 2 & (Level 2) Large

Template classification thresholds:
- Level 1 – 250 to 849 hours; up to $100K – Final approval by ITPC subcommittees

  (within set approval constraints for hours and dollars)
- Level 2 Standard – 850 to 4,999 hours; or $100K to $250K - Final approval by ITPC
- Level 2 Large - > 5,000 hours or > $250K - Final approval by AAMT (once annually)

Examples:

- ➤ Level 1 - Grants and Contracts Accounts Receivable Report – 395 hours / $0

- ➤ Level 2 – Compensation Statement Implementation – 1,034 hours / $19,350

- ➤ (Level 2) Large – Electronic Settlement – 5,149 hours / $110,880

ITPC Overview - Structure
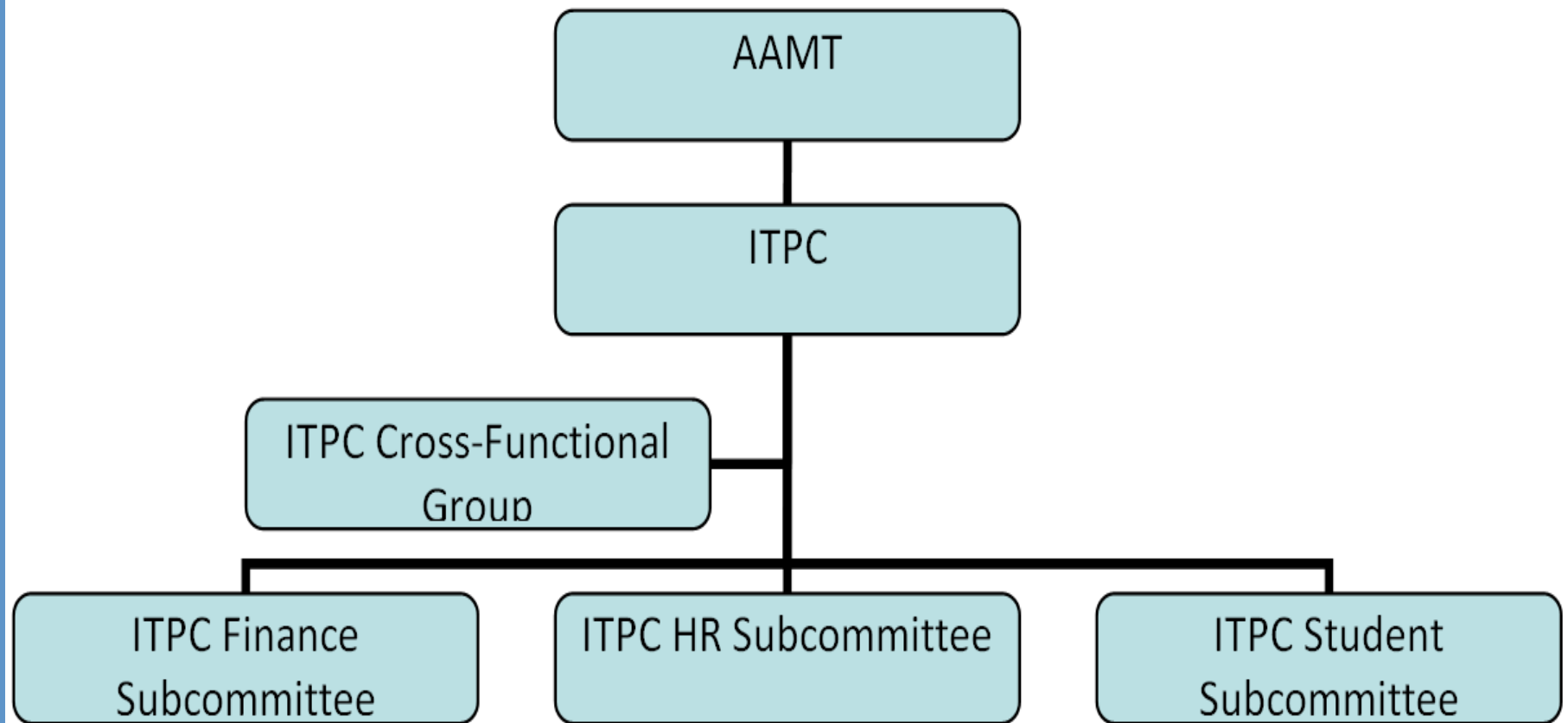
ITPC Overview - Schedule

Functional Subcommittees –
    Meet monthly – actions forwarded to Cross Functional Group

Enterprise Architecture Committee – Preliminary technology review

ITPC Cross-functional Group – meets quarterly - feeds ITPC

Information Technology Priorities Committee -
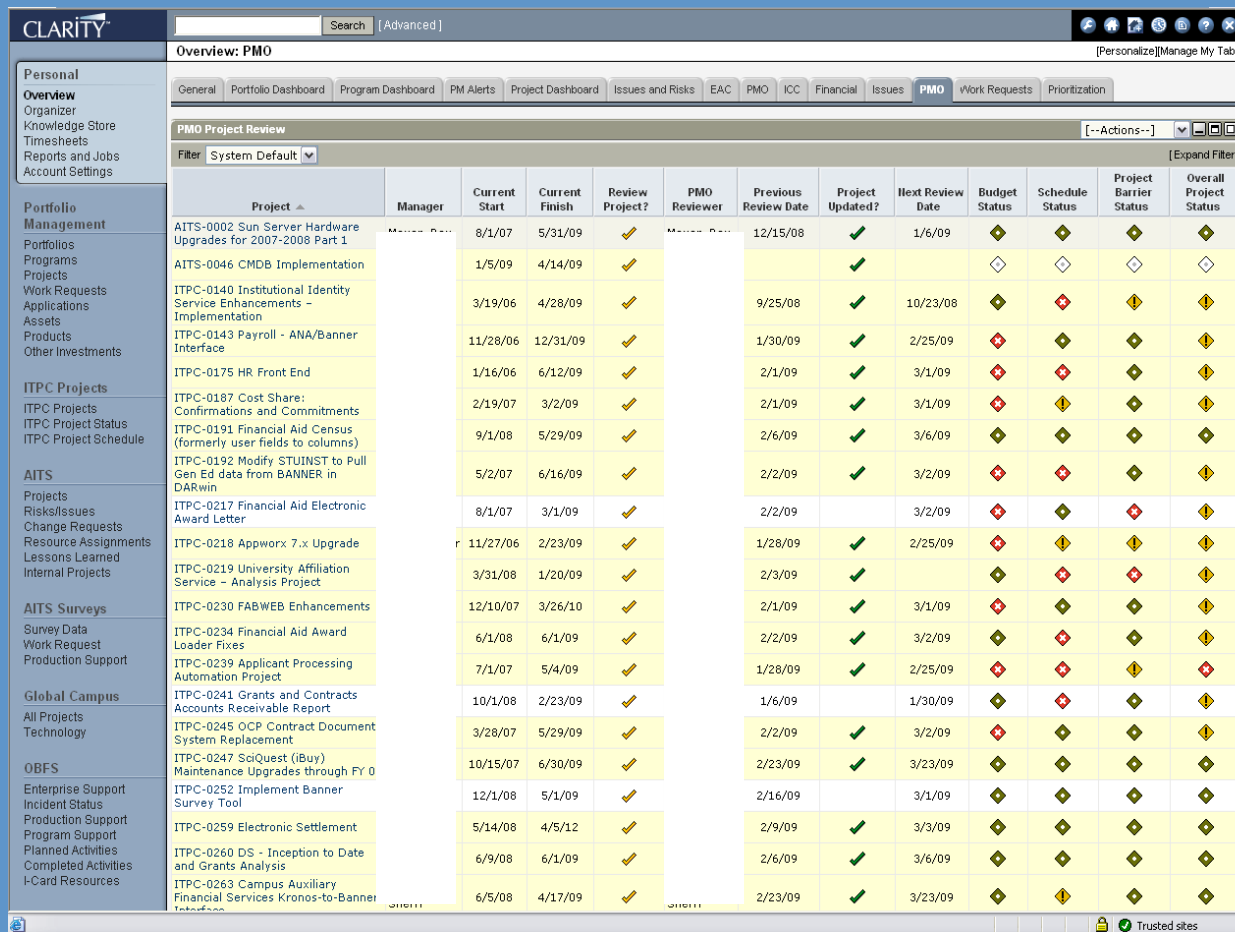   Meets quarterly – feeds AAMT

Academic Affairs Management Team
    Meets quarterly – focuses on large impactful projects only

ITPC Overview - Measures

- ITPC and other IT Operations data is collected utilizing CA Clarity – PPM tool. Seven organizations at UI using Clarity.
- Highly recommend investigating utilizing a PPM solution.
- Measures collected and published by PMO related to ITPC:
  - Portfolio status
  - Individual Project Status
  - Financial Status
  - Project Performance
  - Work Requests (<250 hours)
  - Resource Utilization / Capacity
  - Project Prioritization
  - Customer Satisfaction
  - Time Reporting

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ITPC Overview - Measures

Clarity PPM – Brings thousands of pieces of IT data together

ITPC Overview – Measures

Portfolio Status – 1-page snapshot showing:

➢ Overall project count

➢ Project pipeline – effort

➢ Projects completed and started and scheduled to complete/start in next month

➢ Project performance against schedule / budget

➢ Financial status and cash flow

➢ Outsourcing counts
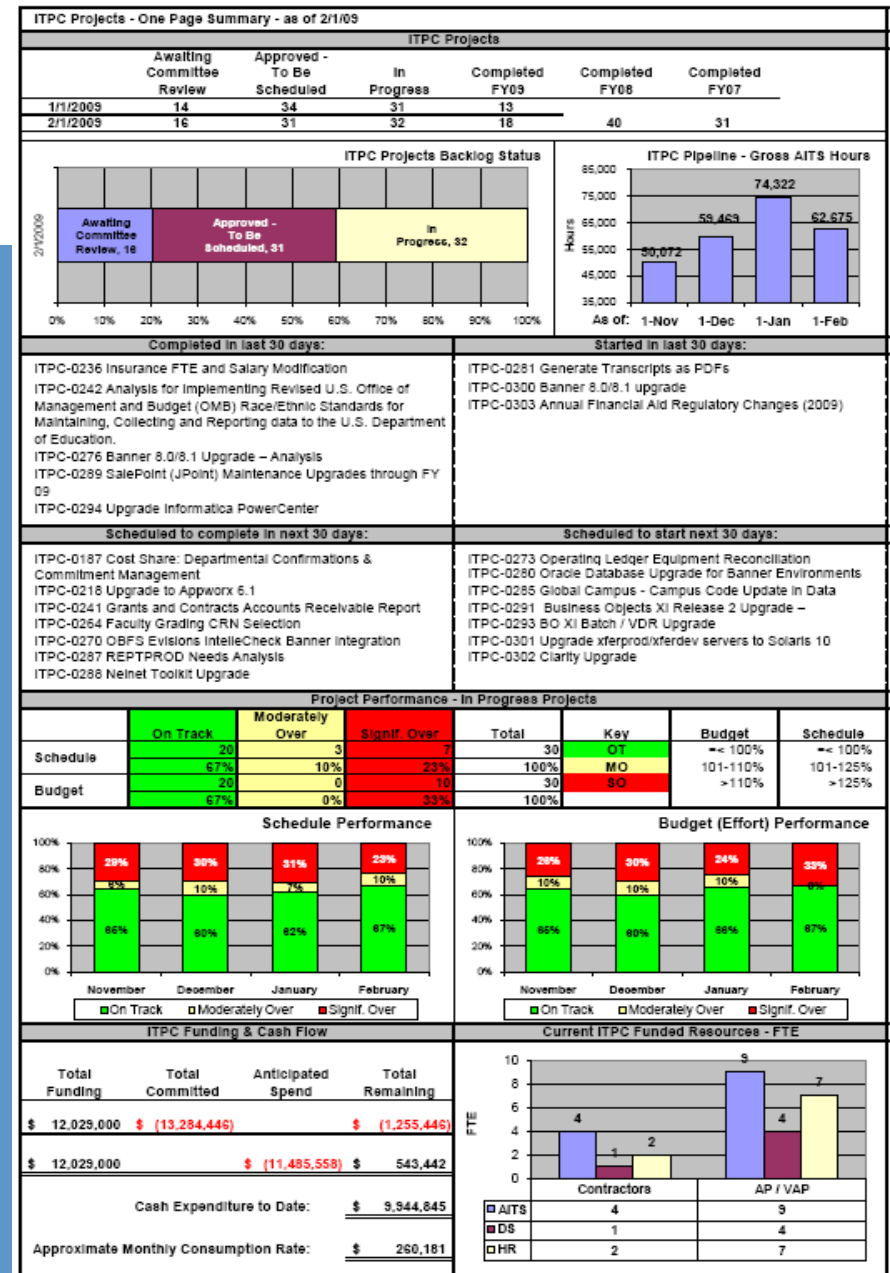
ITPC Overview - Measures

Project status report – standard stoplight report
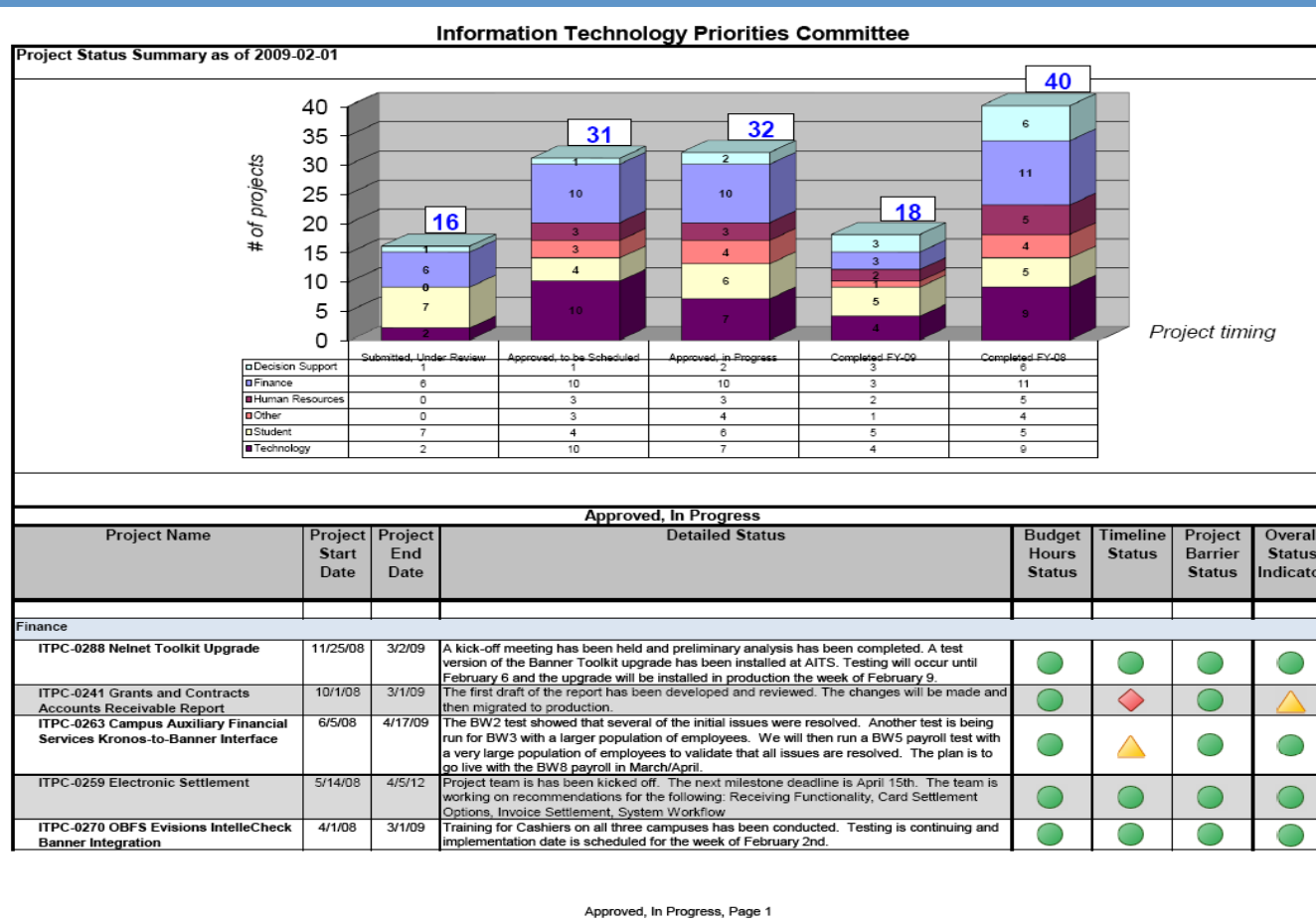
ITPC Overview - Measures

Project performance – drill down into why we are over budget or schedule.

Such as.....

➢ Key decision milestones missed

➢ Scope creep

➢ Communication issues

➢ Delivery of code/fixes from vendor

➢ Unrealistic original schedule

➢ Unexpected high level of defect fixes

➢ Complexity of specifications

➢ Underestimated work based on unknown factors

➢ Changes in specifications by the client

➢ IT organization resource constraints

➢ Functional organization resource constraints

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ITPC Overview - Measures

Work Request Performance – Discretionary work < 250 hours

ITPC Overview - Measures

Time Reporting Data - Can't do without it

AITS Time Reporting - One Page Summary - as of 2/1/09

Time Reporting by Category (ADSD / CO)

	ADSD						CO					
	Projects	M&S / Ops.	Int. Proj.	Work Reqs.	Admin	Total		Projects	M&S / Ops.	Int. Proj	Work Reqs.	Admin	Total
Current month	49%	25%	2%	9%	15%	100%	Current month	8%	83%	1%	0%	9%	100%
To Date	43%	27%	4%	10%	15%	100%	To Date	6%	81%	2%	0%	11%	100%

Maintenance, Support & Operations Breakdown (ADSD / CO)

ADSD - Maintenance & Support Breakdown - Top 10	Hours	Pctg.	CO - Maintenance, Support & Operations Breakdown - Top 10	Hours	Pctg.
Maintenance and Support - General	1,162	39%	Service Desk Support – Help Desk, Operations and Process Flow	1,146	21%
Database Maintenance	655	22%	Desktop Support - Clarify and Walkups	1,072	20%
Analyzing Issues	331	11%	General Admin	653	12%
DS Database Maintenance	154	5%	Application Support	545	10%
Security	152	5%	General Solaris Support	387	7%
Reports	133	4%	Scheduled routine operating system maintenance	375	7%
MRRT Support	127	4%	Desktop Hardware - Purchase/Setup/Configuration/Surplus/Track	369	7%
UOFPP Support	105	3%	Storage Maintenance and Support	317	6%
DARwin Maintenance	102	3%	Desktop Research/Testing/Project Work	313	6%
Configuration	89	3%	Deployment EAI Projects - EAI Support	306	6%

Task Breakdown (CSO / AFM)

CSO Time Reporting Breakdown - Top 10	Hours	Pctg.	AFM Time Reporting Breakdown - Top 10	Hours	Pctg.
Daily Operations - Weekly Time spent on daily operation tasks/ac	804	75%	General business activities	521	44%
Security Consulting General	52	5%	General Admin	336	26%
PCI Compliance	45	4%	Stipend Programs	98	8%
Prepare Priviledged Access Reports	34	3%	Administrative Support	55	5%
Various Account Reviews	32	3%	Inventory maintenance in Altiris (reconc., updating, monitoring)	45	4%
Manager Tasks - Meetings	25	2%	Website Content	31	3%
Review and Approve Priveledged Access Reports	22	2%	Travel (Non-Project)	30	3%
Admin - General Admin	20	2%	Telecom Billing	28	2%
Manager Tasks - Team Management	17	2%	Management Time (Non-Project)	23	2%
Metrics/Measures	16	1%	Organizational Development/Effectiveness	16	1%

ITPC Overview - Measures

Organization-wide selection and understanding of priorities

AITS - Management Group
Quarterly Project Prioritization - January 2009
Focus on Critical and High Priority Technology Projects

Project Name		Priority / Functional Ranking	Current Start	Current Finish	1/1/09 AITS ETC	Project Manager	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Comments
Technology Projects																						
ITPC-0276	Banner 8.0/8.1 Upgrade – Analysis	1	5/5/08	1/31/09	400	Steven																On Track - mods coming soon
ITPC-0300	Banner 8.0/8.1 upgrade	2	2/1/09	11/30/09	20,000																	Scoped and scheduled
AITS-0005	Hardware Replacement Project	3	3/1/09	6/30/09	TBD																	Scope and size unknown, but will be significant.
ITPC-0287	REPTPROD Needs Analysis	4	10/1/08	2/12/09	240																	Critical to complete so we have implementation options.
ITPC-TBD	REPTPROD Alternative Implementation	5	3/1/09	8/30/09	TBD																	Pending results of analysis phase.
ITPC-0218	Upgrade to Appworx 6.1	1	11/27/06	2/9/09	230																	Additional work if not in by Dec.
ITPC-0266	Campus Help Desk Software Replacement	2	5/1/08	3/10/09	1,000																	Vendor unsupported / 3rd party support available.
ITPC-0294	Upgrade Informatica PowerCenter	3	9/22/08	1/31/09	130																	Out of compliance.
ITPC-0301	Upgrade xferprod/xferdev servers to Solaris 10 operating system	4	1/1/09	8/30/09	1,665																	Hardware / software severely out of date. May be able use phases.
ITPC-0291	Business Objects XI Release 2 Upgrade – Implementation	5	1/1/09	4/10/09	950																	Desupported 6/08.
ITPC-0293	BO XI Batch / VDR Upgrade	6	2/2/09	8/17/09	1,300																	Desupported 6/08.
ITPC-0232	BO XI Upgrade for AITS Distiller reports	7	2/12/07	TBD	250																	Desupported 6/08.
ITPC-0302	Clarity Upgrade	8	2/1/09	6/30/09	1,100																	Desupported 6/08.
ITPC-0220	EAS Administration Enhancements	9	TBD	TBD	250																	Template needs reestimation. Considerable security issues w/o.

Critical	This project is a critical priority. Any resources required for timely completion should be allocated. Any impediments to progress should be communicated to senior management
High	This project is a high priority. Any resources required for timely completion should be allocated unless they are committed to a critical priority project. The availability of incremental resources (contractors) should be utilized if possible to stay on track. Any impediments to progress should be communicated to senior management.
Medium / Low	This project is a medium / low priority. Critical and High priority projects will take precedence in allocating resources. Any delays in the project schedule should be communicated to senior management and the customer.

Existing process - Successes

➢ It is an operating, documented and repeatable process for the evaluation and execution of information technology projects.

➢ 300+ projects reviewed

➢ 208 projects completed

➢ Process transparency

➢ Improved communication

➢ Improved project scheduling

➢ Improved picture of resources vs. demand

Existing process - Challenges

- Business strategy & IT alignment in project selection
- Funding limitations
- Process participation
- Communication outside of the process is seen as weak
- Cross-functional prioritization of projects

ITPC Process Review – FY08

Scope

➢ Identify issues affecting the efficiency, effectiveness and responsiveness

➢ Propose recommendations for improving the process

Methodology (5 phases)

1. Preparation (11/07—12/07)

➢ Solicit feedback from ITPC & SCs

➢ Identify areas for discussion

2. Information Gathering (01/08-05/08)

➢ Conduct interviews to identify issue details and options

3. Focus Group (04/08-05/08)

➢ Discuss issues with broad constituent work group

➢ Outline recommendations

4. ITPC Review (05/08-06/08)

➢ Submitted to AAMT

5. AAMT Review / Approval (07/08)

ITPC Process Review

Findings – Significant Issues

1. A strategic element is desired but there is uncertainty about how to achieve it.

2. Cross functional prioritization is not being adequately addressed.
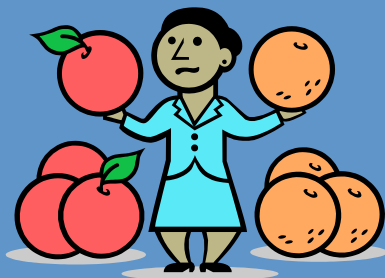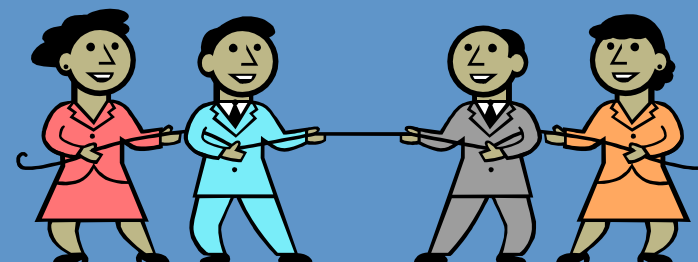
3. Some topics are not represented well in the 3 subject area structure.

4. The ITPC process does not have a current charter.

ITPC Process Review

Findings – Significant Issues

5. The current practice of approving a long queue of projects for which there are not resources is damaging to ITPC operation and perception.

6. Direct representation of the interests of front-line college/department units in the process is minimal.

7. Cross-campus development of project proposals is problematic.

8. Project proposal development is seen as a barrier, particularly by those outside the process.

ITPC Process Review

Findings – Significant Issues

9. Campus participation is perceived to be out of balance.

10. Outcomes of ITPC projects are not evaluated.
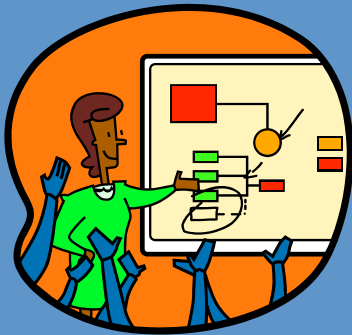
11. Communication outside the process is sub-optimal and has negative effects on the process.

12. The resource picture for ITPC is unclear, particularly as it affects the queue and scheduling of projects.
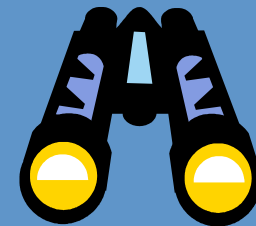
ITPC Process Review

Findings – Significant Issues

13. The threshold for Level 1 projects results in a mismatch between the cost of developing the business case and implementation costs.

14. AAMT time would be better focused on larger projects, rather than all Level 2 projects.

ITPC Process Review

Recommendations

Nine recommendations across the ITPC process. Described individually in following slides.

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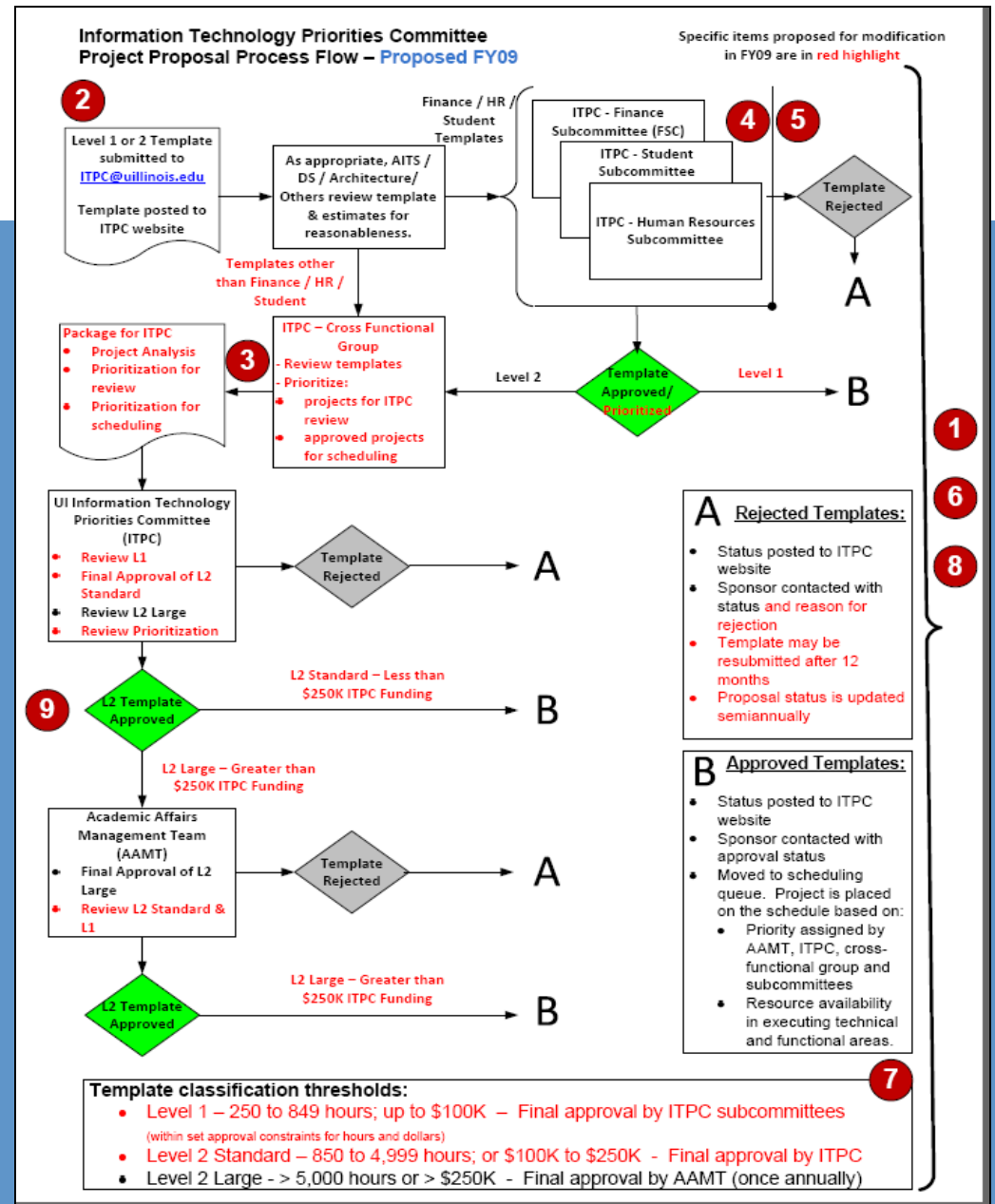
ITPC Process Review

Recommendations

1. **Develop ITPC Charter**
   - Document ITPC role, structure, membership, authority, responsibilities, operations and calendar.
   - Define relevant processes for all committees / subcommittees in one document.
   - Point of reference for all constituents
   - Endorsed/updated annually

2. **Increase alignment with strategic direction**
   - Define administrative information technology strategy
   - Seek projects supporting UI strategic initiatives
   - In-depth analysis of alignment to date and opportunities for alignment in the future.

ITPC Process Review

Recommendations

Actionable strategies vs. completed and in-process projects
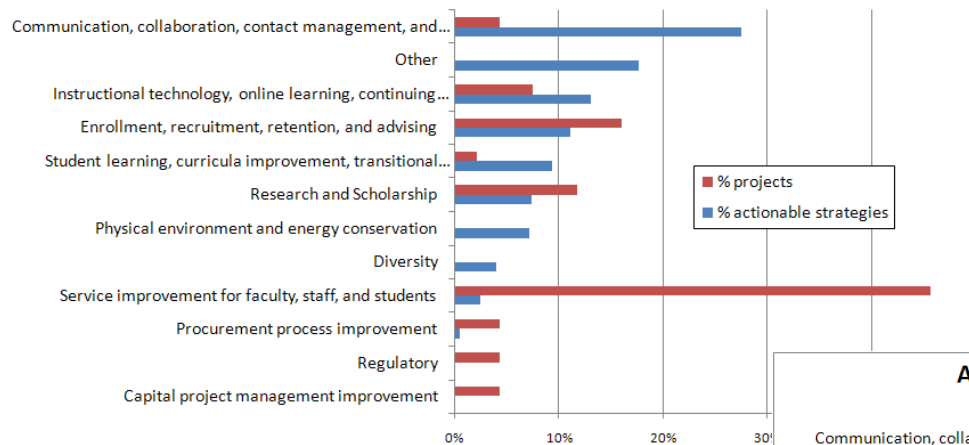
Comparing the focus of the strategic projects to UI strategies, it becomes clear that the following areas have good coverage:

➢ Service improvement to faculty, staff, and students
➢ Research and scholarship
➢ Enrollment, recruitment, retention, and advising

This comparison also points to the following gaps as highlighted in the chart to the right.

➢ Communication, collaboration, contact management and social networking
➢ Student learning, curricular improvement, transitional and first year programs, learning assessment, and teaching excellence
➢ Instructional technology, online learning, continuing education, and other non-traditional learning opportunities

Actionable strategies vs. projects and potential projects

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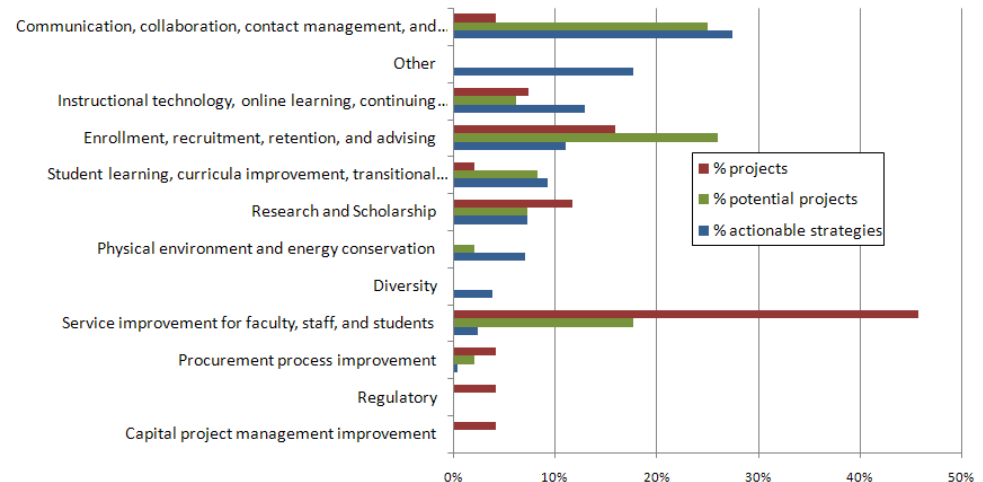
ITPC Process Review

Recommendations

3. Improve cross-functional processes and project review paths

➢ Form new cross-functional group to improve prioritization across areas

ITPC XFG - Rankings of projects for scheduling
Projects for Review by ITPC - December 3, 2008

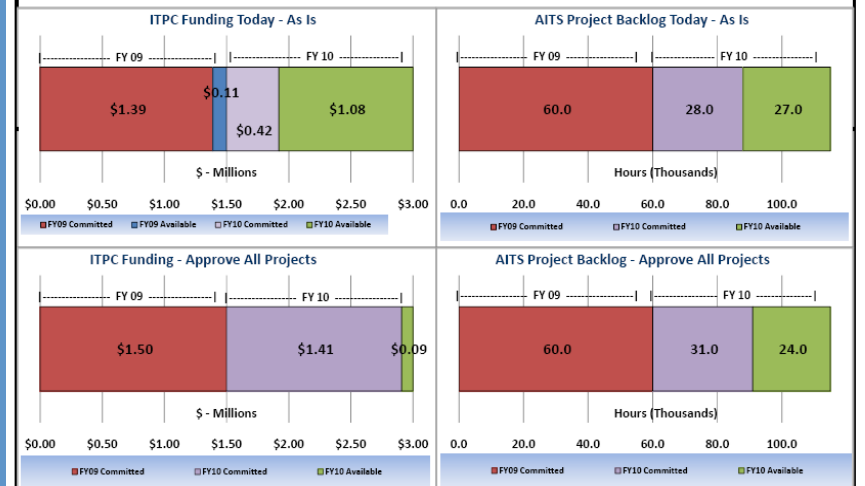| Project Name	ITPC Functional Area	Functional Priority	Final Overall Ranking
ITPC-0281 Generate Transcripts as PDFs	Student	1	1
ITPC-0251 Payroll Voucher Process	Finance	1	2
ITPC-0269 Academic NOA Rewrite Implementation	Human Resources	1	3
ITPC-0213 Financial Aid Employment Earnings Load Modifications	Student	2	4
ITPC-0220 EAS Administration Enhancements	Technology	1	4
ITPC-0155 USFSCO: Direct Deposit Enrollment Page	Finance	2	6
ITPC-0206 Contractor's Annual Prequalification System (CAPS)	Other	1	7
ITPC-0250 Banner Obsolete Record Purge Process – Analysis Project	Technology	3	8
ITPC-0267 Compensation Statement Implementation	Human Resources	2	9
ITPC-0194 Password Sync NetID Project	Technology	4	9
ITPC-0210 Employee/Jobs Mass Changes Web Application Enhancements	Technology	2	11
ITPC-0278 GCO: Total Employee Work Load – Cost Share Effort & Pay Lines	Finance	6	12
ITPC-0195 Capital Project Collaboration Tool Evaluation (PRZM)	Other	2	12
ITPC-0215 FinAid TW Eligibility 'UIC Campus Care' Modifications	Student	3	14
ITPC-0272 General Ledger Equipment Reconciliation	Finance	4	15
ITPC-0268 Implementation of Payroll Calculator for "What-if" Scenarios	Human Resources	3	15
ITPC-0252 Implement Banner Survey Tool	Student	4	15
ITPC-0273 Operating Ledger Equipment Reconciliation	Finance	5	18
ITPC-0144 InfoEd Human Subjects Module Deployment	Finance	3	19
ITPC-0282 Payroll: System-Initiated Leave Balance Adjustment	Finance	7	20
ITPC-0254 Interface Clockwork to Banner for UIC Police	Finance	8	21

Mandatory Projects in the Scheduling Queue
ITPC-0288 Nelnet Toolkit Upgrade
ITPC-0293 BO XI Batch / VDR Upgrade
ITPC-0291 Business Objects XI Release 2 Upgrade – Implementation
ITPC-0280 Oracle Database Upgrade for Banner Environments
ITPC-0232 BO XI Upgrade for AITS Distiller reports

ITPC Cross-functional Group Recommendation to ITPC
December 2008

Projects		Cross-functional Group Prioritization	Toal Hours	Cummulative Toal Hours Across Projects	AITS Hours	ITPC Funding Requested
ITPC-0297	Web App Modifications (Summary; Agreement)	1	269	269	219	$ 73,920
ITPC-0284	Codebook Data in the Data Warehouse	2	1,706	1,975	20	$ 123,371
ITPC-0299	OCMI: Treasury Workstation	3	1,216	3,191	76	$ -
ITPC-0286	Student Orientation Data in Data Warehouse	4	874	4,065	20	$ 52,338
ITPC-0298	Payroll: Taxable Benefit Adjustments	5	1,296	5,361	236	$ -
ITPC-0283	Darwin Data Analysis and Reporting	6	2,328	7,689	40	$ 157,436
ITPC-0296	Payroll: Award Payments	7	520	8,209	176	$ -
ITPC-0304	Web App Cell Phone & Address copy	8	269	8,478	219	$ 94,080
ITPC-0277	Dashboard Implementation	9	968	9,446	-	$ -
ITPC-0292	GC - Campus Code Update in Data Warehouse - Phase 2	10	1,306	10,752	15	$ 92,255
ITPC-0290	Race / Ethnicity (R/E) Standards Implementation Plan	Reject	7,054	17,806	1,860	$ 338,960
			17,806	17,806	2,881	$ 932,360

ITPC Funding Today - As Is

$1.39 $0.11 $0.42 $1.08

$ - Millions

$0.00 $0.50 $1.00 $1.50 $2.00 $2.50 $3.00

■ FY09 Committed ■ FY09 Available □ FY10 Committed □ FY10 Available

AITS Project Backlog Today - As Is

FY 09 | FY 10

60.0   28.0   27.0

Hours (Thousands)

0.0 20.0 40.0 60.0 80.0 100.0

■ FY09 Committed □ FY10 Committed ■ FY10 Available

ITPC Funding - Approve All Projects

FY 09 | FY 10

$1.50 $1.41 $0.09

$ - Millions

$0.00 $0.50 $1.00 $1.50 $2.00 $2.50 $3.00

■ FY09 Committed □ FY10 Committed ■ FY10 Available

AITS Project Backlog - Approve All Projects

FY 09 | FY 10

60.0   31.0   24.0

Hours (Thousands)

0.0 20.0 40.0 60.0 80.0 100.0

■ FY09 Committed □ FY10 Committed ■ FY10 Available

➢ All proposals have a path through initial review groups before ITPC

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ITPC Process Review

Recommendations

4. Manage demand and queue

➢ Request separate funding for "massive" and "mandatory" projects

➢ Request funding for unfunded maintenance

➢ Allocate resources to subcommittees to apportion to their select projects

Possible representation of the annual allocation process

The table below is for illustration purposes only.

		Resource Pools					
		Scenario 1		Scenario 2		Scenario 3	
		Dollars	Hours	Dollars	Hours	Dollars	Hours
b	Recurring Funding / Base Effort Capacity	$ 1,500,000	65,000	$ 2,000,000	65,000	$ 2,500,000	65,000
	Project Types						
c	Mandatory Projects						
	Banner 8.1	$ (500,000)	(12,000)	$ (500,000)	(12,000)	$ (500,000)	(12,000)
	Other Mandatory	$ (200,000)	(6,000)	$ (200,000)	(6,000)	$ (200,000)	(6,000)
d	Large AAMT Approved Projects	$ (400,000)	(10,000)	$ (700,000)	(10,000)	$ (1,100,000)	(10,000)
e	Subcommittee Allocation for Projects	$ (150,000)	(15,000)	$ (250,000)	(15,000)	$ (300,000)	(15,000)
f	Strategic Allocation for Projects	$ (150,000)	(15,000)	$ (250,000)	(15,000)	$ (300,000)	(15,000)
g	Reserve for Unexpected Projects	$ (100,000)	(7,000)	$ (100,000)	(7,000)	$ (100,000)	(7,000)
	Remaining Resources	$ -	-	$ -	-	$ -	-

ITPC Process Review

4. Manage demand and queue - continued

➢ Understand the project queue versus resource availability
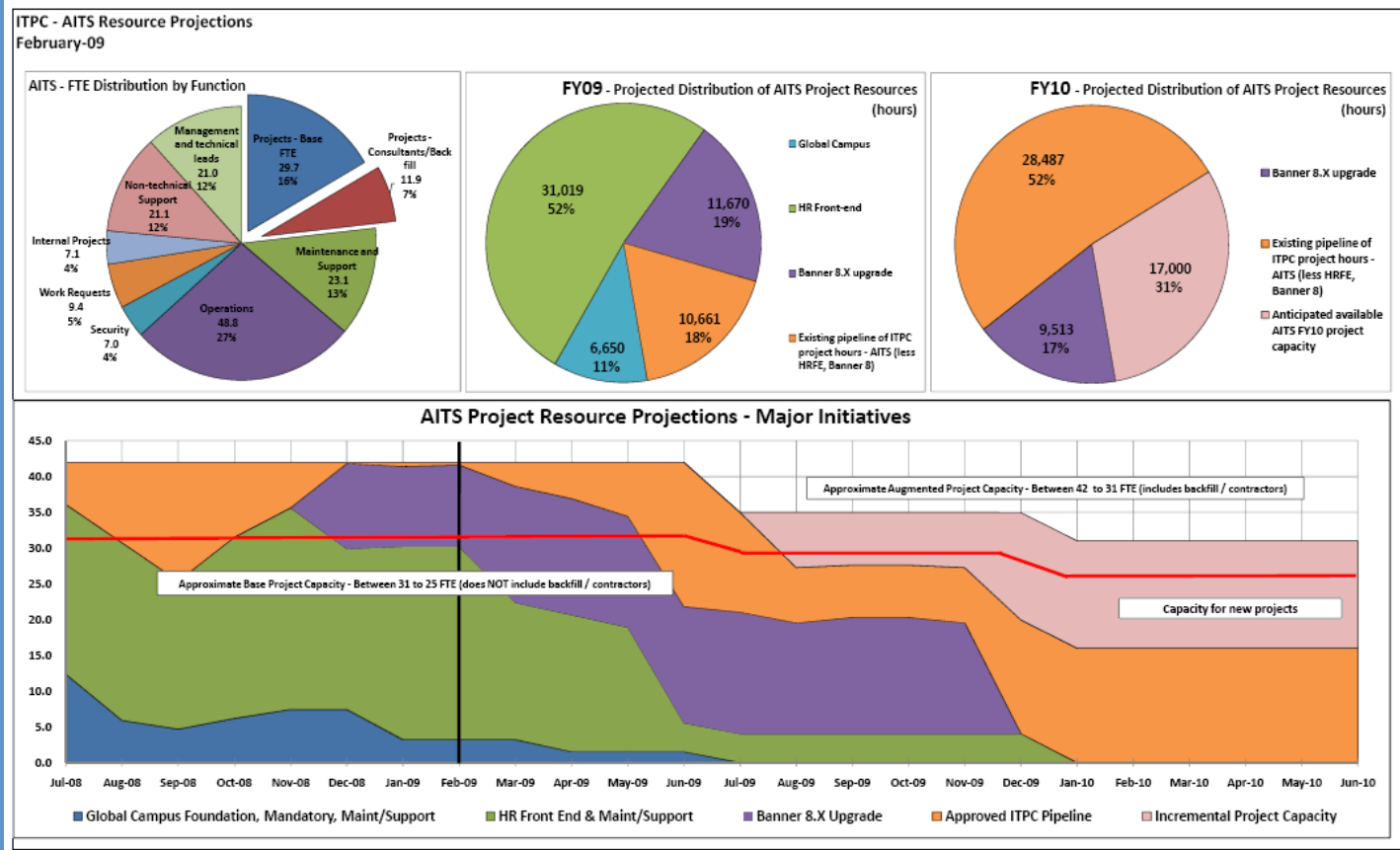
ITPC Process Review

Recommendations (continued)

5. **Improve cross-campus development of proposals**
   - Task subcommittees with better facilitation of proposal development
   - Introduce process controls to improve collaboration

6. **Hold annual event for review and planning**
   - First annual summit held March 2009
   - Focused on:
     - Overview of the process
     - Accomplishments to date
     - Large project review for next FY (projects > $250K or 5,000 hours)
     - Discussion of project alignment with university strategic initiatives
     - Discussion of IT project selection in the context of poor economic environment

7. **Perform post-project surveying to measure success**

ITPC Process Review

Recommendations (continued)

8. **Create a comprehensive communication plan for ITPC**
   - Identify audiences, deliverables, communication schedule and responsibilities
   - Adapt communications to maximize constituent awareness and participation

ITPC Communication Matrix - DRAFT
August 2008

Deliverable / Communication	Frequency	Method	Who Responsible?	Audience					
				AAMT	ITPC	Subcommittees	X-funct Group	Proj. Sponsors	User Community
Individual Project Status Report	Monthly	email, website	PMO		x	x	x	x	x
ITPC Overall Project Timeline	Monthly	email, website	PMO		x	x	x		x
ITPC One-page Summary	Monthly	email, website, meeting distrb.	PMO	x	x	x	x		x
ITPC Financials	Monthly	email, website, meeting distrb.	PMO	x	x	x	x		x
ITPC Performance Analysis	Monthly	email, website, meeting distrb.	PMO		x	x	x		x
ITPC Resource / Pipeline Overview	Quarterly	email, meeting distrb.	PMO	x	x	x	x		x
ITPC Annual Report	Annually	email, website, meeting distrb.	PMO	x	x	x			x
Project Templates	Ongoing	website	PMO	x	x	x	x	x	x
Process Description	Ongoing	website	PMO	x	x	x	x	x	x
Work Request Detail	Monthly	website	PMO	x	x	x	x	x	x
ITPC & Subcommittee Meeting Minutes	Upon Approval	website, meeting distrib.	PMO		x	x	x	x	x
AAMT Decisions	After meeting	email, website	PMO		x	x	x	x	x
ITPC Decisions	After meeting	email, website, meeting distrb.	PMO, SC		x	x	x	x	
ITPC Subcommittee Decisions	After meeting	email, website, meeting distrb.	PMO, SC	x		x	x	x	
X-functional Group Decisions	After meeting	email, website, meeting distrb.	PMO, XFG, SC	x	x			x	x
ITPC Project Prioritization	Ongoing	email, website, meeting distrb.	XFG, ITPC	x	x	x	x	x	x
ITPC Strategic Focus for Projects	Annually	email, website, meeting distrb., annual meeting	ITPC	x	x	x	x	x	x
Survey Data	Semi-annually	meeting distribution, annual report	PMO		x	x	x		
Quarterly Newsletter - projects completing - projects starting - major project updates - ITPC timeline / key dates - Procedure/resources for submitting a request	Quarterly	email	PMO		x	x	x	x	x
Meetings with User Community	Periodic/ TBD	presentations plus annual meeting	Hites, Block, Cordova, SC Chairs						x
Report on ITPC Annual Meeting	Annually	email, website, meeting distrb.	Hites, PMO	x	x	x	x	x	x

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ITPC Process Review

9. **Delegate authority for ITPC to manage project levels and scope**

    ➢ Request authority to monitor project levels and change as needed:

        ➢ Level 1 - 250-850 hrs. / < $100K

        ➢ Level 2 – 850+ hrs. / > $100K

        ➢ Large projects – 5,000 hrs. / > $250K

    ➢ Request project approval authority for all projects less than $250K or 5,000 hours. AAMT will continue to review large projects and monitor ITPC decisions.

AAMT Review Coverage Based on Current and Proposed Standards								
	# of Projects	% of Projects	Total Hours	% of Total Hours	Total AITS Hours	% of Total AITS Hours	Total ITPC Dollars	% of ITPC Dollars
AAMT Review Coverage Under Current Standards	13	48%	43,636	89%	18,307	83%	$ 2,099,847	92%
AAMT Review Coverage Under Proposed Standards	5	19%	31,971	65%	11,944	54%	$ 1,632,810	72%
Based on the projects reviewed and approved in FY08, there would not have been any change in the outcome of project review/approvals from the perspective of AAMT's review responsibilities. All projects approved by AAMT would have been approved under the proposed guidelines. All projects rejected by AAMT would have been rejected by AAMT under the proposed guidelines.								

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Lessons Learned – Process Review

We discovered the following takeaways regarding the process review itself:

- ➢ Seek input from throughout the organization.
- ➢ Be honest and transparent regarding process weaknesses.
- ➢ The review helped to baseline some level of knowledge of the process among the review participants.
- ➢ Fashion the recommendations so they are doable. To overcome resistance, include in the report an implementation plan for the recommendations. This addressed on the front end the questions of "how are you going to do this?" or "it will never work."

Lessons Learned –

IT Governance Models

In evaluating IT Governance and Prioritization in your organization, pay attention to the following:

➢ Do you have the right people involved at the right levels? Do these people have the right background and information to make thoughtful decisions?

➢ Focus more time evaluating the business issues and less time on the technology.

➢ Be prepared to make hard decisions and work within the constraints of your resources.

➢ Push down smaller decisions for efficiency and let executives focus on the projects with high costs and impact.

Lessons Learned –

IT Governance Models

In evaluating IT Governance and Prioritization in your organization, pay attention to the following: (continued)

➤ Actively align toward the business strategies of the institution – this won't happen on its own.

➤ Know resource capacity and demand in order to provide context for making decisions. Don't forget to account for non-discretionary projects (upgrades) and incremental maintenance growth levels, these take away capacity for discretionary projects.

Lessons Learned –

IT Governance Models

In evaluating IT Governance and Prioritization in your organization, pay attention to the following: (continued)

> The leader(s) of the process and components need to have a vested interest in the success of the process or else results will be substandard.

> Must have a dedicated resource to manage the day to day operations and overall coordination of the process.

> After a period of time step back, take stock and upgrade your process.

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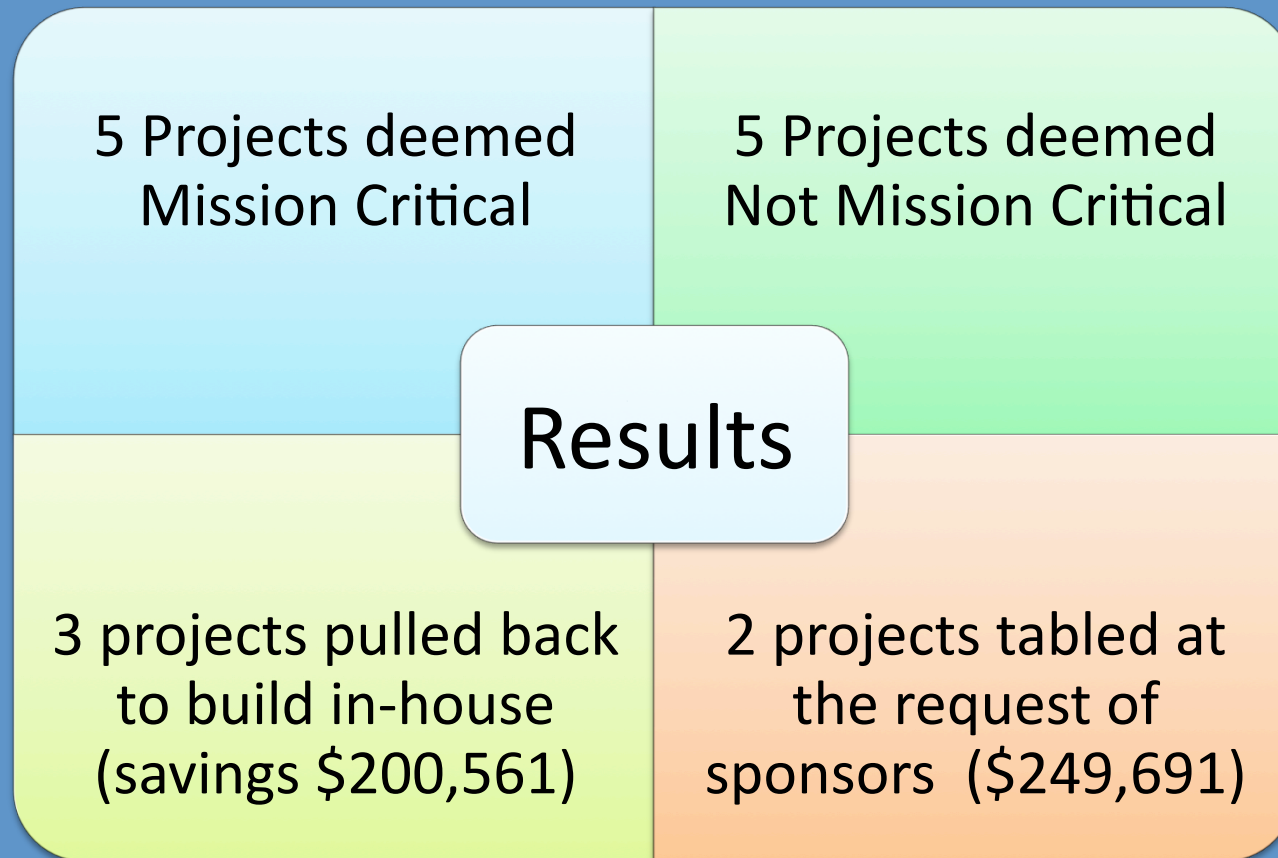URBANA-CHAMPAIGN · CHICAGO · SPRINGFIELD

Postscript – Economic Constraints

- Subsequent to the completion of the process review, the economic constraints on the university sparked an increased focus on the mission criticality of projects.

- All material projects were required to assess:

  - Mission Critical – Would this project be defined as mission critical? Does it fall into any of the following categories and if so, how?
    - Provides competitive advantage or prevents competitive disadvantage in recruiting and serving students, faculty and staff.
    - Addresses situations where operational efficiency is severely compromised or there is severe customer dissatisfaction.
    - Provides significant incremental revenue or cost savings to the university.
  - Return on Investment
  - Tangible support of strategic initiatives of the UI / campuses
  - Unit contribution to project labor effort / funding

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Postscript – Economic Constraints

Fifteen projects were subject to the initial Mission Criticality review.

5 Projects deemed Mission Critical

5 Projects deemed Not Mission Critical

Results

3 projects pulled back to build in-house (savings $200,561)

2 projects tabled at the request of sponsors ($249,691)

ITPC Overview - www.itpc.uillinois.edu

Comprehensive ITPC information Source

➢ Submit a proposal

➢ Copies of all project proposals

➢ Project status reports

➢ Process information

➢ ITPC membership information

➢ ITPC meeting schedules

➢ ITPC Charter, Annual Report, Minutes

➢ Contact the ITPC

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Questions?

Thank You!

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