1) **Complete review of the 3-year enterprise project pipeline** (Rosemarie Rae, 45 minutes)

Discussion started with a review of the terms and business driver definitions:

- **Simplify business process**
  - Improves existing business processes OR do things in a completely new way

- **Measurable Investment Return**
  - Do we care whether this is a soft or hard savings?
  - Needs to be hard because if we can't measure it then it doesn't exist (Rosemarie Rae)
  - Reduction in Product support or business process support
  - Reduction in head count, reduced FTE reduced cost (Rosemarie Rae)
  - Revenue generating and we can prove it
  - Trying to adopt 5 year cost of ownership for all IT projects (to understand both project and system lifecycle costs)

- **Resources - Internal or Buying (Capacity Planning)**
  - internal SMEs, can we buy expertise
  - Can we assimilate another project when we have others that already exist?
  - Other departments have partners in house or depend on other departments for services

- **Effort**
  - We count the people that are managing the project but not all of the people who are involved (Peggy Huston)
  - Effort went well beyond the management, includes all of the people in distributed units who had to participate (Caltime example)
  - Effort beyond a project? - Overlap with change management effort
  - Hodgepodge of how much does it cost, resources that are engaged, and how many systems is it touching?
  - What is the likelihood of success?
  - If we see things as high effort then we need to have narrower guard rails around that project (quality assurance and higher level of project management)
  - Do we put more effort up front to avoid costs adding up during change management effort?
  - Assess risk – take a look at interdependencies

- **Will End User (faculty, staff, students, alumni) Requirements collection be required?**
  - Are campus end user requirements needed before starting a new project? (Rosemarie Rae)
  - Keeping a gate on a project so that we do not waste money
  - Part of second layer of figuring out what will be needed for a new project
  - is this an internal system maintenance kind of project or one requiring interaction with constituents in order to determine scope
  - Not recognizing the impact could be a concern before starting a new project - sense of what the total effort is? (Peggy Huston)
  - Scope is defined by requirements
  - Far more projects than we have funding for (Rosemarie Rae)
- Defining scope and gathering requirements for approval in order to proceed with the project

**Mandated**
- Need to ask: What is the mandate: What happens if we don’t do it? (Peggy Huston)
- Mandated by law, regulation, or UCOP policy (Rosemarie Rae)
- If this is claimed, need to evaluate and question it

**Change Management Effort**
- Campus has to be ready to adopt (Caltime example)
- Evaluating criteria for success
- Assess the probability of success – ability to assimilate all of the change
- Make sure leadership is ready to take on the project
- Campus readiness

**Cost of Ownership and Budget Range**
- One dollar is less than two
- Identifying the funding for on-going operations

The committee did additional review of the projects, but did not get all the way through the list.

The committee also discussed related topics:

- **Do we have internal bandwidth to maintain the project? (Rosemarie Rae)**
  - First come first serve for consultants
  - Forces new projects to go to outside market
  - Create technology plan in which we can negotiate with campus
  - Do we have campus agreement about priority?

- **Where Do We Go From Here? (Prioritization)**
  - Once we prioritize, the next step is resource planning
  - 3 year look - plan is to bring to other committees
  - Impact on the operations - needs to be assessed on what is the impact and the resource use of a central unit (example IST services that other departments use)
  - Managing constraints and taking a look into what resource is being used (operations)
  - Managing the impact of the operations of a project

- **What is the right timing for that discussion?**
  - Having an order of magnitude and understanding the impact and costs is important before going to the committee to recommend it (Lyle Nevels)
  - First we do high level prioritization
  - Defining scope and gathering requirements for approval to proceed with the project

2) Finalize recommendations to be brought forward to IT Strategy Committee

- This item was deferred.

2) What’s ahead

- This item was deferred to a future meeting.