



UC SANTA CRUZ

# **Program and Project Methodology**

Information Technology Services

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# Document Control

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# Table of Contents

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<b>1</b>	<b>BACKGROUND.....</b>	<b>5</b>
<b>2</b>	<b>DEFINITIONS .....</b>	<b>6</b>
	2.1 Project.....	6
	2.2 Project Management.....	6
	2.3 Program .....	7
	2.4 Program Management .....	7
	2.5 Initiative.....	7
	2.6 Portfolio Management.....	7
<b>3</b>	<b>PROJECT MANAGEMENT METHODOLOGY.....</b>	<b>9</b>
	3.1 Define .....	10
	3.2 Plan .....	10
	3.3 Launch .....	11
	3.4 Manage .....	12
	3.5 Close .....	13
	3.6 UCSC ITS Project Initiation Process Flow Diagram.....	14
<b>4</b>	<b>PROJECT CHANGE CONTROL.....</b>	<b>15</b>
	4.1 Project Change Outcomes .....	15
	4.2 Initiating a Project Change Control Request.....	16
<b>5</b>	<b>PROJECT CLASSIFICATION AND RISK MATRIX .....</b>	<b>18</b>
	5.1 Classifying Projects.....	18
	5.2 How Do We Classify?.....	18
	5.3 Considering the Project Risk.....	18
	5.4 Project Class Framework Requirements Matrix .....	19
<b>6</b>	<b>STANDARD ROLES AND RESPONSIBILITIES.....</b>	<b>21</b>
	6.1 Executive Sponsor.....	21
	6.2 Executive Committee (Class 4/5 Project).....	21
	6.3 Steering Committee.....	21
	6.4 Program/Project Sponsor.....	21
	6.5 Program/Project Manager .....	22

6.6	Team Lead .....	22
6.7	Team Member .....	22
6.8	Application Designer.....	23
6.9	Application Developer .....	23
6.10	Business Analyst .....	23
6.11	Stakeholders .....	23
<b>7</b>	<b>GLOSSARY .....</b>	<b>24</b>

# 1 Background

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This document has been created to provide Information Technology Services (ITS) project teams with a set of standards and a toolkit to initiate and manage individual projects submitted to ITS.

The standards and toolkit items described are intended to serve as assets to each project manager and team and to provide a common format for evaluating progress toward project goals, objectives, and deliverables. The toolkit encourages a top-down approach to project management. It ties directly to the life cycle phases and provides a more precise definition of projects, a common lexicon used in project management, and a framework of activities mapped to each project class size.

## 2 Definitions

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Project methodology makes assumptions about the use of specific terms and project management issues. This section defines some of the key terms and differentiates their use. Specific project roles are defined in Section 4—Standard Roles and Responsibilities.

### 2.1 Project

A project is group of related work activities organized under the direction of a project manager which, when carried out, will achieve specified objectives within a stated timeframe.

A project has a defined scope, deliverables or outcomes, work steps, duration, and budget as defined in a Project Charter.

A project

- Is temporary with a distinct beginning and end.
- Is a minimum of 80 hours.
- Is defined by specific deliverables.
- Is conducted by a temporary team that exists for its execution
- Has a single project manager who is responsible for its success
- Is defined by identifying the starting point, the goal/objectives and the route between them.

### 2.2 Project Management

Project management defines managing single projects that meet the following general guidelines:

- The project has a logical scope.
- Duration is typically between 3 months to 5 years.
- Team size typically is no greater than seven members, including the project manager.
- There is a single project sponsor.
- There is a single project manager.

## 2.3 Program

A Program is a group of related projects that address a common business goal or initiative.

Individual projects comprising a program are interdependent and must be successfully completed for the business program to meet its objectives.

Programs provide a means of organizing and managing large, complex, or longer-term project efforts. The overall effort is subdivided into a set of small interdependent projects, each of which implements some portion of the overall solution.

## 2.4 Program Management

Program management is the means by which multiple projects are managed to achieve a common strategic business goal or objective. Program management may be applied to any opportunity too large to address with a single project.

## 2.5 Initiative

An Initiative or Campus Initiatives are those endeavors vetted and communicated beyond the boundaries of the organization. They are those efforts that meet *any* of the following conditions:

- Have an impact beyond the division sponsoring the effort (e.g. changes or creates a new process or a procedure or function)
- Create benefits beyond the sponsoring division
- Initiate a partnership with an external stakeholder (e.g. Regulatory requirements)
- Influence or are influenced by strategic planning
- Require resources external to the unit/organization to successfully complete the initiative

Through the process of program and project structuring each campus initiative may develop into programs or a set of projects for implementation.

## 2.6 Portfolio Management

Portfolio Management is the process by which a set of campus initiatives are identified, evaluated, ranked, matched to available funding and approved for implementation. It requires consultation and close collaboration of the IT function, clients and key executive stakeholders and sponsors. Portfolio management is a key governance process for the activities of the IT function.

The goal of portfolio management is maximization of the total value realized by the implementation of a set of proposed initiatives given finite funding and resources.

Portfolio management must be tightly integrated with program and project management so that initiatives can be properly scoped, estimated and structured into programs and projects.

# 3 Project Management Methodology

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A project management methodology is a:

- Conceptual framework for program and project management
- Set of guidelines and standards and processes

It is an evolving vehicle for sharing and communicating lessons learned and leading practices for program and project management.

The purpose of a project management methodology is to:

- Provide project managers and teams advice and guidelines to deliver better and consistent project results
- Provide a common language and framework describing programs, projects and the practice of project management
- Provide project managers a means of sharing and leveraging experience, lessons learned, and best practices.

However, as the author Jerry Weinberg has noted “a methodology is an aid to thinking not a substitute for it”. The methodology described here is intended to be a starting point for the program and project manager to begin thinking about structure and managing their programs and projects. It is not complete; it is a work in progress. It is the PMG teams’ intention that this methodology will be augmented and refined over time by the collective experience at UC Santa Cruz.

The project management methodology outlined here is a synthesis of current practices on the campus and specific methodologies employed by consulting firms and other organizations worldwide. To simplify the design and execution of campus projects, this methodology is comprised of five project management stages or phases:

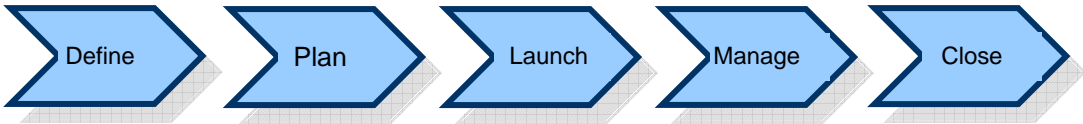


Figure Number 1

*Project Management Phases*

Each phase addresses a specific aspect of managing a project or program from define through close. Although these phases are described sequentially in practice some of these phases may overlap or be applied concurrently.

The results of each phase are described by a set of project management deliverables or artifacts. These artifacts provide visibility to application of the methodology and

clear communication to project stakeholders. Each of these phases and deliverables are described in more detail in the sections that follow.

### 3.1 Define

When a project is in the early proposal stages an initial high level Project Proposal should be created. This allows the project sponsor and project manager to quickly understand the dimensions of the project and identify alternate approaches. At this phase the process is exploratory in nature and it is not always certain that the project will proceed. It is not advisable to spend too much effort on scoping the project. A rough order of magnitude estimate of project resources (costs, FTE's) and timing will suffice for moving the project through the first phase of the portfolio management process.

Key questions that need to be answered in this phase are:

- What is the problem or opportunity to be addressed by the project?
- What are the goals?
- What risks may affect the project?
- What is the high-level budget and timeline for the project?

At this point a “Go/No Go” decision should be made by the Project Executive Sponsor(s). If the project is approved at this phase, then the next level of detail, the Project Charter, should be developed. If the project is not approved for further consideration then the reasons for not approving it and the initial Project Proposal serve as a record of the governance process.

### 3.2 Plan

This phase focuses on scoping and planning the program or project. Key questions that need to be answered in this phase are:

- Why is the program or project needed? (Objectives)
- What outputs or results will the project need to produce? (Deliverables and Outcomes)
- How long will the project take and what people and roles will be needed to execute it? (Workplan)
- What are the project costs and benefits?
- How will risks be managed?
- What are the detailed resources (costs, FTE's) required?

The answers to these questions are captured in the complete Project Charter document. The Project Charter is used to provide greater clarity in the scope of the project and how the objectives will be achieved. The Project Charter also documents the agreement between the project manager and the project sponsor for a successful project completion by defining specific deliverables along with acceptable criteria for eventual project closure.

For governance reasons and for practical purposes the Project Charter is developed in an iterative manner. Two “Go/No Go” decision points are included in the Plan phase to move the project from concept to launch.

The Project Charter is refined to identify specific resources and roles, approach, deliverables and work plan. In addition a project risk assessment should be developed. Risk assessment identifies potential risks and defines the appropriate risk mitigation strategies. The risk assessment may result in changes in the project scope, timing, role assignments and cost. The Project Charter should be updated reflecting this new information. Once the more detailed Project Charter has been developed the project will be subject to a second “Go/No Go” decision by the project sponsors and the IT Portfolio Management Governance Committee. If the project is approved on this second iteration, resources will be assigned and the project will be launched.

During the Plan phase a temporary project manager may be assigned to work with the sponsor(s) to develop the Project Charter, project plan and risk assessment. Once the project is approved for mobilization the final project manager assignment will be made.

### 3.3 Launch

At this phase a specific project governance structure is established (Executive Sponsor, Project Sponsor, Steering Committee etc.). The project organization is finalized. Project team members are cast in their roles and briefed on the project by the assigned Project Manager. The project team members refine the project work plan as necessary and are assigned responsibility for their specific tasks and deliverables.

The figure below shows a typical project organization structure. The roles in the diagram are described in the Standard Roles and Responsibilities section.

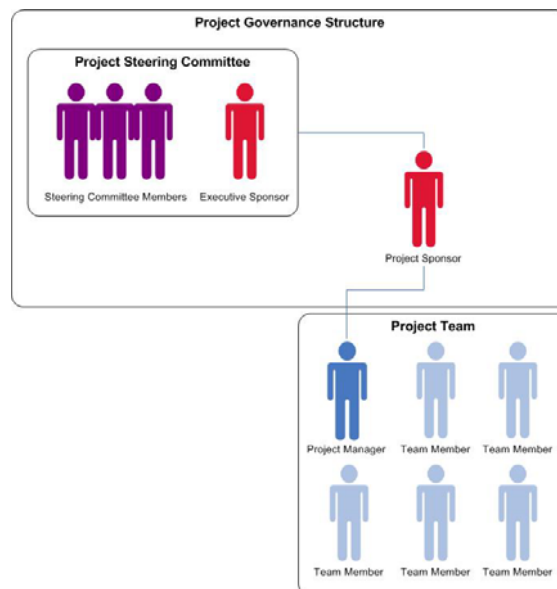


Figure Number 2

*Typical Project Organization*

The Project Manager leads and coaches the team to achieve the goals of the project. The Project Manager works collaboratively with the Project Sponsor to guide the efforts, update the plan, resolve project issues, and to obtain key business decisions when necessary.

During this phase, the project issue log is a key tool to capture issues and their resolution. An issue is a formally defined matter that may impede progress of a project or a program for which no agreement has been reached. The project issue log tracks issues and key decisions.

### **3.4 Manage**

Reporting project status is a critical success factor for managing expectations of project sponsors, the project steering committee and other key stakeholders. Regular and effective reporting is critical synchronization of multiple projects within a program. The Manage phase runs throughout the life of the project to keep stakeholders informed and to engage their active involvement and sponsorship for the project or program.

There are two aspects to communications in this phase - internal and external project communication and formal or informal communication.

Formal reporting may be sponsor or committee briefings, presentations, or written reports. Informal reporting can be minutes, “management by walking around”, or sponsor and team discussions.

Formal external reporting to Steering Committees and Executives should be built into the project calendar. This allows time for preparation and alignment with the end of major project phases or the key milestones. For internal reporting standing meetings should be established for the project team and the Project Sponsor and Project manager. The frequency of these meetings should be appropriate to the duration of the project. At minimum, these should be weekly meetings.

Project team meetings should focus on reviewing task progress from the previous period, tasks for the next period and reviewing the issue log. Project Manager/Project Sponsor meetings should focus on resolving issues, reviewing deliverables and work products and project milestone progress.

Meetings of the project team, project manager/sponsor should be scheduled to give project team a sense of the larger context of the project and to enable interaction between the Project Sponsor and the whole team. This interaction is important from a collaboration perspective and provides an opportunity for the Project Sponsor to demonstrate their interest and active sponsorship in the project.

A regular and appropriate reporting mechanism for the project can be a fine balancing act. Over or under communication leads to “tuning out” or feeling “in the dark”. The need for formal, regular reporting for the project manager and project sponsor can cost the team too much time in meetings and writing reports. This can detract from other project activities or can lead to inadequate status reporting. A defined minimum level of reporting must be implemented. Team members need to meet these minimal reporting requirements.

A standard template for project status reporting should be used. This status report should focus on major project milestones, accomplishments and planned activities for the next reporting period.

### 3.5 Close

Program and project management is a temporary endeavor. All programs and projects end. The ending needs to be a deliberate and explicit process to ensure the project closes with the appropriate hand-offs and knowledge transfer. The Close phase is conducted once the project team has met all deliverable commitments. In some cases the project will be terminated due to changes in business circumstances, changes in sponsorship or a failure to meet project objectives.

The Close phase is used to:

- Formally end the project.
- Evaluate the project assessing performance against objectives, budget, and schedule.
- Examine the project for improvements in approach for future projects.
- Package information for reference by future projects.

The Close phase provides a basis to continuously improve and enhance project management methodology using examples, templates, lessons learned, and process and technique improvements.

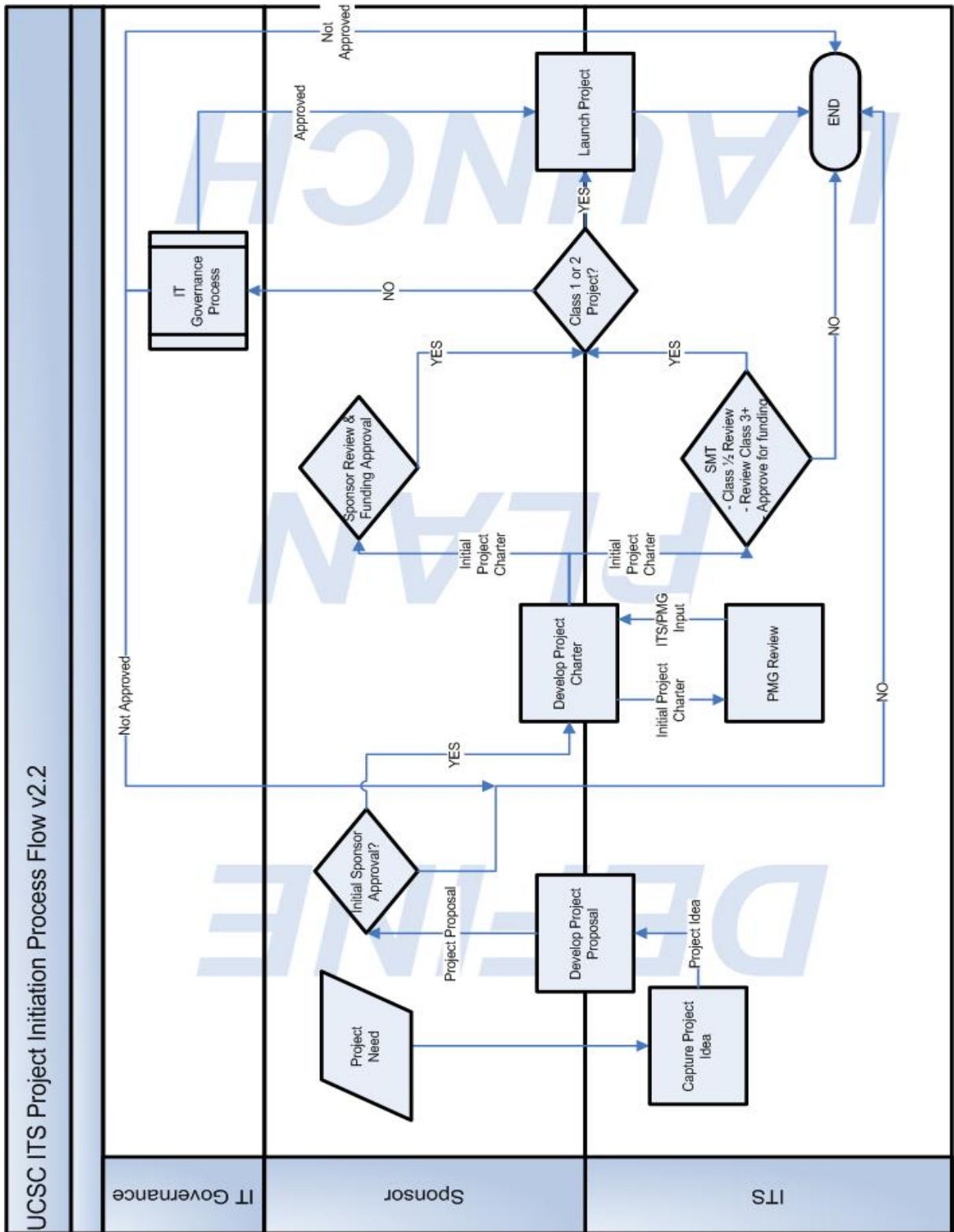
To formally end the project, the project manager ensures all planned testing is complete, customer requirements (deliverables) are met and the product is operational. The project manager also ensures the customer accepts the product before transitioning to production. The acceptance may be a formal written project closure sign-off or an informal acceptance of work completed.

A post-implementation audit process provides an assessment of the project's performance against objectives, budget and schedule. Output from this review process is a valuable part of building the project management knowledge base. Evaluation answers questions such as:

- Were the project's goals achieved?
- Was the work completed on time and within budget?
- Was the customer satisfied with the results?
- What worked?
- What did not work?
- What lessons were learned?

After weeks, months or even years spent on a project, once the project has reached completion, it's time to celebrate. Don't miss the opportunity to recognize the project team for all their contributions and commitment.

### 3.6 UCSC ITS Project Initiation Process Flow Diagram



## 4 Project Change Control

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It is difficult for anyone regardless of skill to completely define the scope of a project for its entire duration. Most projects contain an element of analysis and discovery. Evolving customer requirements, technology changes, and many other factors may impact the scope of a project. Good project management methodology has a project change control process in place. Project change control refers to scope changes requested during the life of project. Changes in the scope of a project are not necessarily a bad thing, they are only a problem if they are unplanned and there are insufficient project resources to accommodate them. Once a project has been approved, any change affecting the project scope requires a change project control request documenting the change be completed. In effect, the project change control process allows the project to be replanned to adjust for the increase or decrease in project scope.

Note that project change control differs from the overall Change Management process which covers changes to the IT environment effecting a closed project rather than these changes within a project prior to project completion.

The project change request form is part of every good project change control process. The first principle to learn is that every change is a significant change. Every change requested by the client must be documented in a project change request form. That document might be as simple as a memo but might also follow a format provided by the project team. Only when the request is clearly understood can the project manager and project team evaluate the impact of the change and determine whether the change can be accommodated.

### 4.1 Project Change Outcomes

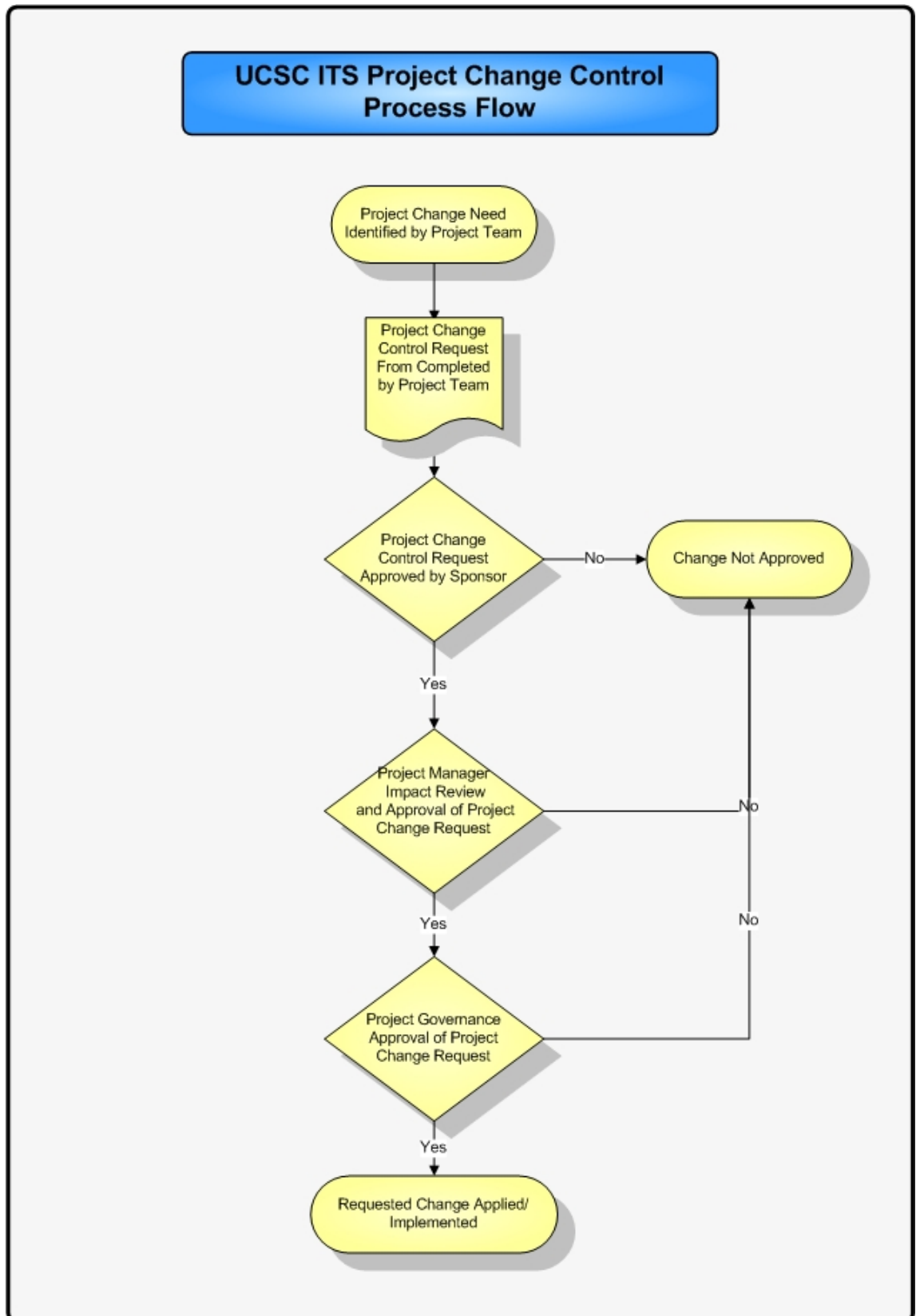
There are six possible outcomes from a project change request:

- It can be accomplished within the project's original resources and timeline.
- It can be accomplished but will require an extension of the project's deliverable schedule.
- It can be accomplished within the project's deliverable schedule, but will require additional resources.
- It can be accomplished, but additional resources and an extension of the deliverable schedule will be required.
- It can be accomplished with requires a new release strategy and reprioritizing of the deliverables.
- It cannot be accommodated without a significant change to the scope of the project.

## 4.2 Initiating a Project Change Control Request

Documentation is an integral part of the project change control process. All project scope changes should follow the same project change control procedure. The process is initiated with the submission of a change request from the manager or client and the form is forwarded to the sponsor for review. The sponsor may either accept the change or return it to the manager/customer for rework and resubmission. All changes to scope are documented and authorized by the relevant stakeholders. Once the change request has been accepted, it is forwarded to the project manager for an impact review. Any change to project scope must be communicated to the project manager. The project manager ensures that the change request form has been completed and reviews the form to see if there is an impact to the schedule. If any task, schedule or resource information has been changed, the project manager needs to communicate the changes to the project team. The project manager also needs to communicate any change in the committed timelines to the relevant stakeholders (manager, customer or any other project manager whose project is dependant on the completion of this project). The request is analyzed by the project manager and project team. Based on the estimated effort, time and cost required to implement the change, it is approved, denied or returned to the requestor for additional information. Changes resulting in additional costs require a new budget analysis be done. Any change needs to be communicated to the governance structure. The project manager and established governance may approve or deny a change request. They may decide if the customer needs to pay for implementing the changes.

### 4.3 UCSC ITS Project Change Control Process Flow



# 5 Project Classification and Risk Matrix

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## 5.1 Classifying Projects

“One size doesn’t fit all” when it comes to managing projects. All projects can be classified into a project class based on the amount of work effort, staff budget and risk. A small project would fall into Class 1 while a big project would fall into Class 5. The amount of documentation and required project management activities must scale to size of each project.

Classification is a two step process. First, using the Project Classification – Sizing Matrix, the class of the project is determined. The second step uses the Project Risk Matrix as a ‘modifier’ of the project.

## 5.2 How Do We Classify?

Project class is determined based on work effort represented by the estimated work effort (not duration) required to complete the work and the budget for staff resources, both internal and external to the organization. It is not necessary to use actual staff salaries in calculating internal cost. A blended rate for the department can be used. The point of estimating staff costs is that staff time is not “free.”

ITS Project Classification—Sizing Matrix		
Project Class	Work Effort (Hours)	Staff Budget (internal & external)
1	80 – 159	<\$8,000
2	160 – 499	\$8,000 – \$24,999
3	500 – 4,999	\$25,000 – \$249,999
4	5,000 – 9,999	\$250,000 – 499,999
5	>10,000	>\$500,000

*ITS Project Classification Sizing Matrix*

## 5.3 Considering the Project Risk

Although work effort and staff budget are good indicators for the amount of project management that should be expended, certain factors can also bring about the need for the application of more robust project management practices. The Risk Matrix

identifies six risk factors to be evaluated once the initial classification level is determined. In the event that the total risk score is greater than 10, the classification level could be increased.

<b>ITS Project Classification—Risk Matrix</b>					
<b>Risk Factor</b>	<b>Low (0)</b>	<b>Medium (1)</b>	<b>High (2/3)</b>	<b>Very High (4/5)</b>	
Total Team Size	<5	5 – 9	10 – 14	>15	
Workgroups Involved	1 – 2	3 – 4	5 – 6	>7	
Technology/Technique /Process	Expert	Familiar	New to UCSC	Breakthrough	
Complexity	The solution is well defined and no problems are expected	The solution has identified problems	Multiple approaches to the project goal	The solution is only vaguely defined	
Political Profile/Impact	Unit/Dept	Director Area	VC/Dean Area	Enterprise-wide	
Deployment Impact	Unit/Dept	Director Area	VC/Dean Area	Enterprise-wide	
Risk Scoring	[0-10] Manageable – no change to classification [11-17] Moderate – increase class 1 level [18-25] High – increase class 2 levels			TOTAL	






*ITS Project Classification Risk Matrix*

## 5.4 Project Classification-Framework Requirements Matrix

The number of activities recommended depends upon the class into which the project is categorized. A class 1 project will involve only a few of these activities. A class 5 project will involve all the activities in the framework. The activities recommended for each class are the bare minimum. It depends upon the discretion of the project manager to perform other activities (even if they are not recommended) if s/he feels that the activity is required for the project.

The Framework Requirements matrix shows how the activities are currently mapped to the project classes along with the appropriate artifacts for each activity. Artifact templates are not contained within this document but can be found at the UCSC ITS Portfolio Management Group website at <<http://its.ucsc.edu/pmg>>.

The required activities for each project class are the minimum needed for effective management and status reporting of a project. The project manager and project team may add additional activities. The additional activities should not be added merely as an exercise but should contribute added value to the project.

ITS Project Classification—Framework Requirements Matrix							
Phase	Artifacts	Activity	Project Class				
			1	2	3	4	5
	Project Proposal	Develop Project Proposal	X	X	X	X	X
		Problem/Opportunity Statement	X	X	X	X	X
		Goals and Objectives	X	X	X	X	X
		Assign Project Class	X	X	X	X	X
		Assign Project Manager	X	X	X	X	X
		Phase Gate – Initial Sponsor Approval	X	X	X	X	X
		Assign Project Core Team			X	X	X
	Project Charter	Develop Project Charter	X	X	X	X	X
		Work Plan (WBS)	X	X	X	X	X
		Resource Plan	X	X	X	X	X
		Risk Management Plan			X	X	X
		Communications Management Plan			X	X	X
		Issue Management Plan			X	X	X
		Procurement Plan			X	X	X
	Project Budget	Technical Review			X	X	X
		Exec Sponsor Review/Funding Approval	X	X	X	X	X
		Phase Gate – SMT Approval	X	X	X	X	X
		Team Assignments	X	X	X	X	X
		Conduct Sponsor Review/Funding	X	X	X	X	X
		Phase Gate – Sponsor Approval	X	X	X	X	X
		IT Project Governance			X	X	X
Phase Gate – Project Approval	X	X	X	X	X		
		Launch Kick-off Meeting	X	X	X	X	X
		Initial Risk Review	X	X	X	X	X
		Phase Gate- Resources Available and Final Schedule	X	X	X	X	X
	Issues/Risk Log	Project Plan Review and Assessment	X	X	X	X	X
	Status Report	Schedule Management	X	X	X	X	X
		Project change control Management			X	X	X
		Cost Management			X	X	X
	Project Change Control	Risk Management			X	X	X
		Issues Management			X	X	X
		Internal and External Communications			X	X	X
		Phase Gate – Implementation Approval	X	X	X	X	X
	Project Closure Review	Transition to Production		X	X	X	X
		Wrap-up Meeting			X	X	X
		Lessons Learned			X	X	X
		Administrative Closure	X	X	X	X	X
		Celebrate!	X	X	X	X	X

ITS Project Classification Framework Requirements Matrix

## 6 Standard Roles and Responsibilities

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This section describes typical roles and responsibilities for projects and programs. Roles may be assigned to one or more individuals. Conversely, individuals may play one or more roles.

### 6.1 Executive Sponsor

- Has ultimate authority and responsibility for a project or program
- Approves changes to scope
- Provides additional funds for scope changes
- Approves deliverables

### 6.2 Executive Committee (Class 4/5 Project)

- Allocates resources to support project implementation
- Advises on issues escalated by Steering Committee
- Exemplifies rapid analysis and decision-making characteristics imperative of all project team members
- Prioritizes project to demonstrate its importance and timeliness across other UCSC objectives
- Recommends a communication plan within the UCSC community
- Provides information and expert advice about campus plans for other projects or system developments that impact project timelines, deliverables, or resources
- Recommends resolution of scope related matters
- Advises on strategic partnerships

### 6.3 Steering Committee

- Provides campus wide leadership in support of the project
- Resolves issues escalated by the project manager or project team leads
- Resolves or forwards policy issues to appropriate decision-making bodies

### 6.4 Program/Project Sponsor

- Makes the business decisions for the program/project
- Participates day-to-day in one or more programs/projects
- Makes user resources available
- Approves work products
- Disposes of issues and project scope change requests

## 6.5 Program/Project Manager

- Reports to and receives direction from Executive Sponsor
- Participates in and approves project plan and deliverables
- Manages, reviews, and prioritizes the project work plans with objective to stay on time and on budget
- Provides status and progress reviews to Executive Sponsor and Steering Committee
- May manage and supervise the following resources:
  - Senior technical staff
  - Technical project managers
  - Team leads
  - Team members
- Manages project resources
- Reports status to and receive feedback from Steering Committee
- Collaborates with project managers to resolve issues within individual projects or within portfolios
- Brings issues to the Steering Committee as needed
- Recommends resource and policy changes to the Steering Committee
- Identifies required project team members and constructs project teams
- Meets with project managers to regularly review issues and monitor progress
- Motivates and coaches project managers and team members
- Monitors contract compliance
- Approves job orders and change orders
- Conducts risk management analysis
- Meets facility and resource requirements
- Reviews and approves deliverables

## 6.6 Team Lead

- Assigned full or part time to participate in project team activities
- Responsible for contributing to overall project objectives and specific team deliverables
- Manages specific project plan activities and contributes to project plan development in collaboration with project manager
- Coordinates documentation, testing, and training efforts related to project plan

## 6.7 Team Member

- Assigned full or part time to participate in project team activities
- Responsible for contributing to overall project objectives and specific team deliverables
- Escalates policy issues to team lead for referral to appropriate policy making bodies

## **6.8 Application Designer**

- Designs systems from a user perspective
- Designs human factors (windowing, ease-of-use)
- Designs externals (screens, reports, forms)
- Designs usability of the application
- Acts as technical design specialist
- Designs application software components, including programs, modules, and run units

## **6.9 Application Developer**

- Prototypes, develops, and unit tests application software components or fragments
- Typically knowledgeable in one or more development environments
- Develops against accepted institutional development standards using systemwide business policies (Business and Finance Bulletins IS-3 and IS-10)
- Participates with Business Analysts in application documentation

## **6.10 Business Analyst**

- Assesses current systems
- Develops and maintains models of business requirements
- Designs business transactions
- Designs and organizes procedures
- Documents and analyzes business processes using value-added/non-value-added, process modeling tools, cost-time charts, and root cause analysis or other tools as appropriate
- Documents “ability to” functional requirements for use by application designers and developers
- Is an active participant in unit testing, system testing, and regression testing

## **6.11 Stakeholders**

- Community member affected by or participating in the project

## 7 Glossary

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Contingency Plan	An alternative for action if things don't go as planned or if an expected result fails to materialize.
Deliverable	A report or product that must be completed to ensure satisfaction of project requirements.
Dependencies	A relation between project activities, such that one requires input from the other. The relationship can exist within a single project or across a suite of projects.
Goals	Project performance indicators set at the beginning of the project that reflect directly on the key objectives of the project and provide the basis for ratings during project status appraisals.
Governance	The processes, decision rights, and accountability at various levels of the institution to manage ITS functions.
Initiative	Those endeavors with impact and benefit beyond the sponsoring division. They may have external stakeholders, be influenced by strategic planning or require external resources for success.
Issue	A formally defined matter that may impede progress of a program or project.
Launch	The process of preparing for, assembling resources and getting work started. It is the process of committing an organization to begin a project.
Phase gate	Approval points during a project lifecycle phase where decision are made to move the project to the next phase or to closure.
Portfolio Management	Process by which a set of campus initiatives are identified, evaluated, ranked, matched to available resources and approved for implementation.
Program	Group of related projects addressing a common business goal or initiative.
Program Management	Means by which multiple projects are managed to achieve a common strategic business goal or objective.
Project	A group of related work activities organized under the direction of a project manager which, when carried out, will achieve specified objectives within a stated timeframe.
Project change control	The review, approval/disapproval, implementation, tracking, closure, and status reporting of proposed changes to project deliverables.
Project Charter Document	A document consisting of a problem/opportunity statement, background, purpose, and benefits, goals and objectives, scope, assumptions and constraints.
Project Life Cycle	The complete history of a project through its define, plan, launch, manage, and close phases.

Project management	Application of modern management techniques to execute a project from start to finish, achieve predetermined objectives of scope, quality, time and cost, to the equal satisfaction of those involved.
Project Proposal	A document consisting of a problem/opportunity statement, including background, purpose, and benefits, a goal, objectives, scope, assumptions and constraints. A Project Proposal clearly documents project definition in order to bring a project team into necessary agreement.
Risk	The cumulative effect of the chances of uncertain occurrences adversely affecting project objectives.
Risk Management	Identifies potential risks and defines appropriate mitigation strategies.
Scope	Bounded set of measurable deliverables of a project.
Scope Creep	On-going requirements increase without corresponding adjustment of approved cost and schedule allowances via change management process.
Sponsor	Individual(s) with ultimate authority, approval, and responsibility for a project.
Stakeholders	Campus community member affected by or participating in a project. One who has a stake or interest in the outcome of the project. Also one who is affected by the project.

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