1. Goals:
   1. The primary goal of this meeting is to consider failing this project
   2. Additional team or member goals
2. Common Language:
   1. Failed project: A project that is cancelled before completion, or never implemented
   2. Campus perspective: Project failure is driven by overall organizational goals. Consider costs, benefits, strategy, and risk at the org level, not the project team level
3. Meeting Guidelines:
   1. Focus on whether the project meets the criteria for failure. Discussion of how to salvage a troubled project is a different meeting (project review).
   2. Keep value judgments to a minimum: by definition, project failure is not a good or bad thing. It may come as a great shock or a great relief to stakeholders.
   3. Consider the current state only (not how we got here). If the decision is to fail the project, we can schedule a post-mortem / lessons learned meeting.
4. Consider Project Failure Criteria:

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| **Project Failure Criteria** | **Yes / No** |
| Is there an opportunity to salvage the project through change controls, project review, or other project modification? |  |
| Are the agreed scope and approach of the project still viable, with a good chance of addressing the stated campus need? |  |
| Is the proposed solution still considered valuable / relevant by the client? |  |
| Is the proposed solution technically viable (possible to implement)? |  |
| Is the proposed solution financially feasible (budget is or will be sufficient)? |  |
| Is the project organizationally feasible? For example::   * Resources are (or can be made) available * Key stakeholders support the project, and agree on scope / approach * This work remains a high enough priority to proceed |  |
| Are the anticipated benefits sufficient to justify the amount of effort required to complete the project? |  |

1. Discuss Project Failure
   1. A “no” answer in any line may be enough to justify project failure.
   2. A “yes” answer in the top line (opportunity to salvage the project) may be enough to justify continuing the project
2. Assign action items