

Administrative Systems Portfolio Review Team

PURPOSE

The Portfolio Review Team (PRT) was formed in September 2018 to provide oversight for the Northwestern IT Administrative Systems Project Portfolio. Through its work, the PRT ensures projects delivered by Administrative Systems teams align to the strategies and priorities of our business partners* across the University. The PRT also ensures efficient and smooth operations of applications owned by Administrative Systems teams via projects that provide timely maintenance, updates, and upgrades.

The PRT works in conjunction with other oversight groups at Northwestern:

- Administrative Systems Advisory Committee (ASAC) – an L2 governance committee responsible for the setting the priorities for Administrative Systems business capabilities. ASAC champions large capital initiatives to control scope, costs, and timelines as well as promote university change management that drives awareness and adoption.
- IT Advisory Committees – various L3 governance committees responsible for identifying business needs to request, select, and prioritize business projects that align to the priorities set by ASAC. Various members of the PRT participate in the IT Advisory Committees. The IT Advisory Committees and PRT participation are identified in the 'Membership' section below.
- Project Resource and Review Team (PRRT) – the team of Administrative Systems managers responsible for delivering the Administrative Systems Project Portfolio. This includes defining the high-level scope of each requested project, providing the initial project resource needs estimate, and planning the timeline to deliver the annual project portfolio. This also includes ensuring initiated project progress in a timely manner, and resolving resource conflicts within projects.

The objectives of the Portfolio Review Team include, but are not limited to, the following:

- Increase Project Portfolio Transparency and Visibility
- Improve Administrative Systems Project Portfolio Management, Demand Management, Resource Management and Project Management Capabilities
- Drive Value-Based, Data-Driven Decision-Making for Project Oversight and Governance
- Enhance Project Resource Utilization
- Evolve Project Portfolio Performance Measurement and Reporting Capabilities
- Ensure the Priorities Provided by ASAC are Represented in the Projects Selected and Prioritized by the IT Advisory Committees.

* *Business partners include ARD (Alumni Relations and Development), Financial Operations, Research Administration, Facilities Management, HR Operations, Office of the Provost, Office of the Registrar, the schools, other central administration units, and the technical professionals at the schools.*

MEMBERSHIP

Project Portfolio Governance and Management within Administrative Systems is a distributed model in which members of the Administrative Systems Leadership Team facilitate project

selection and prioritization via input from ASAC (L2) and the IT Advisory Committees (L3). The Portfolio Review Team consists of members of the Administrative Systems Leadership Team.

| Team Member | NUIT Team | IT Advisory Committee(s) |
|---------------------|------------------------|---|
| Alan Garbarino | AS_DMA | |
| Allison Porterfield | AS_ESHRS | Human Resources (L3), Student (L3) |
| Amy Engstler | AS_OPM | ASAC (L2) |
| Andrew Ludington | AS_ESAF | Alumni and Development (L3), Facilities (L3), Financials (L3) |
| Harry Samuels | AS_ADO | Infrastructure (L2) |
| Kris O'Brien | Administrative Systems | ASAC (L2), Research Administration (L3) |
| Stu Baker | AS_IDS | Identity Management (L3) |
| Steve Kahrs | AS_OPM | N/A |

MEETING INFORMATION

The Portfolio Review Team will meet weekly. Meetings are scheduled through FY20 and typically occur on Mondays at 2 pm. Meetings may be cancelled when there is insufficient materials or insufficient availability by membership.

Meetings will be facilitated by the Office of Portfolio Management (OPM). A summary of key project portfolio information will be provided prior to each meeting. The provided information is also available in Daptiv via “views” and “reports” that are available to all PRT members in real-time.

PARTICIPATION

Members are requested to attend meetings. A recap of each meeting will be provided by email. The recap will include meeting decisions and action items. If a member is unable to attend a scheduled meeting, it is the member’s responsibility to review the provided meeting recap.

RESPONSIBILITIES

Successful delivery of administrative systems solutions aligned with University needs requires the Portfolio Review Team to:

Portfolio Governance

Various PRT members participate in different IT Advisory Committees (L2 and L3).

- Share IT Advisory Committee strategies and priorities with PRT members.
- Coordinate new project request selection and prioritization with IT Advisory Committees, as applicable. The PRT will also select and prioritize internal (IT) projects, as needed.
- Assess new project requests for portfolio fit and urgency.
- Approve Project Change Requests (PCRs).
- Monitor project portfolio mix for strategic vs. tactical work.

Portfolio Management

- Identify priorities for the Administrative Systems Project Portfolio.
- Monitor performance of the Administrative Systems Project Portfolio.

Resource Management

- Support PRRT to define request scope and estimates to plan the project portfolio timeline.
- Resolve issues with cross-team resources, as needed.

Project Management

- Provide oversight for delivering solutions that meet needs and expectations.
- Support and encourage a common approach to project work across teams.
- Encourage adoption of the Project Management Framework by all project teams.

Business Relationship Management

- Establish common business engagement standards and practices.

DOCUMENT REVIEW

This document will be reviewed and updated, as needed, annually or as the need arises. The annual review will coincide with a new calendar year. The Office of Portfolio Management (OPM) will initiate the annual review process.

This document was approved by the Portfolio Review Team on January 13, 2020.