

Project Management Constituent Group Meeting

November 11, 2003

Anaheim, California

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Topics of Discussion:

Tools and Templates

Portfolio Management

Effective Management in Matrix Organizations

Project Management for Course Management Development Projects

Making Inter-Campus Decisions

Use of Service Level Agreements

Project Management Training and Development

Project Governance

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Portfolio Management:

Carnegie Mellons are using MITs Discover Methodology.

What factors are being used to prioritize:

Weighted factors

Measures against goals of the campus strategic plan

Categorize projects using some of the following

categories:  
enhancements,

Mandates, process improvements, software defects, critical  
to  
programmatic goals.

Portfolio Management can be used to expose projects that are run under  
the  
radar.

Question: Can projects be stopped using Portfolio Management?

Answer: Yes, detailing out resources and cost of each project gives the  
opportunity to compare projects, and stop or postpone those that are  
not as

critical.

Discussion included mechanisms to ensure that project requests come from a leadership level rather from the ranks.

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Service Level Agreements:

Some institutions are using Service Level Agreements for projects. Scope, resource levels, and costs associated with exceeding scope are some of the things that are included.

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Project Management Training and Development

Some institutions send project managers to the Project Management Institute for training. Some are concerning becoming certified.

A couple of institutions are developing courses themselves to teach project management.

Questions Do project managers have to come from the technical ranks to be successful with the team?

Answers: It might be preferable to have non-technical staff acting as project managers as they will be able to ignore the temptation to become do-ers rather than coordinators. Project Managers to have to have credibility and follow discussions and recognize conflict, impasse, or barriers. Project Managers can be paired with strong technical leads or architects who take responsibility for the technical approach. Technical Leads could be required to sign off on the plan.

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Project Governance:

Discussion included making Project Governance responsive and timely. Project Governance structures included oversight committees or boards at the Deans level.

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Project Types:

An informal survey indicated that the group is managing software

development projects, administrative systems implementations, learning systems development, course management development, wireless implementations, help desk implementations, network installations, lab management, and new building planning and construction.

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