

APPLICATION PORTFOLIO MANAGEMENT

Project Information

Project Team Leads:	Mike Kaplan JJ Jimenez
Project Manager:	Rebekah Ahrens Romy Bolton
TeamDynamix Project Number:	241116

Project Overview

Create an Application Portfolio and implement a management process whereby the application inventory and associated details and metrics are regularly reviewed and updated. Define the scope for included applications, and implement a taxonomy that enables accurate categorization and determination of business value both within the University and across the Regents Institutions. Utilize the Application Portfolio to evaluate the application landscape, identify business needs and priorities, and eliminate redundancy.

Project Purpose and Benefits to Campus

The purpose of this project is to get a strategic view of the applications on campus. This strategic view will benefit the campus in many ways. The project will identify areas where campus is spending large amounts of money on similar applications. Similarly, this will identify areas of opportunity where campus does not have an application that is needed for common use. Additionally, the work of this project will identify and mitigate support concerns, security risks, and technology risks. Finally, the work may help identify platform and location of applications allowing system administrators to quickly identify the applications hosted on specific servers.

Project Scope Statement

The scope of this project includes:

- Defining the criteria for an application to be included in the Portfolio.
- Defining the taxonomy that will be used to categorize applications.
- Completing the initial application portfolio and implementing an ongoing process to update this information.
- Developing a consistent process to evaluate the portfolio and provide recommendations.
- Consolidating redundant systems, mitigating critical risks, and increasing visibility of applications' business value.
- Creating awareness of existing applications and resources.

The scope of this project does NOT include:

- Reviewing any application need before purchase or development.
- Applications for Patient Care, Clinical Functions, and Grant Funded Application Development.

High-Level Requirements

1. Identify a team within the domain of IT Governance that will develop and maintain the Application Portfolio, and will identify the standard information that will be collected. Define the criteria for inclusion in the application portfolio.
2. Identify the application owners on campus who will be contributing information to the portfolio.
3. Implement an ongoing process for gathering core information about applications, including categories, technologies, functional purposes, risks and dependencies.
4. Work with system owners to define and calculate metrics, such as Return on Investment, and Total Cost of Ownership, and KPIs such as IT Business Value.
5. Implement a consistent process to evaluate the portfolio to identify redundant systems, critical risks (e.g. obsolescence, security gaps), and strategic opportunities for increased efficiency or competitive advantage.
6. Develop and utilize application delivery tools and processes (e.g. frameworks, form builder) to reduce the need for application development.
7. Deliver periodic, quantitative recommendations that identify opportunities for cost savings via application deployment, utilization, and consolidation. As an aspect of IT Governance, determine priorities based on identified risks and strategic opportunities.
8. Verify and implement the identified consolidations and mitigations.

High-Level Risks

The greatest risk is the case where the Application Portfolio is created, initially loaded with data, but application owners don't maintain the portfolio. If this were to happen, the application portfolio team would have significantly less data to use to identify the trends, risks, and opportunities to best service campus.

While the definition of metrics and calculations for return on investment will be advantageous, allowing these definitions to become stale may create misleading or inaccurate results.

The formation of the application portfolio team takes time from staff that have existing responsibilities. As a result units may be less willing to encourage staff members to be on this team, which would make it more difficult to achieve the on-going work to identify trends, risks, and opportunities.

The on-going application portfolio team, while making recommendations, cannot commit resources to any opportunities discovered. Not implementing recommendations would reduce the ability to be effective with savings. However, the team may be able to help identify resources.

Assumptions and Constraints

Applications included in the application portfolio will have more than 100 users, significant cross org use or appeal, or costing at least \$6,500 per year or requiring at least 100 hours of application development or support per year.

The application portfolio team will identify trends, risks, and opportunities, however they cannot commit resources. The team will make recommendations and work with various units to encourage the implementation of recommendations.

By 3 years, this project team will transition into a newly formed application portfolio management team.

Due to recommendations based on trends and observations, the team will not slow down processes to purchase or develop applications. No process will be required for reviewing all application projects before purchase or development.

Not everything will follow the same pattern. Exceptions will be identified...

Project Governance

The OneIT Steering Committee is ultimately responsible for overseeing and certifying the viability, support, and overall success of the APM project at the Department and Organization levels. The OneIT Steering Committee has the following responsibilities:

OneIT@Iowa

Project Charter



- Champion the APM project.
- Approve the APM Project Charter.
- Provide adequate staffing and resources.
- Provide high-level oversight, and support.
- Review and approve major scope changes to the APM project.

The OneIT Program Office

- Champion the APM project.
- Provide escalation resolutions.
- Provide oversight of requirements, and support.
- Provide clarification of issues, questions, and concerns.

Advisory groups will be created naturally for each subproject based on the individuals involved. Stakeholders will be consulted as any application category or individual application is reviewed. Project team membership will be reviewed periodically.

Anticipated Cost Savings Categories

Hardware, Software, Staffing, Licensing, Efficiency, Cost Avoidance

Sub Projects

- Refactor Existing Applications (starting with December list)
- Common Use Application Opportunities (Inventory Checkout, Scheduling of Resources)
- Service Catalog (the application portfolio)

Preliminary Milestones

Kickoff Refactor Existing Applications	Mid June
Update Campus Application Portfolio and Determine new opportunities	Semi-annually (June & December)

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Project Charter



Project Team

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Stakeholders:

- Refer to Stakeholder Registry

Potential Implementation Cost:

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Target Start Date:	June 1
Target Go-live Date:	staggered
Charter Ratification Date	MM/DD/YY