

# HARVARD UNIVERSITY



## **Information Technology Capital Review Board (ITCRB)**

### **Process Overview**

## The Information Technology Capital Review Board (ITCRB)

The Information Technology Capital Review Board (ITCRB), established in 2011 as a formal review board, is charged with making an annual funding recommendation for major IT investments from Central Administration funds. Composed of senior administrators from across the University, including vice presidents and financial deans in the schools, the ITCRB meets once a year (typically in late February) to review project proposals and to make a prioritized funding recommendation to the Executive Vice President (EVP).

Projects reviewed by the ITCRB represent many of the highest IT priorities at the University. In order to enter an annual review cycle, a project must meet the following four criteria: 1) support an enterprise-wide administrative or academic process; 2) create a new capability or extend functionality, including major upgrades of purchased software; 3) be valued at \$250K or more; and 4) be endorsed by a Vice President or Vice Provost. In short, ITCRB-funded projects are mission-critical.

The ITCRB process is rigorous – all project proposals are thoroughly examined by the Project Review Committee (PRC) to assess their readiness and potential for success. Like the ITCRB, the PRC also draws its membership from across the University and includes both technical experts and financial and administrative leaders from within the Central Administration and the schools. As the ITCRB process has matured, so too have the mechanisms supporting both the initial project assessments and the ITCRB deliberations, which are driven by considerations of overall business impact and risk of deferral.

Below is an overview of the ITCRB process from proposal to project launch and oversight.

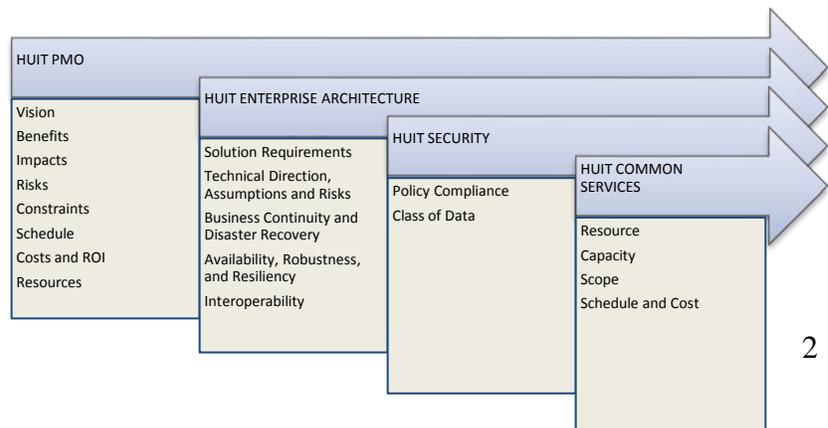
### Proposal Development



The PRC initiates the ITCRB process in early fall, aligning its call for proposals with functional area project planning for the next fiscal year. Typically, project sponsors know by the end of October whether or not they plan to request funding for the upcoming fiscal year. Proposals are due in December, and PRC reviews are conducted in January. In February, the ITCRB reviews the proposals and prepares the funding recommendations for the EVP, based on the available funds for the upcoming year. After EVP approval, funding is made available at the beginning of the next fiscal year. The entire process is shepherded and staffed by the HUIT Project Management Office, which tracks and oversees all aspects of proposal development, facilitates technical and security reviews, conducts background analyses, and produces all materials needed for the ITCRB and PRC to carry out their work.

#### 1. Sponsor Proposes

Upon sponsor proposal, project managers begin working with the HUIT PMO to file an Intent to Submit. The PMO reviews the documents, summarizes them, and notifies the ITCRB, PRC, Innovation and



Architecture and other stakeholders of potential projects. Project managers must also contact leads for HUIT Common Services, Enterprise Architecture, and Security for a set of quality reviews. Working with the PMO, the project managers then create the project proposals. These are submitted to the PMO by the beginning of December, along with supporting documentation such as roadmaps and business visions.

## 2. PRC Reviews

The combined proposals are then sent to the PRC. In January, the PRC reviews all proposals in a three-day meeting, during which project managers meet with the PRC to present their work. The PRC then 1) writes summaries to go to the ITCRB and 2) sends feedback to project managers regarding proposals. Project managers then revise proposals (if needed) and resubmit them by early February. The revised proposals and combined summaries are then sent to the ITCRB, along with several financial analyses and breakdowns of the proposals along new/enhancement lines, organizational capacity, return on investment, etc.

## 3. ITCRB Recommends

The ITCRB reviews all proposals for the coming fiscal year and for fund release requests greater than \$2m during a three-day meeting in late February. In general, the ITCRB spends the first two days hearing proposal presentations – and for each proposal, the VP sponsor must be present, and spends the third day deliberating and determining prioritization and fund allocations to make their final recommendations. ITCRB recommendations are submitted via letter to the EVP with full details on proposed funding and implications for out years.

## 4. EVP Approves Funding

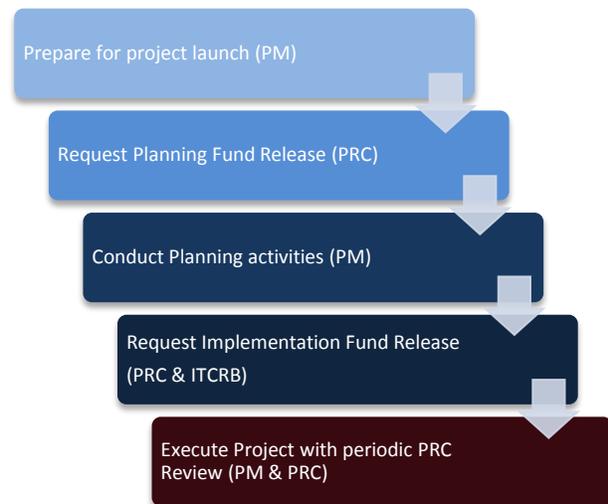
The EVP then reviews the recommendations and allocates funding based on those recommendations. Project managers are notified by the HUIT PMO as to whether funding is approved. If so, the project can commence at the beginning of the next fiscal year.

## 5. PM Launches Project

Once funding has been allocated, project managers must return to the PRC for funding releases. Funding releases must be:

- Reviewed and approved by the PRC if plan phase >\$350k
- Reviewed and approved by the PRC if the implementation phase <\$2m
- Reviewed and approved by the PRC and ITCRB if implementation phase >\$2m
- Scheduled so that the plan phase completion can be presented to the PRC and ITCRB at the scheduled meeting times

If a project implementation phase is estimated at greater than \$2m and the plan phase completion does not match up with the PRC and ITCRB meetings in January and February, then early release of implementation funds may be requested.



## ITCRB and PRC Membership

MEMBERS OF THE INFORMATION TECHNOLOGY CAPITAL REVIEW BOARD (ITCRB)		
Name	Title	Functional Area
Anne Margulies (chair)	Vice President for Information Technology and University CIO	HUIT
Mary Ann Bradley	Associate Dean for Administrative Operations, FAS	FAS
Marilyn Hausammann	Vice President for Human Resources	HR
Tom Hollister	Chief Financial Officer	VPF
Fran McCrossan	Dean for Administration, HLS	HLS
Rick Melnick	Chief Financial Officer, HBS	HBS
Margaret Newell	Deputy Provost	OPP
Don Oppenheimer	Associate Dean and Chief Information Officer, HKS	HKS
Ellen Gulachenski (ex officio)	Managing Director (acting), Strategic IT Initiatives	HUIT
Leslie Schaffer (ex officio)	Director, Finance, Central Administration	FAD

MEMBERS OF THE PROJECT REVIEW COMMITTEE (PRC)		
Name	Title	Functional Area
Patricia Buickerood	Director, HUIT Program and Project Management	HUIT PMO
Katherine Gates	Director, Risk Management and Administrative Policy	RMAS
Prasanna Gopalakrishnan	Director, Campus Services IT	Campus Services
Ellen Gulachenski (co-chair)	Managing Director (Acting), HUIT Strategy and Planning	HUIT
Perry Hewitt	Chief Digital Officer, HPAC and AA&D	HPAC
Eric Hultmark	Associate Dean for Finance, GSE	GSE
John Jurus	Chief Information Officer, UHS	HUHS
Sarah Karmon	Chief of Staff, Office of the Provost	OPP
Craig McCurley	Director, Office of Treasury Management & Assistant Treasurer	VPF
Rita Moore	Director, Total Rewards and Human Resources Systems	HR
Siovhann O'Connor	Executive Director, Finance and Administration, AA&D	AAD
Mitch Rogers	Director, Financial Systems Solutions	FSS
Leslie Schaffer (co-chair)	Director of Finance	FAD
Julie Stanley	Chief Human Resources Officer, HMS	HMS
Susan Walsh	Managing Director, IT Infrastructure	HUIT
Bob Wittstein	Managing Director, Administrative Technology Services	HUIT