

PS Project Charter

Project Name:	PS – Productivity Suite
Prepared by:	Alex Walton
Date (MM/DD/YYYY):	27 October, 2011

Project Charter Version History:		
Version	Date (MM/DD/YYYY)	Comments (Draft, Signed, Revised – current status)
V1	10/27/2011	Ready for Signature.
V1.1	10/31/2011	Signed
V1.2	11/02/2011	Proofed/edited

Document Purpose

The Project Charter documents the formal conversation between the Project Sponsor and the Project Manager/Team, including the definition of success for the project.

Once approved, the Project Charter communicates the current agreement between the Project Sponsor and the Project Team throughout the lifecycle of a project. The Charter provides a high-level overview of the project, including the definition of project success and project resource (people and funds) requirements.

Requests and additions to the project scope are considered “out-of-scope” for the current project. When a scope change is required, document a change request that includes an impact analysis of project cost, resources, schedule, and risk. The Project Sponsor then formally approves the scope change request.

The project manager will retain additional documents that provide detail on the management of the project, including a communications plan, an issues log, a risk log, a change management plan, a budget, and a work schedule.

Review & Approval		
<i>The Project Sponsor signature indicates approval of the Project Charter, and authorizes the Project Manager/Team to use identified resources to proceed with the detailed planning and execution of the project; using this charter as guide</i>		
Project Sponsor(s) Name	Signature	Date
Shel Waggener Bill Allison		

A. Case for Change

What is the Current Situation?

Today, UC Berkeley spends an inordinate amount of time and money thinking about commodity IT services used by faculty, students and staff. Like electricity and plumbing, the services of email, calendaring, office productivity software (word processor, presentation and spreadsheet programs), and collaboration tools (SharePoint, bSpace, Google Groups) are mission-critical. In many cases, students, staff and faculty have adopted cloud or outsourced collaborative tools on an ad-hoc basis due to the lack of feature and functional capabilities of current standard campus solutions.

These IT services represent solved, standardized, even ubiquitous technology problems that are neither core nor unique to the University's mission. Yet, perplexingly, we treat these commodity services with a disproportionately high interest and use elite staff to manage them.

The campus stands to benefit enormously by using the collaboration technologies such as email and online productivity tools to better manage the sharing of information and business processes electronically, evolving our way of thinking about collaboration by implementing a campus productivity platform, and enabling future savings areas such as reducing printing, more effective in-meeting collaboration, common team work and file storage, and interactions between the campus through mobile devices.

A synopsis of each service follows:

EMAIL:

UC Berkeley receives over 1 million emails every day, and to paraphrase one staff member, despite pronouncements in the mainstream media about the "death of email", we just do not see that death or any sign of it in the usage statistics. Today the email system runs on open source software and about 30 commodity Linux servers, offers users a 10GB quota, is relatively spam and phishing free, is a free service for campus users, and represents a monumental accomplishment by the past and present members of the tiny managing team.

A few years ago, email ranked as one of Berkeley's #1 IT problems; today users are satisfied with the overall service, and there have been very few outages or service impacts of any kind. The costs are among the lowest among comparable higher academic institutions. In August, our sole technology expert that designed, delivered and then maintained the email service transitioned to another job. IST has put a contingency plan in place, contracted with other universities with similar systems and is currently hiring and contracting multiple people for the current operational needs and for efforts related to the future direction of the PS Project.

Current Issues

- In FY 2011-12, support staff was cut to a "breaking point" with little to no redundancy. The first week of August we lost our sole person with a complete understanding of our current open source custom solution email system. We have quickly adjusted by connecting with other campuses utilizing similar system solutions, contracting, MOU, and are currently hiring additional positions.

- As a standalone service our current email has worked well, but today the trend is to holistically treat mail, calendar, office productivity software, and collaboration tools. As such, the continued siloed management of these individual services is not a good long-term position.
- Email is currently not fully funded. The deficit has continued to be covered annually through temporary funds.

CALENDAR:

UC Berkeley CalAgenda serves much of the University staff, with full penetration in the large administrative divisions and less so among academic units. Currently the service provides users with the ability to schedule multi-person meetings while screening for time/location conflicts, and supporting functions like group and building management. Today, the campus uses a separate, homegrown system for campus events management.

Current Issues

- UC Berkeley's CalAgenda service currently uses a discontinued commercial product from Oracle, for which the University does not have a support contract. The product is not provided patches for improvement, maintenance, or security fixes.
- CalAgenda is incompatible with the current versions of Microsoft Outlook, which is popular with administrative and business users on campus, and CalAgenda requires expensive add-ons in order to properly synchronize users' calendars with mobile devices.
- The same small technical team responsible for CalMail also supports CalAgenda.
- The current funding model for CalAgenda relies on a small but noticeable per-user annual recharge fee, which has proven a powerful disincentive to adoption by a large part of the campus community.
- Students currently do not have a calendaring tool, although they have called out the need for one that integrates well with other campus resources.

OFFICE PRODUCTIVITY AND CREATIVITY SOFTWARE:

Today, members of the UC Berkeley community select and (when using commercial products like Adobe and Microsoft Office) pay for office productivity software on an individual, unit, departmental or divisional basis. Staff, faculty and students all tend to follow different paths. Some choose no cost open source products like Libre office or OpenOffice, some choose Office.com or Google Docs, some choose the Microsoft Consolidated Campus Agreement (MCCA) to purchase varying levels of products and services, and still others choose to personally obtain copies of software from retail vendors (e.g. Staples). The current estimate is that campus annually spends about \$750K on Microsoft software via standard campus procurement channels. There is no estimate for other spending on independent purchases such as those made by students or faculty (who are usually reimbursed by their department) on their own.

Similar challenges exist on products used for content creation and distribution where Adobe is the current dominant vendor. Estimates are that we currently spend through departmental and individual purchases in excess of \$400k a year for these products.

Current Issues

- Many staff-hours are spent each year in meetings to determine which software and what level of site license or purchasing and product options to buy.
- The choices are numerous and often complex. In many cases, staff ends up with the wrong tool for the job because their department did not buy the full set of tools needed for their work.

THE PRODUCTIVITY SUITE SOLUTION:

At the enterprise level, the domains of (a) business process management (including process-based workflows); (b) content management (including imaging); and (c) records management (data retention, destruction and archiving) are now presented as integrated operating environments which often use the same technology platforms to provide efficiencies, productivity and policy compliance across the enterprise.

The integration of web based collaboration tools with desktop and web-based productivity tools allows individuals and group to share files, wikis, calendars and other communications in a seamless manner.

A few groups and individuals are currently using collaboration tools for basic document management and sharing, project management, etc. Other groups on campus have leveraged the same platform to develop applications and workflows based on e-forms and documents, often using data elements being used with other systems. A number of other products used by campus also perform this function.

The PS Project will provide the productivity suite platform that provides the foundational integration for all of these activities to the entire campus.

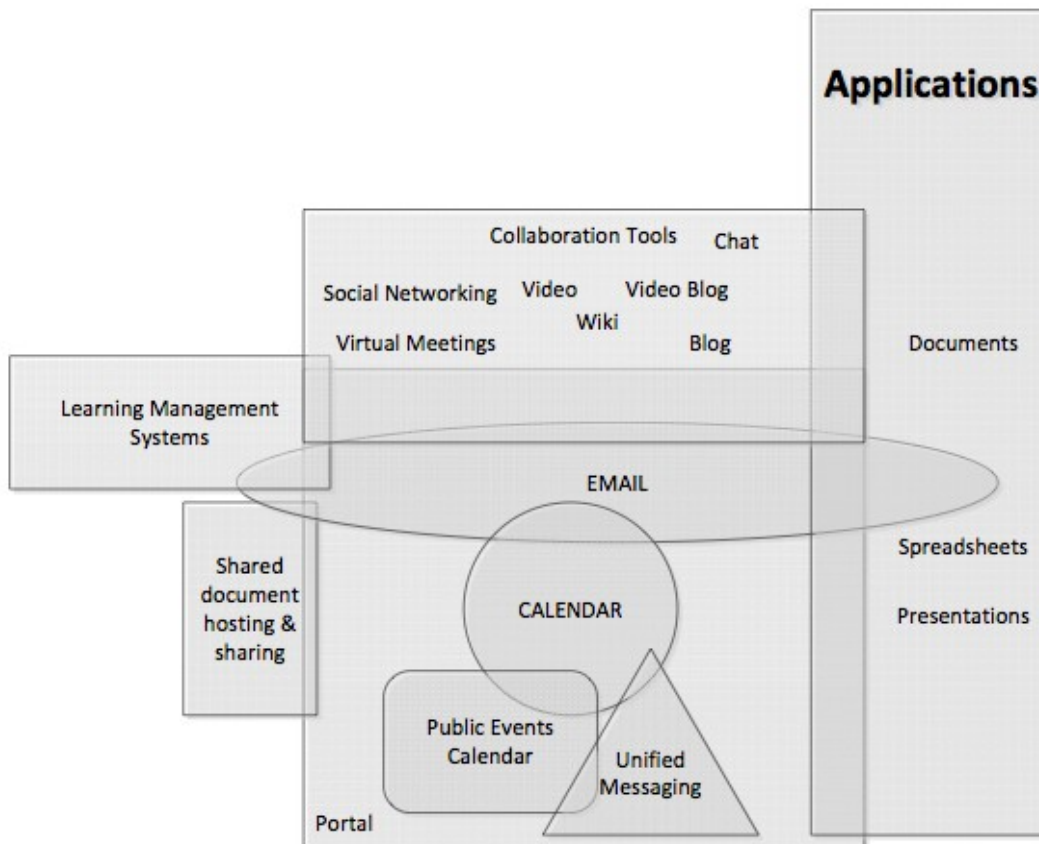


Figure 1 – A Complex and Expanding Collaboration Environment

New tools are sharing if not replacing the central role currently held by email.

Current Issues

- Students, staff and faculty cannot use online offerings from Microsoft and Google for UC business due to the lack of established campus agreements and policy around the terms under which these tools can be used.
- Students, staff and faculty do use commercial online tools for personal use and find that often each one uses a different identity management approach, which often diverges from the standard campus identity management systems – leading to multiple logins, redundant credentials and inefficiencies.
- The use of office productivity software and the need for online sharing of the products of this use – documents, spreadsheets, and presentations – has led to recharge services such as IST’s CalShare [SharePoint] service. CalShare, however, is used mostly within administrative departments, due to the financial disincentives of adopting it by students and faculty.
- The lack of *common* office productivity software and collaboration tools has led to significant fragmentation of *chosen* tools (all of which are commodities). And in a contradictory way, this fragmentation raises the barriers to an effective workplace as well as to knowledge sharing in an institution whose purpose is to share knowledge. This is true for both on-premise software and web versions of the application.
- Today, as a campus we treat email, calendar, office productivity software, and collaboration tools as separate efforts and problems. However, in today’s interconnected world, users see these tools as increasingly interconnected.
- Managing vendor strategy for the sourcing, acquisition, and distribution of this “suite” of tools should be done holistically to get the best terms for UC Berkeley and to get the most effective use for the campus community.

CONCLUSIONS:

What is commercially available today gives the campus an opportunity to become connected in ways we cannot sustainably develop for ourselves. Looking at a two-year trajectory, these productivity and collaboration tools are developing on a steep curve, rapidly growing with a progression of innovation and improvements compared with the linear improvements we might be able to deliver on a campus basis. Having email, calendar, tasks, and document retention transparent and at a lower unit cost is a good start. Being a better-connected community will give the Berkeley campus additional benefits that we will not fully realize until we use them, especially as mobile devices become more ubiquitous.

B. Purpose

What problem will be solved by the project? What value does this project add to the organization? How does this project align with the strategic priorities of the organization? What benefits are expected once the project is completed?

For most of the faculty, students and staff at UC Berkeley, the email, calendar, and office productivity software required for an effective University are commodities. Procurement of solutions for these commodities at the local level is neither necessary nor efficient. Additionally, the costs of keeping pace with innovation and expansion of the collaborative tools space is something that UC Berkeley cannot afford. For example, the value of a typical free outsourced storage quota alone is approximately \$1M-\$2M per year in cost avoidance.

We plan to provide a campus solution that aligns with the broader University of California system-wide strategy and higher education nationally, by aligning with current initiatives such as those being developed by industry groups like the Common Solutions Group. These all seek to outsource the provisioning, management and operation of their productivity suite solution to a single vendor. Google and Microsoft are the current leading industry providers of these services.

We plan to procure a coordinated UC Berkeley solution for email, calendar, office productivity software, and collaboration tools - including online and locally installed productivity and creativity software and services from Adobe and either Google or Microsoft.

We plan to implement a three to five year solution commitment with evaluation and transitions reassessed every five years.

With the diversity and complexity of the UC Berkeley community, some sections of our community will have needs differentiated from those offered by the common platform. The project team will identify the boundaries of what functions are served by the common platforms, and which needs require alternatives for subpopulations including specialized feature-sets, regulatory compliance, and extreme security policies.

ALIGNMENT WITH STRATEGIC PRIORITIES:

- By better connecting us internally and to the world-at-large, and delivering continual efficiency gains and cost reductions, the focus can be on the use of these tools and their expanding capabilities, rather than on how to sustain playing catch-up.
- This project will lower costs of email, calendar and productivity and collaboration tools features on a per user basis.
- The productivity suite of tools offers individual performance enhancements. However, there is an even greater benefit in having a more connected campus where faculty, students and staff can interact in groups, teams, and committees, among ourselves on campus, with others in our fields, and with interests in common across the U.S. and internationally.
- The solution integrates what are now run as separate services, leading to greater ease of use and functionality for the campus community and greater efficiency (both time and money) for those that use the systems. There will be more costs in running the solution and specifically supporting the much larger user base.
- The solution will eliminate thousands of person-hours in meetings currently used as

people decide on productivity tools each year.

- The solution provides the campus community with the ability to use the current and future devices of their choice, e.g., desktop, laptop, mobile, and to operate in a collaborative environment as commercial technology unfolds without the cost of internal development by campus staff.

C. Results

What does success look like? How do we know that the problem described above is resolved?

This typically involves clarifying metrics for operations once the project is completed.

#	Success Measure
1	<i>All UC Berkeley faculty, students and staff have access to same common tool set, at a lower unit cost.</i>
2	<i>Ongoing innovation is managed through vendors, and all campus provided productivity suite products are considered state-of-the-art – including web and mobile interfaces.</i>
3	<i>UC Berkeley is aligned with UC system wide efforts to utilize current and near future innovation in communication technologies.</i>
4	<i>UC Berkeley is a better-connected community, with additional benefits that we will not fully realize until we use them, especially as mobile devices become more ubiquitous.</i>

TOOL/FEATURE	NOW	PLANNED
EMAIL	Primarily CalMail (free to all) Works well, better security, efficient system, but with short- and long-term support challenges. Other dept. email systems exist.	Works well, cheaper storage costs, and better integration with other tools, e.g., calendars and address books. CalMail and other dept. email are all migrated over.
CALENDAR (CalAgenda, a recharge service available only to staff and faculty)	Obsolete, expensive, no support and not integrated with other tools or calendars – has limited campus use.	Integrated with other tools – address books and email, other iCal tools, calendars. Available to all of campus.
Address Books	Each feature has its own, without interoperability	Integrated across tools with most features
Platform Integration – devices and services	AFS. Must be planned and maintained by UCB	Vendor managed and supplied – devices including mobile and services (email/calendar/file storage, etc.)
Office Productivity SW (word processor, spreadsheet, presentation)	Separate procurement, inconsistent ownership and costing – in excess of \$750k annually.	A site-wide license (desktop and cloud) allowing greater mobile platform usage.
Adobe products – includes PDF, Design Premium, and Master Collection	Greater diversity of issues than Office Productivity, limited use due to high individual purchase pricing – in excess of \$400k annually.	A site-wide license for complete bundles at a greatly reduce price. Even Work-at-Home availability is included.

D. Scope

The scope defines the boundaries in terms of where the project begins and ends. The scope describes what will be delivered - where, when, and how. It describes the services, functions, systems, solutions, or tangible products for which the sponsor will take delivery.

The Productivity Suite project delivers an outsourced Email and Calendar solution for all UC Berkeley faculty, students and staff; a productivity suite platform (Office 365 and BOX) for all UC Berkeley faculty, students and staff; site-wide licensed/distributed on-premise software office productivity suite (MS Office, Project and Visio) and creativity suite (Adobe Master Collection) for all UC Berkeley faculty and staff; and site-wide licensed/distributed on-line productivity suite (Office 365) and on-premise creativity suite (Adobe CS 5.5) for all students. Additionally alumni and associates will receive email benefits similar to what they currently enjoy. The project is scheduled in two overlapping phases.

Phase 1A includes the clarification of the future state operations model, campus requirements definition and review, vendor selection and contract award, and a detailed project plan by October 31, 2011. Campus requirements definition steps include identifying, organizing and documenting technical requirements, identifying populations that require special features, and designing an exception process to accommodate needs.

Phase 1B deliverables include change management activities, establishment of the future state operations infrastructure, migration of calendar and email, design and establishment of the licensing and distribution of on-premise software, the Internet2 fees for BOX, and the transition of the email/calendar support organization to the future operational model.

E. Project Constraints & Assumptions

List the known and anticipated constraints, and the initial assumptions for the project.

#	Name
0	OUT OF SCOPE - BOX.NET campus integration and rollout; SharePoint expansion support; and desktop support development and rollout.
1	The decommissioning date of the current email and calendar systems are constrained by current commitments to departments and external organizations - Calendar - UCSC, Email - Alumni.
2	We have a limited technical understanding of the current email/calendar design and process details, and limited technical and technical management email/calendar expertise on campus.
3	Most resources, SMEs and others, needed for the PS Project are currently working near or at capacity on other projects and ongoing operations. We have requested and reached agreements for time allocations for these project team members during the Phase 1A. Phase 1B requirements are currently being planned.

Project Constraints & Assumptions (continued)

#	NAME
4	There are a multitude of technical challenges and constraints based on the campus complexity and diversity of systems and operations. The first couple of months will be focused on identifying, understanding and coming to multiple option solutions for each. The detailed planning, including the scheduling and costing of the total project, is dependent on this effort.
5	Staff Flight. Some key people who are currently supporting/leading the project are overwhelmed with a combination of operational and old/new project activities. This project is just one of many responsibilities/areas of focus for them.
6	Traditional UC Berkeley decision-making processes are being changed. The culture shift must be managed using extensive change management and frequent communications in multiple formats.
7	Overall costs may be more than what UCB pays today, even though the value is being delivered more widely and at a lower per-users cost.
8	Phase 2 (Platform) needs to be clearly scoped, planned, funded and resourced. It is an integral part in the long term Productivity Suite solution vision.

F. Project Milestones & Deliverables

List the major milestones and deliverables of the project. (Note - Check Gantt for Latest Dates)

The team is currently working through major technical issue discussions. Results of these discussions will affect the duration of milestones – primarily Phase 1B.

Phase 1A Milestones	Deliverables	Date
Project Start	Reset/Start with PS Cal/Email Project Lead start.	8/22/2011
Establish Project Technical Leads	ID and MOU for PS Cal/Email Project Lead. ID On-Premise SW Lead Technical leads are “up to speed”	9/1/2011
Adobe SW available to campus	Start with Student Distribution (9/6) Faculty & Staff Distribution (9/19)	9/30/2011
Detailed Plan developed by the team.	Collect campus team members Draft Materials - WBS, Schedule, Resources, Budget) Team Planning Sessions Create Detailed Plan Submit for Approval	10/31/2011
MS On-Prem SW Contract	Negotiated, Approved & Signed	11/7/2011
Campus Requirements Documentation and Review	Collect Requirements from PS Team and select Campus community. Complete collection and vetting/priority process. *	12/15/2011
Technical Issues Defined and Solutions Proposed	ID Issues and Select Critical Techs Meet with SMEs Draft Proposed Solutions Vetted with Campus* Publish Proposed Solutions*	12/15/2011
Cloud Vendor Contract	Negotiated, Approved & Signed	1/06/2012
On-premise Productivity SW solution rollout/distribution available*	Start with Student Distribution Faculty & Staff Distribution Training Requirements Identified Help Desk updates	1/15/2012

* Dependent on MS On-Prem SW Contract Signed date ... critical path

Phase 1B Milestone	Deliverables	Date
Migration Plan with Resources Committed and Available	Vendor/Campus Planning Sessions, Campus details and strategies defined and documented, Resources ID'd, Formal Review and Sign-off	3/15/2012
Training Solutions Developed and Rolled Out	ID Training Requirements Calendar & Email Training Established	2/24/2012
Migration Test		4/20/2012
Establish Cloud Solution Production	On-Premise Production Cloud Solution Production	5/11/2012
Pilot Migration	Pilot Start, Pilot Test, Pilot Review and Migration Plan Update, Production Pilot	6/11/2012
Dev. Operational Tools	Super Admin., Dept. Admin. & End User Tools	7/2/2012
CalAgenda User -- Email Migration then Calendar Migration	Email Migration, Test Runs for Calendar Migration, CalAgenda Migration – cutover	7/10/2012
Remove CalAgenda from Campus	Transfer remaining data and services to the new “steady state” solution. Reallocate HW resources, stop renewal of SW licensing	7/31/2012
Bulk Migration (80%)	Easier Dept. Transitions Harder Dept. Transitions	12/3/2012
Email migration Complete	Remaining Dept. Transitions (other than cloud solution)	5/7/2013
Remove CalMail from Campus	Transfer remaining data and services to the new “steady state” solution. Reallocate HW resources	6/4/2013

G. Impact Statement

List the impact this project may have on existing systems and populations.

Potential Impact	What and Who is Impacted	Rating (1-5)
Improved Productivity Tools and Services	Faculty	5
“	Students	5
“	Staff	5
“	Alumni & Associates	2

1 – Low, 3 – Medium, 5 –High

H. Finance Description

Provide a high level narrative overview on the estimated investment requirements, the savings targets, and the ongoing funding model.

The project team drafted a future state operating model that includes the elements of system architecture, support organizations, and anticipated contractual requirements.

A direct comparison of the two numbers, current vs. future state operations, is misleading. The current Calendar/Email operations model is unsustainable in the long term, has limited users in CalAgenda (approximately 6,000), and has limited features including general integration with mobile devices. CalMail was deployed and in rapid growth as budget cuts were implemented across campus, affecting supporting staff. The On-premise SW current state also has limited users of Adobe Creativity and Office Productivity software, inefficiencies in purchasing which shows as reduced availability of management and technical staff for projects, and the inability to identify all of the purchases/prices of On-premise software. Estimates are based on 15,000 Faculty/Staff and 35,000 students.

The results of this project will impact the future state software distribution and desktop support operational structures. These operational structures are currently being designed for several requirements, current and future, with the PS platform as 1 of many variables.

OPERATIONAL COSTS – CURRENT STATE:

Profile	Operational Cost	FTE Served	\$/FTE/Yr
FY 10-11			
CalMail ³	691,913	50,000	13.8
CalAgenda	258,060	10,000	25.8
MS SW – Faculty and Staff ²	750,000	5,360	139.9
Adobe – Faculty and Staff	450,000	10,000	45.0
CalShare	62,092	10,000	6.2
Foundational Services ¹	324,824	50,000	6.5
Total FY 10-11	2,536,899		237.7

- 1. FY 10-11 Foundational Services are for email, calendaring, MS, and Adobe including all related service desk, active directory, and identity management.
- 2. MS SW \$750K includes desktop, server and MCCA coordination costs.
- 3. Additional 100K for Higher Tier Storage

OPERATIONAL COSTS – FUTURE STATE (currently negotiating contracts):

FY 2013-14	Operational Cost	FTE Served	\$/FTE/Yr
Equivalent to Services FY10-11	\$2,404,249		\$83.4
Calendar and Email Cloud Solution + On-Premise	502,078	50,000	\$10
MS Cloud Contract ¹	930,308	50,000	\$18.6
Adobe – Faculty and Staff	315,000	15,000	\$21
MS Office– Faculty and Staff	656,843	15,000	\$43.8
MS Project & Visio	In number above	5,000	In above
Student Technology Fee	\$1,047,829		\$30
Adobe – Student	575,000	35,000	\$16
MS Office – Student	472,086	35,000	\$13.5
End User Support	\$471,000		\$9.4
BOX.NET (base quota, Internet2 fees, and baseline operations)	180,000	50,000	\$3.6
On-Premise SW Management	291,000	50,000	\$5.8

1. May be substantially reduced in negotiations by removing some collaboration tools.

OPERATIONAL FUNDING SOURCES:

Tool/Service Funding	OCIO	CGF	STF	Dept.
Email & Calendar	X	X		
On-Premise SW – Adobe		X	X	
On-Premise SW – MS		X	X	
On-Premise SW – Servers	X			
Collaboration Tools	X			
Additional Services *				X

* Additional Services includes the On-Premise Exchange, and additional features such as audit support, required for small campus populations (est. 1500) are planned for recharge.

ANNUAL PROJECT FUNDING SUMMARY:

For FY 11-12 the project includes the contracting and first year funding of the Adobe and Microsoft PS solutions. People costs include current campus staff charging to the OE Chart string and \$250K for consulting/contractor services. Additional migration vendor support of CalAgenda is another \$120K.

For FY 12-13 most of On-Premise SW solution (licensing and on-going operations) will be operational costs (End User Support). The student portion of the on-premise software (both MS and Adobe) will continue as a project cost. The OE PS project costs also include the delta of current CalMail and CalAgenda costs minus the future steady state operations – approximately \$300K.

For FY 13-14 The project costs is remaining migration.

Fiscal Year	Project Budget	OE Funding
FY 2010-11	\$2,565 ¹	\$20,000
FY 2011-12	\$4,382,572 _–	\$3,542,500
FY 2012-13	\$1,392,863 ²	\$1,932,500
FY 2013-14	\$70,000 _–	\$353,000
FY 2014-15		
TOTAL	\$5,848,000 _–	\$5,848,000

1. Actual Costs
2. Risk – The Student Fee cost for FY12-13 was initially being paid for with a STF. Currently, the \$575K funding source is being discussed, since the STF is now scheduled to start in FY13-14.

I. Risks

Identify the high-level project risks and the strategies to mitigate them.

Risk	Mitigation Strategy
Email or calendar failures occur prior to migration completes.	The email and calendar systems may fail and require additional staff that we do not have and must bring in at significant expense. We have established on-campus solutions to maintain the current systems, reaching out for backup support to other campuses with similar systems.
Technology/Vendor Failure	The plans, as they develop will include contingency plans so that the implementation team can course-correct if vendor products do not perform as advertised, and detailed testing prior to rollouts.
Cost savings may be less and project costs may be more than expected once analysis provides clarity.	Present the results of the analysis and options to the Executive Sponsor for a decision.
Timeline depends on campus leadership & community willingness to endure the pain of change. NYU did a 10-month migration due to top-down tough leadership; Columbia is on a two-year migration plan. Schedule limitations are more political than technical.	Culture is a big variable in the project duration. By developing qualified strategies to present to executive leadership we can help clarify the choices and associated risks and opportunities. Then if executive leadership is clear and visibly supporting their selected strategy, we have the ability to limit the political constraints on the project schedule and cost.
We currently don't have a technical lead for the Phase 1B. (Implementation). Gabriel Gonzalez is committed through November 22 to complete the detailed project plan (31 Oct) and future state model. If Gabriel is not available we need to ID and on-board someone else in Oct.	Having committed resources, identified in the detailed project plan, a sense that executive leadership will support the project (including the politics), and support from the current IT community will promote Gabe signing on for Phase 1B.
Phase 1B Risk are not identified	No formal planning has occurred to date for the OE PS phase 1B effort. We will draft a plan prior to contract award (5 November estimate) and follow-up with campus and vendor planning sessions - which will include risk plan discussions.
Vendor lock-in, raising prices	Establish clear terms by which vendors can raise prices, add, change or remove services.

Risk	Mitigation Strategy
<p>Key roles assigned to people who are currently supporting/leading the project are overwhelmed by a combination of operational and old/new project activities. The PS Project is just one of many areas of focus/responsibilities for them. If key staff quit before the project completes, we risk business continuity of our current systems, and lose critical help developing effective migration procedures.</p>	<p>We hope to avoid staff losses by developing interesting opportunities that serve the University mission, which they will ramp up on as the activities being outsourced ramp down.</p> <p>We are strongly avoiding scope creep.</p> <p>We are looking at recent efforts to identify more efficient ways of performing future efforts -- improve our communication/decision processes to minimize key staff req. hours, hold lessons learned sessions for the Adobe rollout (took many more hours than expected) prior to the MS rollout.</p>
<p>Campus does not have a product manager role resourced for the PS software distribution or the PS Calendar/Email solution.</p>	<p>Separately, staffing requests for operations are being submitted. For the project we are using available resources, though they are already "over committed". Once product manager roles are staffed, they will be included in the PS team -- especially during the transition to operations.</p>
<p>Fear of change -- traditionally, UC Berkeley has not procured IT services, but rather depended on staff to provide home-developed tools.</p>	<p>The culture shift must be managed using extensive change management, and frequent communications in multiple formats to hear and address concerns. Strong support from Executive Management is essential as to the strategy, reason, solution, and team support.</p>
<p>Multiple migration problems can be expected ... they are almost always messy.</p>	<p>As soon as vendor selection has completed, the implementation team will develop rigorous processes to ensure a smooth migration. In addition to the technical aspects, a significant cross-organizational coordination effort must be undertaken to align work of end user support technicians, back-end developers building migration tools, and the change management and communications teams.</p>
<p>Data security</p>	<p>There are multiple security issues and challenges that are currently being addressed by academic, medical and government groups. Solutions are emerging and being put in place. We expect the implementation team to implement models that fit the regulatory, security and privacy requirements at UC Berkeley.</p>
<p>The contract takes longer than expected or falls through due to UC legal/procurement rules, or Microsoft's constraints/changing priorities. This may cause additional expenses and delays.</p>	<p>Clear and timely communications between and with each group. Initial technical and migration planning conversations between UC Berkeley and Microsoft technical staff to have a quicker start at contract award -- being careful to not address or affect negotiations.</p>
<p>End User Training takes more effort than expected to bring the campus community to where their efficiencies are increased due to the availability of the productivity suite.</p>	<p>ID and coordinate with the right campus resources to promote the right level of training on campus (Just in Time) with the productivity suite rollouts and migrations. Clarifying the requirements, BUT NOT THE TRAINING, is currently in scope of this project.</p>

J. Communication

Highlight the communication requirements between the Sponsor, the Key Stakeholders and the Project Team, including the frequency of check-ins, project reviews, and status reports (in person and written).

External Communications with Campus will expand once key contracts are signed. This is high priority for the OE PS Project. Currently we have established Project Team communications.

Our communication processes and tools include:

- We established a team CalShare and Confluence Site (linked) for internal communications for all team members and “guests”. CalShare includes folders with revision control, action items and issues management. The Confluence Site is for meeting agendas and discussions for issues – Current technical issue conversations.
- Monthly status reports (OE PO format and posting)- created with team leads.
- Mailing lists – PS1 for internal communications and PRODUCTIVITYSUITE for external communications.
- Weekly team meetings – PS Cal/Email team, PS Leadership, PS Leads.
- Vetting process with campus once requirements and issues have been collected.
- The Week Ahead is distributed to leads on Monday afternoon, highlighting what is coming up and what is important for the week.
- Project Reviews: every 6 weeks – presentation to Functional Owner and Sponsor.
- PS team members subscribe to Micronet and other forums.
- We will explore twitter feeds and other social network sites to communicate with students.

Appendix A – Project Roles & Responsibilities

Describe the roles and responsibilities of the project participants.

<i>The Project Sponsor has ultimate authority over the project. The sponsor provides resources, helps resolve escalated issues, approves scope changes, approves major deliverables, and provides high-level direction.</i>
Name
Shel Waggener – Executive Sponsor
Bill Allison – Technical & Operational Sponsor

<i>The Functional Owner is responsible for managing the impact of the project within their functional area. Their responsibilities include ensuring agreed-upon project tasks and deliverables are completed, incorporating the views of their customers, providing functional expertise in a particular area, articulating requirements, and working to ensure that business needs are met.</i>
Name
Bill Allison

<i>The Project Manager leads the team in planning and implementing the project from initiation to closure. Their responsibilities include scope and change management, keeping the project plan current (deliverables, schedule, and resources), issue and risk management, maintaining project documents, reporting project status, and facilitating conflict resolutions within the project and between cross-functional teams.</i>
Name
Alex Walton

<i>The Project Steering Committee includes key stakeholders and subject matter experts. The steering committee provides guidance on key issues.</i>
Name
High level steering committee under academic leadership (Name), and an advisory council of representative community members (Names) to aid in rapid decision-making. The general process will be an iterative one that allows for changes to approach as needed, while seeking as aggressive a schedule as possible (See Communications Plan above).
OE Executive Committee Members
John Wilton
Shel Waggener
Lyle Nevels (OE IT Initiative Proposal Sponsor & Haas School of Business CIO)

*The **Subject Matter Expert (SME)** provides expertise on project elements including business process and current or new technical solutions. Their responsibilities include maintaining up-to-date experience and knowledge on the subject matter, validating recommendations, and providing advice on what is critical to the performance of a project task.*

Name

Gabe Gonzalez (MS Exchange)

Karl Grose (idM including Calnet)

Mike Blasingame (AD)

Mimi Mugler (CalAgenda)

David Willson (Contracts)

Mike Chung (Office 365 and MS Exchange)

Michele Tomkin (Current Mail Apps)

Bernie Rossi (CalMail Administration)

Paul Rivers (Network Security)

Yau-man Chan (End User Support at the Department)

Yu-Tin Kuo (Web Apps for Licensing and Distribution)

Matt Wolf (Network Security)

Isaac Orr (Network Security)

Jeff Kreutzen (UHS – Health Services – Email/Data Requirements)

Patrick McGrath (IST- Collaboration Tools e.g. SharePoint)

The **Team Members** responsibilities include understanding the work to be completed, completing the research, data gathering, analysis, and documentation. They inform the project manager and team members of issues, scope changes, risks, and quality concerns. They also proactively communicate status and manage expectations.

Name	Roles
Liz Marsh	Change and Comm. Mgmt. Oversight, Common Good Liaison
Shel Waggener	Contact Negotiations and Funding Development (not OE)
David Willson	Contracts Manager
Hiring -- TBD	Change Management / Communications Management
Michelle Kresch	Finance Manager
Ann Walls	BFS entry and reports
Gabe Gonzalez	Cal/Email Project Lead – MOU Currently through Nov 22
Mimi Mugler	Calendar Lead
Bernie Rossi	Email Administration
Michele Tomkin	Email Apps
Mike Blasingame	AD Design and SharePoint Lead
Karl Grose	idM Lead
Eric Allman	Email High Level Architecture and Design
Sian Shumway	On-Premise SW (Adobe & MS) Project Lead
Harold Pakulat	Help Desk
Yu-Tin Kao	Licensing and Distribution Apps/Solutions
Paul Rivers	Network Security lead
Vendor Team - Calendar	Calendar Migration design and delivery
Vendor Team - Email	Includes a PM, Tech leads (Exchange Migration)

Appendix B -- Key Terms & Definitions for this Project Charter

Define key terms unique to this Project Charter.

Internet2 -- www.internet2.edu/

A consortium led by universities working in partnership with industry and government to develop and deploy advanced network applications and technologies