



UT System Administration Policy Library -- Policy UTS140
Enhancing Major Software Projects

Responsible Officer: Executive Vice Chancellor for Business Affairs

Sponsoring Office: Office of Business Affairs

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POLICY STATEMENT

The selection and implementation of major software systems is a costly and complicated endeavor. Critical management decisions and the consequences of those decisions extend well beyond vendor selection and include choices of acquiring/building/outsourcing of software, project management, staffing and organizational structure, managing user expectations, change management, maintenance and support, and resource commitment. As a result, some colleges and universities have often experienced numerous unexpected setbacks and budget overruns when implementing such systems.

Because of the costs and attendant risks associated with major software system decisions and implementation and due to the varied experiences and expertise of our campus business and information technology leaders, it would seem both helpful and appropriate to maintain a process where the intent to make major software system decisions are communicated. Best practices can then be shared, consistent quality planning can be utilized, and System resources can be leveraged to reduce cost and risk.

RATIONALE

This policy provides guidelines and requirements for the major* software systems decisions and for their inclusion in the Information Systems Improvement Program (ISIP). The ISIP details the UT System's long-range plan to enhance information processing and reporting, reduce risk, mitigate unnecessary duplication, and leverage System-wide revenue sources.

*Major software – see definition section.

The authority for this policy is provided by *Texas Education Code* Section 65.31, "General Powers and Duties".

The inclusion of all planned major software system projects into an (ISIP) would provide the following benefits to the campuses and to the System:

- The Board of Regents and the campus and System leaders would all better understand the magnitude of our anticipated resource needs for these projects.
- Campuses would be aware of software plans at other institutions and would be better able to collaborate and/or partner with each other.
- A peer review would be established with the goal of providing guidance in both the selection and future implementation of the project.
- Understanding the System-wide resource needs would permit alternative funding strategies to emerge (e.g. use of PUF debt for system purchases).

- Software implementation planning and implementation strategy would be more consistent throughout the System.
- Risks and expectations would be better managed.
- Best practices, as they evolve, would be more easily updated and shared.

SCOPE

All institutions and UT System Administration

WEBSITE ADDRESS FOR THIS POLICY

<http://www.utsystem.edu/policy/ov/uts140.html>

RELATED STATUTES, POLICIES, REQUIREMENTS OR STANDARDS

UT System Administration Policies & Standards	Other Statutes, Policies & Standards
	<ul style="list-style-type: none"> • Texas Education Code 65.31 General Powers and Duties.

CONTACTS

If you have any questions about UT System Administration Policy UTS 140, *Enhancing Large Software Purchases*, contact the following offices:

Subject	Office Name	Telephone Number	Email/URL
	Office of Business Affairs	(512) 499-4560	http://www.utsystem.edu/bus/

DEFINITIONS

Major software: Major software is defined as the following categories of software when initially acquired, developed, and/ or outsourced as well as any subsequent significant upgrades. It may also include at the Institution's discretion any substantial enterprise mission critical software typically identified as major through the use of a project sizing tool which is customized for each campus. The categories of major software include, but are not limited to:

- Student Information Systems
- Financial ERP including Budgeting, Planning, and Procurement
- Human Resources ERP
- Development
- Library
- Course Management
- Grants Management
- Building Security/Access
- Housing/Dormitory
- Imaging
- Medical Records
- Clinical tracking
- Billing
- Research Administration (e.g., time and effort, IACUC, IRB, Research Conflict of Interest, etc)

Information System Improvement Program (ISIP): UT System's process to enhance information processing and reporting of major software decisions to be funded from campus and System-wide revenue sources.

Project charter: The Project Charter provides information used to formally approve and initiate activities for delivery of the project. The charter document typically includes a project description, statement of purpose, business objective(s), scope, major milestones, key assumptions, delineation of authority and responsibility, project organization, source(s) of funding, and key points of contact.

RESPONSIBILITIES

UT Institution Information Technology Office

- Evaluates the UT Institution’s projected need for new or upgraded information system software.
- Reviews the UT Institution’s major software projects using “project cost worksheets” And, optionally, the customized “project sizing tool”.
- Completes a "Request for Inclusion on The University of Texas System Information System Improvement Program" form (ISIP request form) and a Project Cost Worksheet for each UT Institution project that is a major software development/acquisition/upgrade.

UT System Chief Information Officer

- Reviews and makes recommendations on “major” software development, acquisitions or upgrades.
- Reviews and makes recommendations on ISIP request forms and Project Cost Worksheets for UT System major software purchase projects.

UT Institution Chief Information Officer

- Reviews and makes recommendations on the UT Institution’s “major” software acquisitions or upgrades.
- Reviews and makes recommendations on ISIP request forms and Project Cost Worksheets for the UT Institution’s major software purchase projects.

UT Institution President and

UT Institution Chief Business Officer or other executive officers as determined in the UT Institution’s IT governance process

- Approve a UT Institution’s major software projects.

UT System Office of Technology and Information Services (OTIS)

- Evaluates UT System Administration’s projected need for new or upgraded information system software.
- Reviews UT System Administration’s software acquisitions using the customized “project sizing tool” and “project cost worksheets.”
- Completes a "Request for Inclusion on The University of Texas System Information System Improvement Program" form (ISIP request form) and a Project Cost Worksheet for each UT System Administration project that is a major software project.

UT System Executive Vice Chancellor for Business Affairs

- Officially interprets this policy and is responsible for revising it as necessary.

UT System Executive Vice Chancellor for Business Affairs

- Approve major software projects.

PROCEDURES

Through a formal IT governance process and a strategic information technology planning that is consistent with the institution's long-range plans, each campus should evaluate its projected need for significant new or upgraded enterprise information system software. Once needs are ascertained and alternatives identified, planned potential software acquisitions/development should be vetted and reviewed using the "project cost worksheets" and, optionally, the customized "project sizing tool" which are attached. For significant software decisions not involving the categories automatically defined as major, the project sizing tool will assist each campus in determining whether the planned software acquisition/development or upgrade is defined as "major."

"Major" software acquisitions/development or upgrades should be included on the UT System's ISIP and are subject to review and recommendations by the UT System Chief Information Officer. Projects must be reviewed and included on the ISIP before contracts are negotiated or signed or development commences.

The contract process for securing software and/or consulting services remains unchanged by this policy and final approval of an institution's major software projects continues to rest with the campus president and chief business officer or other executive officers as defined by the UT Institution's IT governance process.

Planning and implementation of major software acquisitions/development or upgrades should include the following elements:

- A project charter
- A business case analysis
- A steering committee and executive sponsor
- A detailed estimated budget including ongoing maintenance costs
- A source of funds
- An estimated implementation schedule
- A scope statement
- A risk assessment
- A project tracking plan with milestone reporting
- A communication matrix
- Provisions for ongoing performance reporting

Please note that projects may be included on the ISIP before all of the above elements are completed, but may not proceed until each item is finalized. Minimally, a project should have an estimated budget and implementation date for inclusion on the ISIP.

While the ISIP will require no formal approval by the Board of Regents, it can serve as a communication tool to help the System and all institutions better understand the planned direction of, and investment in, information systems. The ISIP will provide a resource to facilitate collaborations and enhance integrated planning and perhaps implementation among the campuses. It is also anticipated that we will periodically report on our plan and progress to the Board.

Effective immediately, UT System Administration and institutions should identify major software projects. Once it has been determined by the institution that a project qualifies as a major software project, a "[Request for Inclusion on The University of Texas System Information System Improvement Program](#)" form (ISIP request form) and the [Project Cost Worksheet](#) should be completed for the project.

The ISIP request form and the Project Cost Worksheet should be submitted to the UT System Chief Information Officer (CIO) for review and recommendations before contracts are negotiated or signed or before development commences.

The Executive Vice Chancellor for Business Affairs officially interprets this policy and is responsible for revising it as necessary to meet the changing needs of The University of Texas System and statutory requirements.

FORMS AND TOOLS/ONLINE PROCESSES

[Project Sizing Tool](#)

[Request for Inclusion on The University of Texas System Information System Improvement Program](#)

[Project Cost Worksheet](#)

APPENDIX

N/A

Keywords: software purchasing, software, software purchase, software purchases, software development, computer, computers, vendor, vendors
