

# Information Technology Project Prioritization Process

## Purpose

The Information Technology Project Prioritization process provides a standardized approach to solicit, review, prioritize and execute technology projects, including:

- Any project that involves resources from the Information Technology division
- Any project by a campus-based functional program or department that plans to offer an administrative system for the entire campus
- Any project that will interface with an enterprise system
- Any project that is administrative in nature and requires centralized funding

Without a prioritization process, project selection, prioritization and resource allocation are driven by IT staff, IT management, and occasional stakeholder influence.

With a prioritization process, campus stakeholders propose projects and prioritize them. Resource allocation is an essential element of those decisions and the university's need/demand for services.

## Project Definition

"A project is a temporary endeavor undertaken to create a unique product, service, or process. Operations and projects differ primarily in that operations are ongoing and repetitive while projects are temporary and *unique*. *Unique* means that the product, service, or process is different in some distinguishing way from all other products, services, or process."

*Project Management Institute*

By way of example, a customization of a Banner form, the development of a new enterprise application integration, or implementation of a new software application are all projects. A fix or minor change to an existing integration or system is not a project. An application system upgrade may or may not be a project, depending on the scope and impact of the upgrade (e.g. a Tableau server upgrade is not likely to be a project, a Blackboard Transaction Server upgrade is likely to be a project). An application patch is not a project. Likewise, a change request is also not a project itself, but may be part of a project.

## Project Exclusions

Although the Office of Information Technology is able to assist with operational report development, responsibility for institutional and unit level reporting is not within the department's scope. IT is responsible for support of the university's reporting infrastructure in collaboration with the Office of Institutional Research.

## Goals

Some expected outcomes of this process include:

- New systems and services are considered, but so are the decommissioning and replacement of existing services.
- Proposed systems and services are linked to strategic university goals.
- Innovation and embracing some risk should be encouraged.
- Provide a clear intake and workflow process for projects/topics (stakeholders should always understand where their proposed project is in the process).
- Provide clear review and decision points for projects (no ambiguity on the status of a project).
- Provide incentives to empower collaboration.

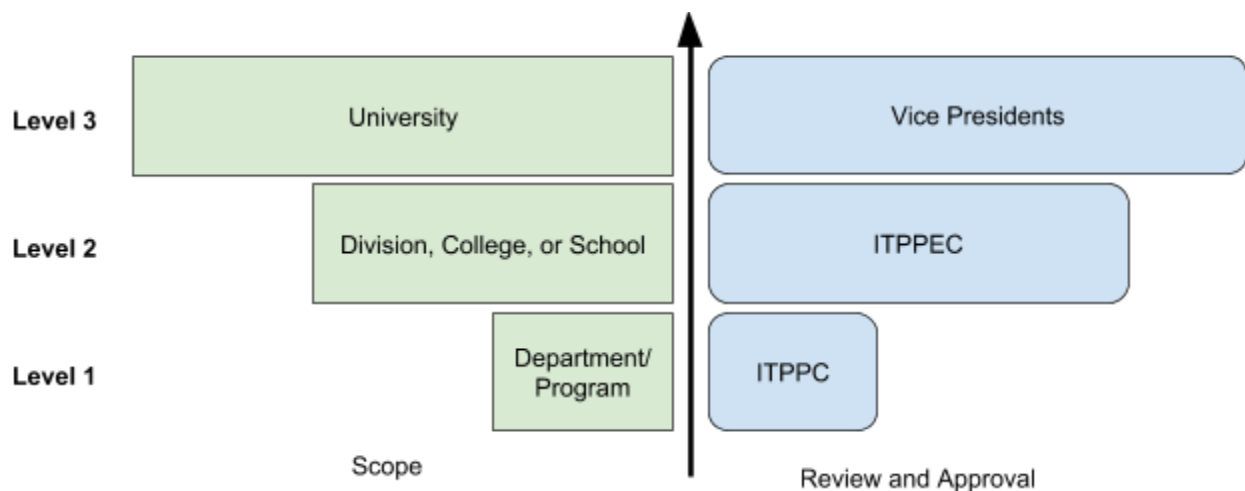
## Structure

The IT project prioritization process includes two committees, the Information Technology Project Prioritization Committee (ITPPC) and the Information Technology Project Prioritization Executive Committee (ITPPEC). In addition, some projects are reviewed by the university vice presidents.

The Information Technology Project Prioritization Committee (ITPPC) reviews, approves, and prioritizes level 1 projects.

The Information Technology Project Prioritization Executive Committee (ITPPEC) reviews, approves, and prioritizes level 2 projects. In addition, it reviews level 3 projects.

The university vice presidents review and approve level 3 projects.



## Process

The IT Project Prioritization process begins with the submittal of a completed project proposal form. Copies of the submitted proposal are sent to the requester, the project sponsor, the responsible dean, director or associate vice president, and the divisional vice president.

If the project meets the criteria for level 1, the ITPPC reviews the submission and is empowered to approve or disapprove the project. Working with the Office of Information Technology, the project is then prioritized in the project schedule. Project decisions by the ITPPC will be communicated by the chair on behalf of the entire committee. In the case of a disapproved project or if a proposer wishes to reprioritize a project, an appeal may be made to the ITPPEC. The ITPPC meets monthly.

The ITPPEC reviews all level 2 and level 3 projects. If the project meets the criteria for level 2, the ITPPEC is empowered to approve or disapprove the project. Working with Information Technology, the project is then prioritized in the project schedule. The ITPPEC also hears appeals concerning level 1 projects. The group is empowered to approve, disapprove, or reprioritize level 1 projects only as the result of an appeal. If a project meets the criteria for level 3, the ITPPEC provides a recommendation and forwards the project to the university vice presidents for approval or disapproval. Upon approval of a level 3 project, the ITPPEC will work with Information Technology to prioritize it in the project schedule. Project decisions by the ITPPEC will be communicated by the chair on behalf of the entire committee. In the case of a disapproved project or if a proposer wishes to reprioritize a project, an appeal may be made to the Vice Presidents. The ITPPEC meets at least bi-monthly (6 times per year) or monthly, depending on the urgency and volume of project submissions.

Level 3 projects are forwarded to the Vice Presidents for consideration as needed.

## Annual Re-evaluations

Approved projects are subject to annual re-evaluations by the ITPPC or ITPPEC if there are significant changes to project scope, funding, functional requirements, departmental or IT capacity, or institutional strategy and direction.

## Schedule

The ITPPC will meet monthly, the ITPPEC will meet bi-monthly or monthly (if necessary), and projects will be presented to the Vice Presidents (Level 3) as needed.

## Project Levels

A level 1 project meets one or more of these criteria:

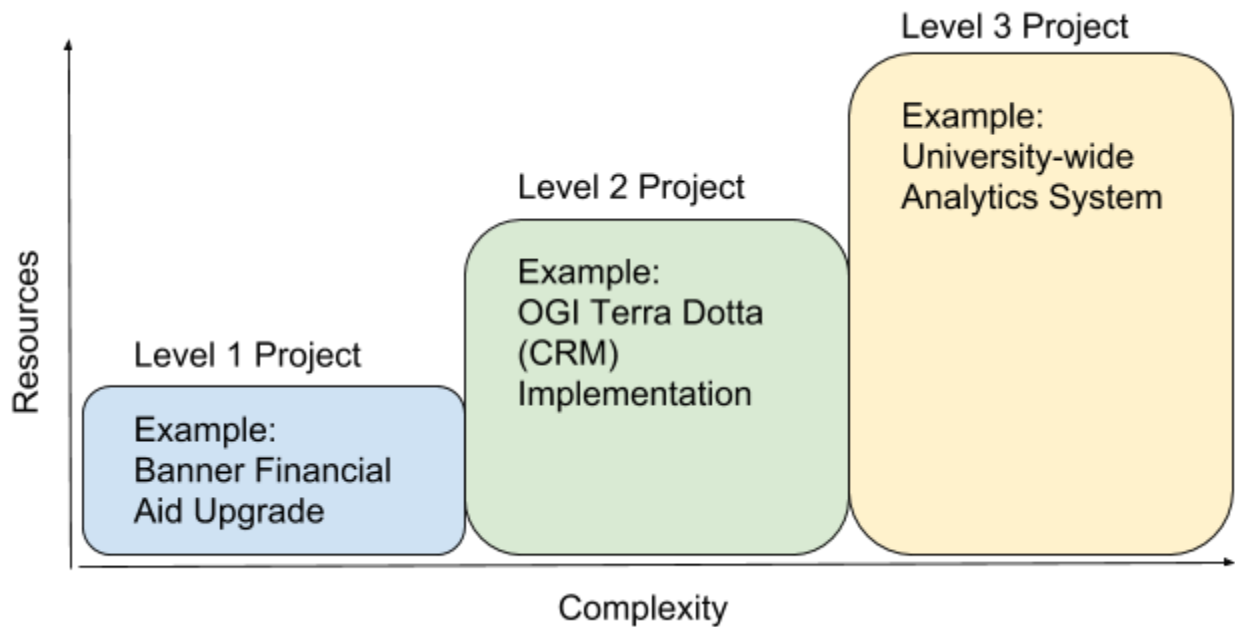
- No or minimal cost
- Up to 320 person hours
- Scope is department, program, or function

A level 2 project meets one or more of these criteria:

- Cost up to \$25,000
- Up to 960 person hours
- Scope is division, college, or school, or broad university category (e.g. faculty, staff, student)

A level 3 project meets one or more of these criteria:

- Cost is over \$25,000
- Over 960 person hours
- Scope is university-wide



## Committee Membership

### Level One - Information Technology Project Prioritization Committee (ITPPC)

Includes representatives from the following departments:

- Academic Planning
- Admissions/Enrollment Services
- Advancement
- Athletics
- Finance
- Facilities and Planning
- Financial Aid
- Human Resources
- Institutional Research
- Information Technology
- Outreach and Engagement
- Purchasing and Risk Management
- Registrar's Office

The chair of the level one ITPPC committee is drawn from the membership of the level two committee. The level one and level two committees cannot share a chair. The chair position rotates every two years and chairs may not serve consecutive terms.

### Level Two - Information Technology Project Prioritization Executive Committee (ITPPEC)

Includes Associate Vice Presidents/Provosts (or their designees) from the following divisions:

- Academic Affairs
- (1) College/School Dean (to be determined by Provost)
- Enrollment Services
- Finance/Chief Financial Officer
- Human Resources
- Information Technology
- Student Affairs
- And a representative selected by the Faculty Senate

The level one and level two committees cannot share a chair. The chair position rotates every two years and chairs may not serve consecutive terms.

### Level Three - University Executives

Vice Presidents (or their designees)