

Policies and Procedures

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CHAPTER: Information Technology	ISSUED: 3/18/09	REV. A	REV. B
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PURPOSE

The Project Prioritization Policy is intended to ensure alignment of Information Technology (IT) spending with the University's strategic goals and impose discipline and visibility to Creighton's IT spending and investment. Project data are collected, organized and evaluated for the purpose of decision making, allocation of IT resources, analysis of return on investment, and the efficient management of all IT projects.

Project Prioritization allows management to evaluate, select and prioritize and continually manage all IT projects. Active IT projects will be updated and revised and may be accelerated, rescued, discontinued or reprioritized.

IT Project Prioritization:

- Demonstrates the University's allocation of IT resources in support of its mission and programs.
- Documents the linkages among Creighton's programs, strategies, and business processes and its use of IT.
- Demonstrates how investments in new projects balance, complement, and strengthen investments already being managed.
- Facilitates analysis of the risks associated with IT investments and helps ensure that appropriate risk mitigation strategies are adopted.
- Helps ensure that the University's IT infrastructure as a whole, is effectively integrated.

SCOPE

The IT Prioritization Policy applies to the entire University including all programs, divisions, and schools where core University infrastructure is used. This policy is not to be used for standard replacement of computers.

POLICY

The Division of Information Technology (DoIT) will maintain an enterprise IT (information technology) project prioritization model. All divisions, departments, schools, and other Creighton University constituents will regularly submit and periodically update information about current and proposed information technology projects in the method described in the procedures section of this policy. The information in the project prioritization model will be used by the Vice President and CIO and executive management to conduct oversight and manage the University's investments in information and communications technology.

PROCEDURES

1. All IT related projects, regardless of funding source, must be submitted for entry into the prioritization model via the form in Appendix A and found online.
2. The Prioritization Committee will evaluate the project based on information provided and determine the impact on University strategic initiatives, financial and operational impact, as well as risks associated with doing and not doing the project. This information coupled with an evaluation of the availability of IT

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resources will produce a priority score for each project. As new projects are added to the prioritization model, the priority of all existing projects will be impacted.

3. All IT project managers across campus will keep their project data in the project prioritization model up to date. Decisions regarding availability of IT resources will be made based on current information in the model. The absence of accurate project information will lead to IT resources conflicts and overall scheduling and infrastructure shortages.

DEFINITIONS

IT Resources

This term loosely describes the wide range of information resources that the University uses and the equipment that we use to access, process and store information. Examples include: computers, servers, networks, software, email, IT technicians, etc.

IT Projects

IT projects are any effort to acquire or produce information and telecommunications technology systems and services, including all proposed expenditures for computing and telecommunications hardware and software, security for that hardware and software, and related consulting or other professional services.

IT Systems

All computing and telecommunications hardware and software, the activities undertaken to secure that hardware and software, and the activities undertaken to acquire, transport, process, analyze, store, and disseminate information electronically.

IT Prioritization Model

The IT prioritization model is the combination of all projects into a single matrix to provide a University wide view of all projects. It is important to note that the term does not mean only a project that impacts or serves the whole University, smaller departmental or divisional projects must also be included.

RESPONSIBILITIES

The Vice President and CIO is responsible for maintenance of the Project Prioritization Model.

Project Managers, whether identified formally or informally, are responsible for maintaining current project information within the prioritization model.

ADMINISTRATION AND INTERPRETATIONS

This policy shall be administered by the Office of the Chief Information Officer. Questions regarding this policy should be directed to the Vice President and CIO (402-280-2202).

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AMENDMENT/TERMINATION OF THIS POLICY

The University reserves the right to modify, amend or terminate this policy at any time. This policy does not constitute a contract between the University and its faculty or employees.

REFERENCES TO APPLICABLE POLICIES

None

EXCEPTIONS

None

VIOLATIONS/ENFORCEMENT

Any known violations of this policy should be reported to the Vice President and CIO (402-280-2202).

Violations of this policy can result in immediate withdrawal or suspension of system and network privileges and/or disciplinary action in accordance with University procedures.



Creighton University Project Prioritization Score Sheet

Section 1: General Project Information

Project Name:	
Project Description:	
Submitted By:	
Client Contact:	
Department/Division:	
Requested Completion Date:	

Section 2: Project Classification

Project Category: (Select One)	<input type="checkbox"/> Regulatory/Legal Mandate 1	Total Prioritization Score: (Tally from score sheet – highest possible score = 51)	Total Score = <hr/> Priority: <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
	<input type="checkbox"/> Operation Infrastructure 2		
	<input type="checkbox"/> Operational Efficiency		
	<input type="checkbox"/> Instructional Technology		
	<input type="checkbox"/> Administrative Computing		

1. A mandate is an initiative that a governmental authority or audit entity has imposed on Creighton University.
2. Initiative will implement required network/IT infrastructure enhancements or adopt industry standards in order for Creighton University to continue basic business operations.

Section 3: Prioritization Scoring Model

	1 point per key alignment
Alignment with Key Strategies	<input type="checkbox"/> Enhance and advance Creighton’s Catholic and Jesuit Identity <input type="checkbox"/> Enhance patient care, foster more effective ways of providing care <input type="checkbox"/> Foster, coordinate and communicate interdependent and innovative use of institutional human and financial resources <input type="checkbox"/> Strengthen and deliver transformative undergraduate, graduate and professional education in a dynamic, technology enhanced, living-learning environment that “holistically” develops our students. <input type="checkbox"/> Conduct scholarly investigation of such a scope and character as to inform our teaching and to address problems of our community and the larger society in the context of our Catholic and Jesuit mission <input type="checkbox"/> Enhance our capacity to excel in teaching, research, scholarly excellence and service through recruitment and retention of the highest quality faculty, staff and administrators

Financial Impact Criteria

Score	0	1	2	3	4	5
1st Year Financial Benefit	< \$1K	≥ 1K & < \$50 K	≥ 1K & < \$50 K	≥ 1K & < \$50 K	≥ 1K & < \$50 K	≥ 1K & < \$50 K
Project Expense 5	≥ \$100K	≥ \$75K & < \$100K	≥ \$50K & < \$75K	≥ \$25K & < \$50K	≥ \$1K & < \$25K	< \$1K

Client Impact Criteria

Score	0	1	2	3	4	5
Client Satisfaction Improvement in Area Addressed	<input type="checkbox"/> None	<input type="checkbox"/> Minimal	<input type="checkbox"/>	<input type="checkbox"/> Moderate	<input type="checkbox"/>	<input type="checkbox"/> Major
Overall University Impact 4	<input type="checkbox"/> <5% of client base	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 11-20%	<input type="checkbox"/> 21-40%	<input type="checkbox"/> 41-75%	<input type="checkbox"/> > 75%

Section 4: Addresses the percentage of the University including students, faculty and staff.

Operation Impact Criteria

Score	0	2	3	4	5
Degree of Process and Quality Improvement	<input type="checkbox"/> No Impact	<input type="checkbox"/> Small	<input type="checkbox"/> Moderate	<input type="checkbox"/> Major	<input type="checkbox"/> Critical/ Reengineering Effort
Implementation of Future Changes Made Easier 5	<input type="checkbox"/> No Impact to Future Changes	<input type="checkbox"/> Little Impact to Future Changes	<input type="checkbox"/> Some Impact to Future Changes	<input type="checkbox"/> Moderate Impact to Future Changes	<input type="checkbox"/> Major Impact to Future Changes

Risk Factor Criteria

Score	5	3	1	0
Business Result Risk	<input type="checkbox"/> Guaranteed Benefits	<input type="checkbox"/> High Probability of Benefits Realized	<input type="checkbox"/> Average Probability of Benefits Realized	<input type="checkbox"/> Low Probability of Benefits Realized
Complexity of Initiative 5	<input type="checkbox"/> No Complexity	<input type="checkbox"/> Low Complexity	<input type="checkbox"/> Medium Complexity	<input type="checkbox"/> High Complexity
Skill set/Hardware 5	<input type="checkbox"/> No Uncertainty	<input type="checkbox"/> One Type of Uncertainty	<input type="checkbox"/> Two Types of Uncertainty	<input type="checkbox"/> Three Types of Uncertainty

Section 5: Criteria to be completed by or with input from Information Technology Services.

Project Prioritization Committee Structure:

Chair is Vice President for IT

- 2 representatives from Academic Affairs
- 2 representatives from Health Sciences
- 2 representatives Clinical Affairs
- 2 representatives Students (under grad/ professional)
- 1 representative from Information Technology
- 1 representative from University Relations
- 1 representative from Student Services
- 1 representative from Administration
- 1 representative from Finance
- 1 representative from Academic Council
- 1 representative from Campus Ministry

***** Ex officio members include Senior Director Support Services, Senior Director Network, IT Security Officer, and the Vice President/CIO. General Counsel's office will be present at meetings of the Project Prioritization Committee and will be consulted on subject matter as needed.***