IT Prioritization is often described as an iterative process, with routine review and enhancement over time. To meet the ultimate objective of aligning IT to UW-Platteville’s strategic goals, the University must be able to identify the degree of alignment at a given time, take steps to improve where it’s lacking, and determine whether those steps are effective or if further adjustment is necessary. All of this implies agreed-upon metrics that are collected on a routine basis, a culture accustomed to using such inputs to make decisions, and a willingness to review not just discrete outcomes but the process of review itself. Measurement components include portfolio metrics in addition to campus engagement/ adoption. The IT Prioritization maturity model is displayed below.

The following sections describe the IT Prioritization maturity model.

Model Establishment
The IT Prioritization model requires appropriate staffing and support to accomplish its objectives. It’s vital that initial and future committee members are appropriately oriented to the process, and while demonstrating support of its general principles, also willing to bring new ideas and enhancements to the table. The initial staffing will include appointment of Committee members, specifically the roles of Chair, Voting Member, Support Staff, and PMCOE Representative. For the IT Prioritization Model to demonstrate organizational establishment the following success factors will be measured:

- Appointing Committee Chairs
- Appointing Administrative Support Staff
- Appointing Committee Members
- Orienting and onboarding Committees and other key stakeholders (e.g. Executive Sponsors)
Initial Campus Adoption and Integration with Project Management Center of Excellence (PMCOE)

Initially the IT Prioritization Committees will focus on finalizing the overall process approach including templates and workflow. Once finalized, Committees will determine the best approach to provide initial communication and orientation to campus stakeholders. This communication will facilitate awareness and provide an early opportunity to gather feedback and make appropriate adjustments. In conjunction with the PMCOE, IT Prioritization Committees will begin to classify, review, and decide upon IT projects that should be funded and implemented.

The PMCOE will serve as an extension of the IT Prioritization model, among other responsibilities. PMCOE representative(s) will attend IT Prioritization committee meetings, support the management of the project portfolio, and escort projects from the submit phase through the IT Prioritization process. At this stage, it is expected that the PMCOE should be integrated into the process and working alongside IT Prioritization committees. For the IT Prioritization Model to demonstrate initial campus adoption the following success factors will be measured:

- Finalizing and implementing IT Prioritization process, artifacts, and workflow, inclusive of:
  - Project Submit Form
  - Process Approach
  - Workflow calendar
  - Communications
- Communicating details on model and process to campus stakeholders
- Ensuring PMCOE is integrated into the IT Prioritization process
- Receiving initial project requests and escorting through the overall process

Full Campus Adoption and Ongoing Measurement

As the IT prioritization model matures, committees will be expected to not only consider new project requests, but also monitor the status and address issues with existing projects and programs. In addition, committees will be serving an integral role in executing the IT strategic plan, ensuring that projects/investments are aligned with institutional goals. At this stage, full campus adoption is expected, facilitated by an appropriate level of buy-in from key campus influencers (e.g. Deans, Directors). In order to effectively support campus-wide IT strategy through engaging both new and existing projects, ongoing measurement will be required, and the following success factors will be measured:

- Portfolio Metrics
  - Portfolio Mix
    - Is our funding of projects aligned to strategic objectives? (Note: to be further refined once IT strategic plan is developed)
      - % of Portfolio spend in “run the University”
      - % of Portfolio spend in “grow the University”
      - % of Portfolio spend in “transform/innovate the University”
      - % of Portfolio spend in Short/Medium/Long-term projects
      - % of Portfolio spend in Large projects
  - Demand & Capacity
    - Do we have the right prioritization and sequencing of projects given current capacity?
      - % of growth in project intake
      - % of growth in new initiatives
      - Resource utilization (human, capital)
  - Value
    - For our portfolio, to what extent did we achieve our objectives?
      - % on-time
      - % on-budget
      - Portfolio and program rate of return/savings
      - Post-project review analysis
- Financial Management
  - How effectively are we managing program and project budgets and what are the financial trends?
    - % variance to plan
    - % funding in-flight
    - $ committed but not spent
- Customer Engagement Metrics
  - How satisfied are UW-Platteville stakeholders with the model, its process, and its role in prioritizing IT projects and investments?
    - Customer satisfaction survey
  - What level of awareness exists among campus stakeholders?
    - Utilization of IT Prioritization tools/templates
    - # of unique project requestors
    - Projects circumventing the process
- Optimized Processes
  - Are IT prioritization processes optimized and following the projected timeline?
    - Average time from project submit to decision point

Model Optimization and Continuous Refinement
It is expected that the IT Prioritization model will, in addition to executing on the goals of its respective charters, aim for continuous refinement and eventual optimization. Much of this will be accomplished through the routine collection and interpretation of metrics and measurements as outlined above. At this stage, the model will have facilitated an optimized project portfolio in alignment with the IT strategic plan. In addition, the IT Prioritization model will look to enhance components of the process in support of what is expected to be a growing pipeline. This may include revising and updating artifacts and workflow, automation of certain process elements, and integration with portfolio management software. Ultimately, the model is expected to be viewed as competitive in the context of industry-wide leading practices.