

Purpose

Virginia State University is committed to continuously improving the delivery of information technology (IT) solutions within budget, on schedule, within scope and in a manner that best contributes to accomplishing the strategic mission of the University. This policy furthers that goal by establishing the common and consistent application of project management best practices for the management of IT projects. A uniform project management framework promotes consistency and better control of IT projects, thereby reducing risks and increasing the probability of project success.

Authority, Responsibility, and Duties

- Additional powers and duties of the CIO relating to project management, Section 2.2-2016.1 Code of Virginia
- Restructured Higher Education Financial and Administrative Operations Act, Section 23.1-108 Code of Virginia
- Powers of the Board of Visitors, Section 23.1-2702 Code of Virginia

- **Executive Council**

The Executive Council is charged with reviewing and prioritizing High Complexity Projects, including project development and associated contracts. The Executive Council also advises on the termination of High Complexity Projects, and provides guidance on ensuring the maximum Return on Investment (ROI) for all projects is obtained from the University's portfolio.

- **Chief Information Officer**

The Chief Information Officer (CIO) serves as the chief administrative officer of Technology Services. Other responsibilities of the CIO include developing policies, standards and procedures for technology and project management, granting funding approval for all TS-sourced projects, approving IT procurements, and approving Invitations for Bids, Requests for Proposals, and contracts. The CIO may also direct the modification or suspension of any IT Project that has not met the performance measures agreed to by the CIO and the Project Sponsor if such action is appropriate and consistent with the terms of any affected contracts. A decision regarding suspension of a High Complexity Project will be made in consultation with the Executive Council and Board of Visitors.

- **Project Management Office (PMO)**

The roles and responsibilities of the PMO are established in the PMO Charter. On behalf of the CIO, the PMO implements an integrated approach to the management of

information technology investments. The PMO consults with University departments and business units and assists them with the analysis and documentation of project proposals. The PMO serves as coordinator between project sponsors and the University IT Governance structure by reviewing project documentation and preparing recommendations for the CIO and the Executive Council as appropriate. Other duties of the PMO include facilitating project submission, selection, and prioritization, creating and managing a central repository for project information and analysis, maintain the standard set of project management best practices, provide effective communications to project stakeholders, make available the education and training required for project managers, and supply the services necessary to insure Commonwealth requirements for project management and auditing are met.

- **Project Sponsor**

The Project Sponsor is a member of the University's management team, who makes the business case for the project. This individual has the authority and responsibility to define project goals, secure resources, establish project priorities, and resolve intra- and inter-organizational issues and conflicts. In addition, the Project Sponsor and Project Manager work closely to ensure that project objectives are met, resources such as functional subject matter experts are made available to the project and issues are resolved as expeditiously as possible. Project Sponsors should be prepared to dedicate a portion of their time on a weekly, if not daily basis, to attend to project details.

- **Project Manager**

Every IT Project must have a designated Project Manager. The Project Manager is responsible for the management of the project from planning through closeout. Project Sponsors will advise on the qualifications of Project Managers for their projects. Project Managers will be assigned by University management and/or the CIO. The qualifications required to manage projects escalate with the project's complexity. Only experienced and appropriately trained project managers will be assigned High Complexity Projects. All Project Managers are responsible for entering the information for their projects in a repository such as the Project Management Information and Tracking system, and updating that information as required by their project's classification. They must also regularly report project status in accordance with the published schedule for their project's complexity level.

Definitions

- IT Project: A project having as its primary purpose the creation of a unique information technology product or service.
- PMI: Project Management Institute.

- Project: A temporary endeavor undertaken to create a unique product, service or result (PMBOK, 5th edition).
- Project Management: The application of knowledge, skills, tools and techniques to mitigate risk, control budget and manage scope of tasks.

Scope

This policy does not apply to instruction, research projects, or research initiatives.

Policy Statements

Information technology projects will be managed in accordance with best practices promoted by the nationally recognized Project Management Institute (PMI), appropriately tailored to the specific circumstances of the university. Projects that engage leading IT consulting or software development firms to assist with project management may apply additional best practices provided by these firms.

Methods used for project auditing, such as Independent Verification and Validation (IV&V), will be aligned with industry best practices, consultant expert guidelines, and known industry accepted standards, such as:

- Institute of Electrical and Electronics Engineers (IEEE) 1012-2016 Draft Standard for System, Software and Hardware Verification and Validation,
- International Standards Organization (ISO) 9000-2000 series, and
- Software Engineering Institute Capability Maturity Model (SEI-CMM).

These methods will be tailored to the higher education environment by internal departments and in coordination with consultants as warranted. Project managers will possess professional credentials and/or an appropriate level of project management training or experience.

This policy is established to support the university community in the management of information technology projects by application of standardized project management principles, tools, and methods. A uniform project management framework promotes consistency and better control of IT projects, thereby reducing risks and increasing project successes.

References

Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide) – 5th Edition, 2013

Virginia State University
Policies Manual

Title: IT Project Management and Project Auditing (IV&V) Policy

Policy: 6900



Approved By: _____

President

9/6/17

Date: _____