

Policy Title: Information Technology Project Management	Approval Date: 9/4/2008
Policy ID: 5002	Effective Date: 9/4/2008
Oversight Executive: VP for Information Technology & CIO	Review Date:

1. Purpose

Radford University is committed to continuously improving the delivery of information technology (IT) solutions within budget, on schedule, within scope, and in such a way as to best contribute to accomplishing the University's strategic mission. This policy furthers that goal by establishing the common and consistent application of project management best practices, principles, and tools in the management of IT projects. A uniform project management framework promotes consistency and better control of IT projects, thereby reducing risks and increasing project successes.

2. Policy

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. For example, project managers possess professional credentials and/or an appropriate level of project management training or experience. 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) Standard 1012-2004 for Software 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.

2.1 Scope

Exclusions: The scope of this policy does not extend to research projects, research initiatives or instructional programs.

3. Procedures

An overview of the University's IT Project Management Framework, along with procedures, templates, and tools will be posted at the Radford University website.

4. Definitions

IT Project: A project having as its primary purpose the creation of a unique information technology product or service. Research projects, research initiatives and instructional programs are not included in the scope of this policy.

PMI: Project Management Institute

Project: A temporary endeavor undertaken to create a unique product, service or result (PMBOK, 2000 edition).

Project Management: The application of knowledge, skills, tools, and techniques to mitigate risk, control budget, and manage scope of tasks.

5. Related Information

Institute of Electrical and Electronics Engineers (IEEE) Standard 1012-2004 for Software Verification and Validation – Software Verification and Validation (V&V) processes determine whether the development products of a given activity conform to the requirements of that activity and whether the software satisfies its intended use and user needs. Software V&V processes include analysis, evaluation, review, inspection, assessment, and testing of software products.

International Organization for Standardization (ISO) – Quality Management Principals (ISO 9000:2000) – ISO 9001:2000 specifies requirements for a quality management system for any organization that needs to demonstrate its ability to consistently provide product that meets customer and applicable regulatory requirements and aims to enhance customer satisfaction.

Project Management Institute – The world’s leading not-for-profit professional association in the area of project management.

Project Management Institute. October 2004. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Third Edition.

Software Engineering Institute - Capability Maturity Model Integration (SEI-CMMI) – The CMM outlines the methods to obtain software process maturity. Several levels of maturity can be reached as an organization’s software project management evolves from that of chaotic non-repeatable performances to repeatable mature disciplined software processes. The model focuses on key attributes of each improved maturity level and provides guidance on the best practices used to achieve each level. The goal is to reach an efficient and disciplined approach to software management.

6. Policy Background

The Commonwealth of Virginia Restructured Higher Education Financial and Administrative Operations Act of 2005 and Chapter 824, Virginia 2008 Acts of Assembly grant institutions additional authority over financial and administrative operations, on condition that certain commitments to the Commonwealth are met. Radford University’s Memorandum of Understanding with the Commonwealth provides delegated responsibility for management of the institution’s information technology project management and project auditing activities. This delegation includes the authority to conduct these activities in accordance with industry best practices appropriately tailored for the specific circumstances of the University, in lieu of following Commonwealth-determined specifications. This policy documents the industry best practices with which the University will align its information technology project management and project auditing activities.

7. Approvals and Revisions

Approved By: Radford University Board of Visitors on September 4, 2008

Revised: May 6, 2009

Approved By: President Penelope Kyle on May 8, 2009