

Policy 1213
Information Technology Project Management

Date of Current Revision: July 2021

Responsible Officer: Assistant Vice President for Information Technology and CIO

1. PURPOSE

James Madison University is committed to continually improving the delivery of information technology solutions within budget, on schedule, within scope, and in such a way as to best contribute to accomplishing the university's mission and strategic plans. This policy furthers that goal by establishing the common and consistent application of project management best practices in the management of information technology (IT) projects.

The Commonwealth of Virginia Restructured Higher Education Financial and Administrative Operations Act of 2005 grants institutions additional authority over financial and administrative operations, on condition that certain commitments to the Commonwealth are met. Chapters 824 and 829 of the 2008 Virginia Acts of the Assembly and JMU's Memorandum of Understanding with the Commonwealth provide full 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 project management and project auditing activities.

2. AUTHORITY

The Board of Visitors has been authorized by the Commonwealth of Virginia to govern James Madison University. See Code of Virginia § 23.1-1600; § 23.1-1301. The Board has delegated the authority to manage the university to the president.

3. DEFINITIONS

PMI:

Project Management Institute.

Project:

A temporary endeavor undertaken to create a unique product, service or result [Project Management Body of Knowledge (PMBOK), 2000 edition].

Project Management:

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

4. APPLICABILITY

This policy applies to projects undertaken by Information Technology.

5. POLICY

Information technology projects will be managed in accordance with best practices promoted by the nationally recognized Project Management Institute, 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 the 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.

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.

6. PROCEDURES

6.1 An overview of the university's IT Project Management Framework, along with procedures, templates, and tools, is posted on the web site <http://www.jmu.edu/computing/policy/>.

6.2 For more information related to the management of IT projects, refer to the following:

[Institute of Electrical and Electronics Engineers \(IEEE\) Standard 1012 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 includes analysis, evaluation, review, inspection, assessment and testing of software products.

[International Organization for Standardization \(ISO\) - Quality Management Principles \(ISO 9000:2015\)](#) - ISO 9001:2015 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. A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Sixth 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.

7. RESPONSIBILITIES

Information technology is responsible for the effective application of this policy as it applies to their projects.

All departments, office, and employees that generate, receive, or maintain public records under the terms of this policy are also responsible for compliance with Policy [1109](#) - Records Management.

8. SANCTIONS

None.

9. EXCLUSIONS

None.

10. INTERPRETATION

The authority to interpret this policy rests with the president and is generally delegated to the assistant vice president for information technology and CIO.

Previous version: November 2019

Approved by the president: September 2008