Policy Title: Information Technology Project Management Policy	Effective Date: 9/4/2008
Policy Number: IT-PO-1502	Date of Last Review: 3/5/2025
Oversight Department: Information Technology Services	Next Review Date: 3/1/2028

1. PURPOSE

Radford University (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. The *Information Technology Project Management Policy* furthers this goal by establishing the common and consistent application of project management best practices, principles, and tools in the management of IT projects including project auditing. A uniform project management framework promotes consistency and better control of IT projects, thereby reducing risks and increasing project successes.

2. APPLICABILITY

The *Information Technology Project Management Policy* applies to all members of the University community involved in IT projects.

3. DEFINITIONS

IEEE Standard 1012-2016 for System, Software, and Hardware Verification and Validation: Issued by the Institute of Electrical and Electronic Engineers (IEEE), System, Software, and Hardware 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. V&V processes include analysis, evaluation, review, inspection, assessment, and testing of software products.

Independent Verification and Validation (IV&V): Method whereby an independent entity with appropriate experience and expertise evaluates the work product of a given project.

Information Technology (IT) Project: A temporary effort undertaken by the University having as its primary purpose the creation of a unique information technology product or service. Temporary means the project has a definite beginning and a definite end. Unique means that the technology product or service is different in some distinguishing way from all other products or services provided.

International Organization for Standardization (ISO): ISO is the world's largest developer of standards, the organization is made up of representatives from governmental and private sector standard bodies, e.g. the American National Standards Institute.

ISO Quality Management Systems -- Requirements (ISO 9001:2015): 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: The application of knowledge, skills, tools, and techniques to mitigate risk, control budget, and manage scope of tasks.

Project Management Institute (PMI): The world's leading not-for-profit professional association in the area of project management.

SEI Capability Maturity Model Integration (SEI-CMMI): The CMMI 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.

4. POLICY

A. 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.

B. 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 1012-2016 for System, Software, and Hardware Verification and Validation, International Organization for Standardization (ISO) 9001-2015 series, and Software Engineering Institute (SEI) Capability Maturity Model Integration (SEI-CMMI). These methods will be tailored to the higher education environment by internal departments and in coordination with consultants as warranted.

5. PROCEDURES

Information Technology Services (ITS) has developed specific standards, procedures, and guidelines, as appropriate, for the implementation of this policy and the management of the information technology functions of the University. These standards, procedures, and guidelines are maintained and hosted by ITS due to the technical and sensitive nature of the information security program. Publicly accessible standards, procedures, and guidelines may be found at https://www.radford.edu/information-technology-services/policies.html. Other internal standards, procedures, and guidelines of a sensitive nature are available upon request to appropriate and relevant parties by contacting ITS.

6. EXCLUSIONS

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

7. **APPENDICES**

    None

8. **REFERENCES**

    Code of Virginia, Title 23.1, Chapter 10 (§ 23.1-1000 et seq.), "Restructured Higher Education Financial and Administrative Operations Act."

    Chapter 824, Virginia Acts of Assembly 2008, "Restructured Higher Education Financial and Administrative Operations Act"

    Chapter 829, Virginia Acts of Assembly 2008, "Restructured Higher Education Financial and Administrative Operations Act"

    Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK Guide), Sixth Edition, 2017

9. **AUTHORITY AND INTERPRETATION**

    Information technology is managed under delegated operational authority granted to the University by the Virginia General Assembly, as set forth in the Restructured Higher Education Financial and Administrative Operations Act, § 23.1-1000 et seq. of the Code of Virginia, and Chapters 824 and 829, Acts of Assembly, 2008. The Board of Visitors (Board) approved the University to operate under this delegated authority in Board resolutions dated April 23, 2009, and May 4, 2012. Accordingly, the authority to interpret this policy rests with the President of the University and is generally delegated to the Vice President for Finance and Administration & Chief Financial Officer.

10. **APPROVAL AND REVISIONS**

    The *Information Technology Project Management Policy* was initially approved by the Radford University Board of Visitors on September 4, 2008, and was revised May 6, 2009.

    In the Board of Visitors Resolution, Approval to Continue Level II Authority, Dated May 4, 2012, the President and the Vice President for Information Technology and Chief Information Officer (CIO) were granted full continuation of the authority and responsibility for the management of the information technology function for the University.

    The new *Information Technology Project Management Policy*, reformatted into the University-wide policy template, was submitted to and approved by the President's Cabinet at the meeting held on January 8, 2018, and was signed by President Hemphill on January 10, 2018.

    Effective December 1, 2021, the *Information Technology Project Management Policy* was reviewed by the oversight department and the Office of Policy and Tax Compliance. Only minor editorial changes were made that did not alter the scope or application of the policy.

    Effective March 26, 2025, the Information Technology Security Policy was reviewed by the oversight department and the Office of Policy and Tax Compliance. Only minor editorial changes were made that did not alter the scope or application of the policy.

For questions or guidance on a specific policy, contact the Oversight Department referenced in the policy.