**Subject: Information Technology Project Management**

# 1. <u>Purpose</u>

The policy establishes the required management processes and documentation for information technology (IT) projects to ensure that they are completed successfully and are completed on budget, on schedule, and within the desired scope.

# 2. <u>Policy</u>

Tidewater Community College (TCC) is committed to using IT in a strategic manner to improve teaching and learning, reduce administrative costs, and improve customer service to the TCC community (currently enrolled students, faculty, administrators, and staff). TCC shall use effective project management practices to establish new technology-based systems, deploy software or services, facilitate a significant business process transformation using technology, or to establish IT facilities to meet the administrative or instructional needs of the college.

## 2.1. <u>Scope</u>

The project management practices and documentation shall apply to new technology-based systems, equipment, software, or services where the total project cost is more than $10,000.

The project management practices shall apply to new technology-based systems, software, or services that are included in the equipment budgets of capital projects. However, planning for computers, printers, telecommunications, and other standard equipment shall follow the management practices for a capital construction project.

The project management practices described herein do not apply to a project that is classified as a general maintenance, routine enhancement, or refresh (MER) activity unless it poses a significant infrastructure change or notable change in functionality or complexity.

## 2.2. <u>Project Classification</u>

A project shall be classified as a Major IT Project, Non-Major IT Project or a general Maintenance, Enhancement, or Refresh (MER) activity based on its scope, cost, and significance to the mission of the college.

### 2.2.1. <u>Major IT Project</u>

A project shall be classified as a Major IT Project if either of the following two conditions applies. A Major IT Project shall be treated as a high complexity project and follow the applicable project management processes.

- Cost Greater Than $1 million - a project for which the cost from project initiation to project closeout is more than $1 million. Costs include all hardware and software costs. Salaries for technical and functional personnel are to be considered part of the project cost if their involvement displaces their regular duties to an extent that it is considered a temporary reassignment.

- Mission Critical – a project that is of such significance to the college that failure to achieve its expected outcomes could prevent the college from accomplishing its mission or meeting its legal obligations until a workable alternative is established.

### 2.2.2. Non-Major IT Project

A project shall be classified as a Non-Major IT Project if it is estimated to cost more than $10,000, but less than $1 million, and it is clearly not mission critical.

A Non-Major IT Project shall follow the applicable project management processes. The level of documentation, communication, and oversight during project planning, execution, and closeout shall be consistent with total cost, complexity, and duration of the project. These may include expenditure approvals, project plans, status reports and/or management reviews at specific project intervals.

### 2.2.3. Maintenance, Enhancement, or Refresh (MER) Activity

A project that involves the normal maintenance or routine upgrade of existing college infrastructure shall be classified as a general Maintenance, Enhancement, or Refresh (MER) activity, for example, upgrading equipment/software in a lab at the end of its life cycle or migrating to a new version of an application (i.e. 3.x to 4.x).

## 2.3. Project Management Process

TCC project management shall be consistent with the applicable Virginia Community College System (VCCS) IT Project Management Standards and Guidelines and best practices promoted by the nationally recognized Project Management Institute (PMI). It shall be appropriately tailored to the specific circumstances of TCC and include the processes listed below.

### 2.3.1. Define and Initiate

A Project Proposal Form (Appendix A) shall be prepared to define the concept or need to be addressed by the project and communicate the project description, estimated cost, and schedule. The Project Proposal shall:

- identify the executive sponsor and project manager;

- provide a project description and tangible benefits; and

- provide the estimated equipment and software requirements, project cost, and schedule.

### 2.3.2. Plan

Upon acceptance of a project proposal, a Project Planning Form (Appendix B) shall be prepared. The project plan shall include the

following items as applicable based on the project's impact, cost, technical requirements, complexity, duration, and risk:

- the project team members, including a functional lead and technical lead point of contact;

- functional and technical requirements;

- provisions for communication and change management;

- project risks;

- information technology security issues;

- testing and certification requirements;

- training requirements and deployment considerations;

- project resources and costs; and

- a work plan and project schedule.

### 2.3.3. <u>Plan, Execute, and Control</u>

Upon approval of the project, the Executive Sponsor shall oversee the execution of the approved plan and provide periodic status reports in accordance with the project's communication plan.

### 2.3.4. <u>Project Closeout</u>

Upon completion or termination of a project, a Project Closure Form (Appendix C) shall be prepared to verify achievement of the project's objectives and record formal acceptance of project completion. Lessons learned from the project shall also be documented.

## 3. <u>Responsibilities</u>

The Vice President for Information Systems shall develop and maintain procedures for management of IT projects in accordance with the standards and guidelines of the Virginia Community College System and the best practices promoted by the Project Management Institute (PMI).

### 3.1. <u>Executive Oversight</u>

The Executive Sponsor of an IT project shall be responsible for developing the project concept and the initial scoping of the project and project team. The Executive Sponsor shall oversee the planning, execution, and closeout of the project and assist the project manager in coordinating project planning, resources, and activities. The documentation and oversight plan for the project shall be appropriate to the cost, complexity, and duration of the project.

The college's Executive Staff shall provide executive level oversight for IT projects. The Executive Staff shall:

- Evaluate project proposals to promote an integrated, priorities-based approach to effective planning and deployment of information technologies to support the college's strategic goals and working priorities;

- Follow a formal approval and implementation process for proposed technology projects;

- Approve and prioritize projects, including scope, budgets, and schedules;

- Address risks and resolve issues that require executive level decisions.

## 4.  Procedures

### 4.1.  Project Identification and Induction Process

4.1.1 The Executive Sponsor of a Major or Non-Major IT project shall submit a Project Proposal Form to define the concept or need to be addressed by the project and communicate the project description, estimated cost, and schedule. The ideal time to propose a project is prior to and during the college's budget planning process. However, project concepts may be submitted at any time.

4.1.2 The Executive Staff shall review Project Proposal Forms. The Executive Staff may recommend approval of the project for the Project Planning Phase or defer the project for further study or revision.

### 4.2.  Project Planning, Execution and Control

4.2.1 The Executive Sponsor of an approved Major or Non-Major IT Project shall oversee the preparation of a Project Plan for each approved project proposal.

4.2.2 The Executive Staff shall review the Project Plan and recommend approval of the project plan for implementation or defer it for further study or revision.

4.2.3 The Executive Sponsor shall provide periodic progress updates in accordance with the project's communication plan.

### 4.3.  Project Closure

Upon completion of a project the Executive Sponsor shall submit a project completion report to verify project completion and provide the final project cost and lessons learned.

### 4.4.  Project Portfolio

The Vice President for Information Systems shall maintain a Project Portfolio that contains a list of all IT projects and their current status.

## 5.  Definitions

**Executive Sponsor**: the member of the Executive Staff that is responsible for starting or scoping the project and project team. The sponsor removes roadblocks,

coordinates resources, and gets help for the team when necessary. The sponsor is usually not a "member" of the project team and may only occasionally attend meetings. The sponsor intervenes if he/she believes the project team has gotten off-track, or is working on goals inconsistent with the project scope.

**Executive Staff**: the provost of each campus; the Executive Vice President (VP); the VP for Student Learning and Chief Academic Officer; the VP for Student Success and Enrollment Management; the VPs for Finance, Information Systems, Workforce Development, and Institutional Advancement; the Director of Institutional Effectiveness; the Director of Development; the Executive Assistant to the President; and other members chosen by the college president.

**IT Project**: a temporary endeavor undertaken to create a unique product, service, or result that establishes a new technology-based system or service; facilitates a significant business process transformation using technology; or includes a major change in technology architecture (upgrade) or a system migration.

**Project Closeout**: refers to the operational go-live point or in-service date of the project.

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

**Project Manager**: the individual assigned responsibility for management and documentation of the project.

**Project Plan**: refers to all of the planning materials required to develop a complete set of working documents which guide and control the activities of a project through the entire project life-cycle. (Note: A Microsoft project plan represents only one of the many planning items which may compose a complete IT project plan.)

## 6. <u>References</u>

VCCs Information Technology Project Management Policy, VCCS-ITS-08-5300, 09/18/2008

VCCS Information Technology Standard Information Technology Project Management, VCCS-ITS-09-0001, 10/21/2009

VCCS Information Technology Guideline - Information Technology Project Management, VCCS-ITS-09-0002, 12/09/2009

## 7. <u>Review Periodicity and Responsibility</u>

The Vice President for Information Systems shall review this policy on the anniversary of its approval and, if necessary, recommend revisions.

## 8. <u>Effective Date and Approval</u>

This policy is effective upon its approval by the College President on February 28, 2012.


Policy Approved:                                    Procedure Developed:



_____          _____
Deborah M. DiCroce                                  Richard F. Andersen
President                                           Vice President for Information Systems

## 9. <u>Review and Revision History</u>

This is the initial version of this policy.

# APPENDIX A
# TIDEWATER COMMUNITY COLLEGE
# PROJECT PROPOSAL FORM

| PROJECT IDENTIFICATION | | | |
|---|---|---|---|
| **Project Name** | | **Date** | Enter date here. |
| **Classification** | | **Project Number** | |
| **Executive Sponsor** | | **Project Manager** | |

| PROJECT SUMMARY | |
|---|---|
| **Project Description** <br> What is the problem to be resolved?  Describe the end result/solution. | |
| **Project Justification** <br> Provide the tangible and intangible benefits. | |
| **Equipment/Software Requirements** | |
| **Proposed Schedule** | |
| **Estimated Project Cost** <br> Provide an estimate of the project for installation, equipment, staff, and other. | ☐ =>$5K and <$100K <br> ☐ => $100K and <$250K <br> ☐ => $250K and <$1M <br> ☐ >  $1M |

| EXECUTIVE STAFF REVIEW | | | |
|---|---|---|---|
| **Recommendation** | ☐ Approve Project Plan <br> ☐ Approve with Revisions | ☐ Hold/Defer <br> ☐ Reject | Enter date here. |
| **Comments** | | | |

# APPENDIX B
# TIDEWATER COMMUNITY COLLEGE
# PROJECT PLANNING FORM

| PROJECT IDENTIFICATION | | | |
|---|---|---|---|
| **Project Name** | | **Date** | Enter date here. |
| **Project Classification** | | **Project Number** | |
| **Executive Sponsor** | | **Project Manager** | |
| **Functional Lead** | | **Technical Lead** | |

| PROJECT PLAN | |
|---|---|
| **Project Description** | |
| **Project Team Members** | |
| **Functional Requirements** What does the user expect the system will do? | |
| **Technical Requirements** What are the design specs to build the desired system? | |
| **Campus/Building/Room** | |
| **Work Plan** What are the tasks, start and end dates, and associated resources? | |
| **Communication Plan** When, and to whom will communication occur? What status reports will be provided? | |
| **Change Management** How will scope, schedule or cost changes be addressed? | |
| **Project Risks** | |

| | |
|---|---|
| **IT Security Issues** | |
| **Test Plan** | |
| **Training Requirements** | |
| **Deployment Plan** Identify how the system will Go Live and its affect on other college systems. | |

| PROJECT RESOURCES & COST ASSESSMENT | | | |
|---|---|---|---|
| **Element** | **Item** | **Cost** | **Comments:** |
| **Hardware** | | Click and enter amount. | Click here to enter text. |
| **Software** | | Click and enter amount. | Click here to enter text. |
| **Training** | | Click and enter amount. | Click here to enter text. |
| **Services or Consulting** | | Click and enter amount. | Click here to enter text. |
| **Other:** Equipment installation, facility renovation, supplies, etc. | | Click and enter amount. | Click here to enter text. |
| **Estimated Total Project Cost** | Click and enter amount. | | Click here to enter text. |

| PROJECT SCHEDULE | | | |
|---|---|---|---|
| **Proposed Start** | Enter date here. | **Desired Completion** | Enter date here. |
| **Work Plan and Schedule** Identify duration, urgency and timeline constraints. | **Task** | | **Proposed Schedule** |
| | | | |
| | | | |
| **Schedule Flexibility** | | | |

| EXECUTIVE STAFF REVIEW | | | |
|---|---|---|---|
| **Recommendation** | ☐ Approve Project Plan ☐ Approve with Revisions | ☐ Hold/Defer ☐ Reject | Enter date here. |
| **Comments** | | | |

# APPENDIX C
# TIDEWATER COMMUNITY COLLEGE
# PROJECT CLOSURE FORM

| PROJECT IDENTIFICATION | | | |
|---|---|---|---|
| **Project Name** | | **Completion Date** | Enter date here. |
| **Project Classification** | | **Project Number** | |
| **Executive Sponsor** | | **Project Manager** | |

| PROJECT CLOSURE |
|---|
| **Description** | |
| **Project Lessons Learned** | |
| **Other Comments/Issues** | |
| **Approved By** | |

| PROJECT RESOURCES & COSTS | | | |
|---|---|---|---|
| **Element** | **Item** | **Cost** | **Comments:** |
| **Hardware** | | Click and enter amount. | Click here to enter text. |
| **Software** | | Click and enter amount. | Click here to enter text. |
| **Training** | | Click and enter amount. | Click here to enter text. |
| **Services or Consulting** | | Click and enter amount. | Click here to enter text. |
| **Other:** Equipment installation, facility renovation, supplies, etc. | | Click and enter amount. | Click here to enter text. |