

What is a project? A project can be defined simply as any temporary effort to achieve a unique outcome (product, service, or result) with a defined beginning and end, and the end is reached when the outcome is complete.

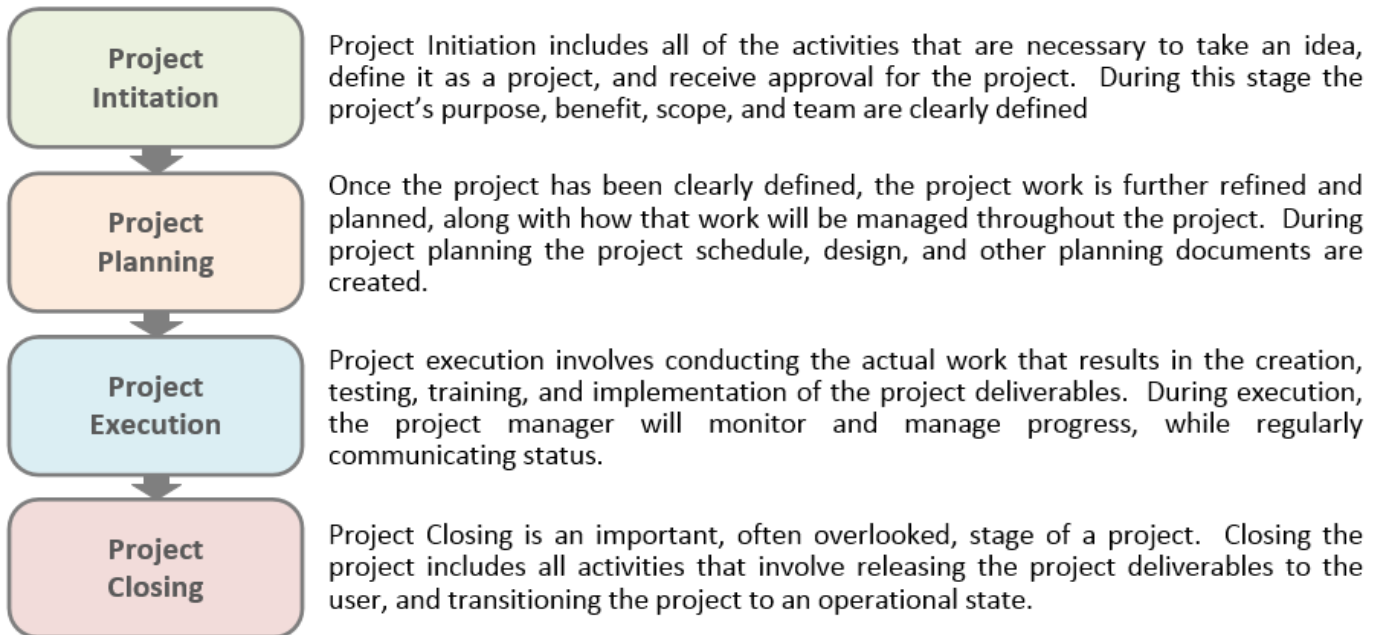
What is project management? Project management is basically a methodical approach to planning, organizing, and executing the work necessary to complete the unique outcome(s) of a project.

Why use project management? Due to their unique nature, projects are often difficult to manage effectively. Project management creates a standard set of processes, tools, and techniques with the sole purpose of executing these efforts effectively and efficiently. Project management can provide:

- Better understanding of project purpose and requirements
- Consistent and effective communications
- Efficient coordination of cross-functional resources
- Reduced and managed project risks
- Improved quality of outcomes
- Increased ability to identify, plan, and track the project and its progress
- Clearly defined roles and responsibilities

Project Management Life Cycle

The Project Management Life Cycle provides a structured framework for the management of any type of project.



Project Roles & Responsibilities

A critical component to ensuring project success is to clearly define the roles and responsibilities of all involved. The section below identifies some of the key roles and responsibilities common to most IT Projects.

Project Manager

The Project Manager is responsible for the overall success of the project, ensuring that the project team completes the project as defined. The Project Manger role is often challenging, requiring a significant time commitment with varying responsibilities, including:

- Scheduling meetings, creating agendas, and documenting decisions/minutes.
- Development, execution, and management/monitoring of the project plan with the project team.
- Securing acceptance and approval of deliverables from the project sponsor and/or key stakeholders.
- Management of project communications and documentation.
- Change management, risk management, and escalation of issues.
- Ensuring the project is delivered within budget, on schedule, and within scope.

Project Sponsor

The Project Sponsor(s) is the vocal and visible champion of the project, setting the overall vision and direction. He/she confirms the project goals and scope, secures funding and resources for the project, and has ultimate authority over project decisions. The sponsor(s) is usually at least at the director level of the area or department requesting the project.

Project Team Member

Project Team Members, as a whole, are responsible for the planning and execution of the project. Project Team Members will bring different expertise, either technical or functional, to the team, and work together to achieve the objectives of the project.

What is IT Project Portfolio Management?

A large portion of work required and requested of Information Technology is in the form of projects, whether it be required enhancements to current systems and infrastructure, or the implementation of new systems and applications. The IT Portfolio Management Team manages and prioritizes the portfolio of proposed and current projects based on the availability of resources, needs of the College Community, and strategic goals of the institution.

IT Portfolio Management Team

The IT Portfolio Management Team (PMT) is an IT Leadership Team charged with the oversight and management of the IT Project Portfolio, including the assessment, scheduling, and coordination of IT Projects with the goal of optimizing IT resources, and ensuring alignment to the College and IT Strategic Goals.

Checkpoint Projects

The majority of IT project requests involve the implementation of new enterprise solutions or significant changes to existing administrative applications and their associated hardware. These types of requests are categorized as Checkpoint projects, and are prioritized outside of the IT PMT. Checkpoint project requests far outnumber available IT resources, and rely on an external governance committee, the Battery Team Leads, to provide a relative prioritization of these requests based on the needs of the College. IT then initiates these prioritized projects as resources become available. The Checkpoint Process allows for an institutional prioritization of IT projects based on the relative need or benefit to the College as a whole.

Battery Team Leads

The Battery Team Leads is a cross-functional IT project governance committee comprised of leaders from various College Administration departments. This committee meets monthly, and is responsible for the review, prioritization, and monitoring of Checkpoint Projects.

What is the IT Project Management Office?

The IT Project Management Office (PMO) is a department in IT that defines, maintains, and manages the division's project management standards, best practices, and processes, including the facilitation of the management of IT Project Portfolio. The PMO provides project managers and project teams with guidance and support throughout the project management lifecycle.

Project Management Resources

For more information about project management please review the [IT Project Management Methodology](#), or visit the links below. To contact the IT Project Management Office please email itpmo@cofc.edu.

IT Project Management Website (it.cofc.edu/pmo) *General information about IT Project Management, and a link to the Project Request Form.*

IT Projects SharePoint Site (society.cougars.int/itprojects) *Central Location for all IT Projects and Project Management Resources. The site is only available to College employees on the internal network.*