In 2014, PMI marked its 45th anniversary of connecting professionals to communities and resources, with the common goal of executing successful projects. The world is a different place than it was back in 1969 when five individuals formed PMI as a way to share their project management experience. Travel and technology have dramatically changed the way in which people connect to one another and to information. In response, the Institute continues to introduce new platforms and opportunities for knowledge sharing and networking. 2014 highlights included the launch of our online community at ProjectManagement.com and expanded virtual events.

We now engage with millions of people who are engaged in the management of projects, at all ages and experience levels, from almost every country in the world. This includes university faculty and students studying project management, those new to the profession, seasoned practitioners, government officials, and executives in a position to implement project management practices in their organizations. Over time, the channels have changed, but PMI's goal of connecting those interested in project management has remained the same.

Throughout 2014, we had the opportunity to travel the world and serve as spokespersons and ambassadors for all the wonderful work that PMI volunteers and staff do. But we didn't just talk—we listened to the stories of members, credential holders, volunteers, academia, organizations and governments among others. Their message was clear: we need to continue making connections and elevating the conversation about project management to a strategic level while at the same time we need to continue fostering project management skills that prepare the younger generation for the challenges that the future will bring.

The work that our stakeholders do to drive organizational success through strategic initiatives and projects is awe inspiring. We're grateful to have such a talented, synergistic group of professionals driving both PMI and the project management profession toward a world where project results are aligned with the strategy and we are creating a real difference in the world project by project.
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Connecting Project Professionals to One Another

Project managers are responsible for delivering solutions, assigning resources, managing budgets and satisfying stakeholders—no easy tasks. Being a project manager can be a stressful job, and sometimes within an organization there is no one a project professional can turn to for answers. From face-to-face events to virtual communities, PMI offers many ways for practitioners to connect with others who do what they do. Learn more about the ways our stakeholders take charge of their projects and careers by sharing ideas and creating professional relationships.

Connection with the Academic Community

Academic Research

PMI continues working to advance the profession through research and educational programs, informing the practice of project management and the real-world application of research results. In 2014, we accepted six research projects for funding and our Research and Education Conference in Portland, Oregon, USA attracted hundreds of faculty, researchers and practitioners from around the world.

Student Outreach

Enactus is an international organization that connects student, academic and business leaders. The organization holds competitions at which university students present community development projects. Students gain project management skills that employers desire and transform their ideas into real, sustainable projects for their communities.

PMI is a proud sponsor of Enactus. Members of local chapters, like the PMI France, PMI Poland and PMI United Kingdom chapters, contribute their project management expertise to local Enactus events. PMI volunteers work closely with individual university teams to mentor students and their projects. Others may judge student competitions and deliver project management workshops. PMI volunteers mentored, judged or trained more than 6,000 students through Enactus this year.
Global Knowledge Portal

In early 2014, Gantthead.com joined the PMI family—a union that enabled us to serve even more practitioners around the world through credible, valuable online content. In September 2014, we re-launched ProjectManagement.com as PMI’s Global Knowledge Portal.

This online community for project professionals across all industries is the new home for community-generated knowledge, networking and everything related to project management. The site’s mission is simple: to make project managers more successful. It features a variety of resources accessible to all visitors, as well as exclusive PMI member-only content like customizable templates. Users can gain visibility and recognition through digital badges and a ranking system based on user contributions and activity level.

ProjectManagement.com offers practice areas, which complement the knowledge areas found on PMI.org. The changes on ProjectManagement.com are part of a continuously evolving online community model designed to create member value.

Virtual Training

In 2014, PMI expanded its virtual training opportunities for those who cannot travel or who prefer to learn via technology. Virtual events include features like exhibit booths and a resource center, offering similarities to our live events. Content is pre-recorded or delivered via live streaming. Attendees engage through chat features, and can connect to social media sites to share ideas.

Many virtual events are free to members and feature valuable content from PMI volunteers or useful topics such as Pulse of the Profession® research and certification updates. These virtual events were popular, with PMI credential holders earning nearly half a million professional development units (PDUs) toward credential maintenance without leaving home.

Local PMI Chapters

In 1974, five years after PMI formed, the first PMI chapter was born in Houston, Texas, USA. Forty years later, many members still find value connecting locally via PMI’s 273 chartered and 13 potential chapters in 105 countries and territories. They are the faces of PMI around the globe. Local chapters run meetings, activities and professional development events that allow practitioners to share solutions and ideas specific to their local communities.

:: Face-to-Face Connections

Events

Projects are the way that organizations deliver their strategies. Many mature organizations have a project management office, or PMO, that aligns efforts and introduces economies of scale in the execution of projects across the business.

PMO leaders can affect significant change in their organizations. PMI’s annual PMO Symposium is tailored to these senior-level decision makers. Advanced topics such as the 2014 Thought Leadership Series on talent management show how PMI can be a partner in supporting business strategy. By being present at all levels of an organization, PMI elevates project management to a strategic role.

:: Connecting via Technology

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Features

- Customizable templates, processes and examples
- Videos and webinars
- Access to industry experts
- Connections to others who manage projects
- Practical, relatable news that matters
:: 2014 Highlights

The organization extended our global influence and connected with a variety of new audiences throughout the year.

Visibility in Major Broadcast

CNN en Español interviewed Ricardo Triana, PMP, Chair, 2014 PMI Board of Directors. Mr. Triana discussed the three important focuses for organizations to manage projects successfully: skilled people, standardized processes and alignment with strategy. The interview aired during a live segment to 40 million households.

195 Countries with PMI members

The PMI Global Accreditation Center for Project Management Education Programs (GAC) reported:

Nearly 17,000 students enrolled in GAC-accredited programs

1,000+ faculty teaching in GAC-accredited programs

5,200+ new graduates of GAC-accredited programs
The PMI Group Student Membership program grew by 103 percent.

Expanding our support in key regions, PMI opened three new regional offices:

- Dubai
- Shanghai
- Singapore

PMI representatives took to the podium all around the world to speak at practitioner and executive events, including Project Challenge, International Project Management Day, Gartner PPM & IT Governance Summit, and the CSO Symposium.
PMI is many things—a membership association, credentialing body, publisher of leading global standards, provider of quality training and events, and producer of insightful, research-based thought leadership. Our portfolio of products and services is wide, but most exist for one common purpose: **making project managers better at what they do.** Great project managers deliver successful projects, which leads to successful organizations.

Happy 30th Birthday, PMP

Over the past three decades, PMI’s first credential, the Project Management Professional (PMP)®, has grown into the most important industry-recognized certification for project managers around the world. Having a PMP demonstrates the experience, education and ability to lead and direct successful projects. In fact, many organizations and agencies require a PMP for new hires and contractors.

The global PMP community is strong and vibrant. All over the world, PMPs are making a difference on a local, regional or global level. PMP certification holders celebrated the 30th birthday of the certification on social media and with events at PMI® Global Congress 2014—North America.

Organizations with more than 35% of their project managers with the PMP credential report significantly more projects that meet their original business intent, and are completed on time and within their original budgets. These organizations report significantly fewer projects that are deemed failures.

Source: PMI’s 2014 Pulse of the Profession® study
More than five years after the global economy reached its nadir, there is good reason for optimism in the project management community. In the final quarter of 2014, the percentage of organizations that canceled or delayed projects, or laid off full- or part-time project managers was at its lowest level since PMI began tracking these indicators in 2009.

:: Looking Ahead

With fewer organizations delaying or canceling projects, things are looking up for practitioners.

:: Creating a Path Forward

PMI continues to expand its offerings to serve all those engaged in the management of projects, programs and portfolios. Each year, we determine priority topics that will most profoundly affect the business community.

In 2014, this is what we focused our efforts on:

- STRATEGIC INITIATIVE MANAGEMENT
- TALENT MANAGEMENT
- PMOs
- ORGANIZATIONAL METHODOLOGY
- REQUIREMENTS MANAGEMENT
- CHANGE MANAGEMENT
- COMPLEXITY
- AGILE PRACTICES

:: Providing a Foundation Through Certifications and Standards

As an extension of our focus on requirements management, the PMI Professional in Business Analysis (PMI-PBA)® certification joined our family of certifications in 2014. The PMI-PBA supports the strategic movement in several specialty areas (e.g., business analysis, agile, risk) where we believe every specialty should continue to grow within the context of project, program and portfolio management and its link with the organizational strategy.

The new Portfolio Management Professional (PfMP)® certification, which addresses the needs of those involved in that important area of organizational project management, also launched in 2014.

To provide support information and instruction, PMI released three new practice guides.
Great Projects Take Time, Planning and the Efforts of a Well-Connected Team.

They come in on time, on budget, within scope, deliver value and advance an organization’s strategic objectives. They are how organizations change, improve and develop a competitive advantage.

While project managers may feel like magicians, we all know successful projects don’t just happen by magic. That’s why we work with top organizations, practitioners and scholars from around the world to identify the most influential and well-executed projects and programs. This way all PMI stakeholders can learn best practices from these projects and programs and then implement them in their own organizations.

Our awards honor the organizations and individuals whose passion, talent and expertise make the greatest contributions to the project management profession.

PMI PROFESSIONAL AWARDS
PMO OF THE YEAR AWARD | WellPoint Inc.

As the healthcare landscape continues to evolve, WellPoint recognized the opportunity for growth—especially in the market for Medicaid, the U.S. social healthcare program for those with limited resources—and turned to their project management office (PMO) for assistance. After the PMO leveraged lessons learned and instituted standardized processes from A Guide to the Project Management Body of Knowledge (PMBOK® Guide), WellPoint grew at an unprecedented pace and experienced a 40 percent increase in their revenue in just one year. WellPoint now serves nearly 4.5 million Medicaid members in 19 U.S. states.
PMI Professional Awards | Project of the Year

AP60 Phase 1 Project
Rio Tinto Alcan teamed up with consultancies Hatch and SNC-Lavalin to design and build a new aluminum plant in Quebec, Canada that would showcase their groundbreaking aluminum smelter design. This design promised to produce 40 percent more product at a lower cost and with fewer emissions. With help from standardized project management processes, PMI-credentialed team members and PMBOK® Guide, the team completed the project ahead of schedule and significantly improved safety standards.

PMI China Professional Awards | Project of the Year

Zhuhai Liquid Natural Gas (LNG) Project
In an effort to relieve the pressure on the energy supply and to promote economic development in Guangdong province, a multi-phased construction project began in 2010. As part of the first phase, three LNG tanks—each with a capacity of 160,000 cubic meters—and a transportation jetty that can berth the world’s biggest LNG ship were built. The project was plagued with weather and construction woes, but the team met all project goals on time. This phase of the project will save more than 6 million tons of coal per year and reduce CO₂ emissions by 609,000 tons annually.

PMI India Professional Awards | Project of the Year

Larsen & Toubro (L&T)’s Mumbai High North Project
In 2005, a devastating fire destroyed the Mumbai High North (MHN) platform, an integral piece of the Mumbai High North oil field. To help India improve its energy security and protect consumers, it was important to rebuild the MHN. Valued at US$11 billion, this complex project included surveying, engineering, procurement, fabrication, installation and commissioning of the new facilities. Ultimately, the project’s success relied on the project management approaches, techniques and tools found in the PMBOK® Guide.
Connecting to Influencers and Decision Makers

From legislators to the C-suite, PMI leverages government and industry relationships to elevate the conversation about strategic initiative management.

Project Management Developments in the Middle East

In recent years, Dubai has emerged as a leading international hub for project management. The emirate has achieved notoriety for unprecedented mega global projects such as Burj Khalifa and The Dubai Mall. In 2014, PMI opened an office in Dubai to better support this growth.

Early in the year, PMI organized several executive roundtables in the Middle East (Abu Dhabi, Riyadh and Dubai). PMI President and CEO Mark A. Langley engaged with a cross-section of public and private sector project management executives from leading corporations and government departments. The roundtables marked the official launch of our annual Pulse of the Profession® study and gave participants the opportunity to discuss strategic issues affecting their organizations. Discussions covered current key trends in the Middle East region and the benefits of effective project, program and portfolio management in bridging the gap between strategy formulation and its day-to-day implementation.

These are exciting times for Dubai, as it prepares to host the Middle East’s first World Expo in 2020. PMI® Global Congress 2014—EMEA, held in Dubai in May, featured a session on the extensive planning and preparations for World Expo 2020, from an overview of the bidding process to an analysis of the social impact and risks associated with the project’s scope and complexity.

In September, PMI co-hosted the Dubai International Project Management Forum. The Forum focused on the vital role of project and program management across industries, as well as the importance of partnerships between the public and private sectors in undertaking megaprojects. Dubai is taking the lead globally on these critical topics in project, program and portfolio management, and for driving change and setting the stage for future growth.
:: Project Management’s Key Role in Implementation of EU Legislation

In 2013, PMI’s advocacy helped bring about amendments to European Union (EU) legislation, which identified the importance of project management skills and methods as criteria for selecting recipients of EU funding in 2014–2020.

Throughout 2014, PMI continued working with EU institutions to support the implementation of this policy at the national level. The European Commission published specific legal acts in order to implement the new rules. In particular, the “European Structural and Investment Funds Guidance for Member States and Programme Authorities Guidance for Beneficiaries” included several references to the importance of local workers having project management skills and capabilities.

PMI was pleased to see project management skills cited as an important prerequisite for the proper administration of EU money in some Partnership Agreements between the European Commission and countries like Romania, one of the main beneficiaries of EU funds.

:: Institutionalizing Project Management Practices in India

India—the nation with the third-largest number of PMI members—has begun to embrace the importance of project management certifications and standards. The number of PMI-certified professionals in the country continues to grow and now tops 37,000.

Even so, PMI sees a strong need to embed project management language in government contracts via legislative or regulatory advocacy. PMI India has made inroads educating government leaders about the benefits of project management, especially related to infrastructure projects. To this end, PMI signed a Memorandum of Understanding (MoU) with Madhya Pradesh, a state in central India, to help institutionalize project management practices within its various government departments and agencies. The MoU focuses on implementing project management best practices, which in turn should lead to delivery that is more effective across all state government projects. This partnership can serve as a model to other states.
PMI’s Global Leadership Team

2014 PMI Board of Directors

The PMI Board of Directors is a distinguished group of volunteers from around the globe who bring experience, diversity and passion to business and project management. PMI members elect the Board to provide strategic direction for the Institute.

Back row, left to right:
Al Zeitoun, PhD, PMI-RMP, PMI-SP, PMP, EVP (United Arab Emirates)
Deena Gordon Parla, PMP (Turkey)
Mark Dickson, MBA, PMP, FAICD (Australia)
Jon Mihalic, PMP (United States)
Mark A. Langley, PMI President and CEO
Peter Monkhouse, BSc (Eng), MBA, PMP (Canada)
Jane Farley, FPMINZ, PMP, CMC (New Zealand)
Todd Hutchison, MCom, MBA, PMP (Australia)
Deanna Landers, MBA, PMP, Immediate Past Chair (United States)

Front row, left to right:
Antonio Nieto-Rodriguez, MBA, PMP, Chair of SDOC (Belgium)
Margareth Carneiro, MSc, PMP (Brazil)
Victoria S. Kumar, MM, PMP (United States)
Ricardo Triana, PMP, Chair (Colombia)
Steve DelGrosso, MSc, PMP, Vice Chair (United States)
Zbigniew J. Traczyk, MSc, MBA, PMP, Secretary/Treasurer and Chair of POC (Poland)
Cheryl J. (CJ) Walker Waite, PhD, PMP (United States)

PMI’s Executive Management Group

The role of the Executive Management Group is to execute the Board’s vision through activities outlined in the Program Plan and Budget.

Mark A. Langley | President and CEO
Cindy W. Anderson | Vice President, Brand Management
Michael DePrisco | Vice President, Academic and Educational Programs
John J. Doyle | Vice President, Finance and Administration
Craig Killough | Vice President, Organization Markets

Dorothy McKelvy | Vice President, Human Resources
William Scarborough | Vice President and General Counsel
Frank Schettini | Vice President, Information Technology
Brian Weiss | Vice President, Practitioner Markets
About Project Management Institute (PMI)

Project Management Institute is the world’s leading not-for-profit professional membership association for the project, program and portfolio management profession.

Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research. PMI advances careers, improves organizational success and further matures the profession of project management through its globally recognized standards, certifications, resources, tools, academic research, publications, professional development courses, and networking opportunities.

As part of the PMI family, Human Systems International (HSI) provides organizational assessment and benchmarking services to leading businesses and government, while ProjectManagement.com and ProjectsAtWork.com create online global communities that deliver more resources, better tools, larger networks and broader perspectives.

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