SYLLABUS FOR ADM 689

Spring 2010, Summer 2010, Fall 2010

Course Title: Capstone Project
Credit hours: 3
Offered: 10 weeks in Summer, 16 weeks in Fall, and Spring
Instructors: **Instructor varies depending on Emphasis area**
Director: Alex Steenstra, Director of the Master of Administration Program

Prerequisite:

- This course is taken during the students last semester in the degree program.
- Student must be admitted to the Master of Administration Program
- Student must submit an application for the Capstone Project and the application must be approved by:
    o   The faculty mentor of the project
    o   The coordinator of the student's emphasis
    o   The Director of the Master of Administration program
- After the application for the Capstone Project has been approved, the student's advisor will enroll the student in ADM 689
- As part of ADM 689, the last $625 of the $2500 program fee will be collected

Catalog Description:

Comprehensive, synthesizing project applying the knowledge and skills learned in the courses that comprise a student's degree program. Projects must have theoretical/academic and applied components

Course Learning Outcomes:

As the capstone course for the Master of Administration degree, the outcome should include a professional product or deliverable that demonstrates the knowledge, critical thinking, and production skills learned in the courses comprising the student's degree program. In general, graduates of this program will demonstrate the knowledge, insight, and skills that characterize organizational leadership in their professional community. While it is not expected that every capstone project addresses all of the learning outcomes of the program, the project should demonstrate learning outcomes in each of the following 5 major areas:

1. Competencies in the five core courses: Demonstrate general knowledge of administration, leadership, and organizational theory; analytic insight, skills and abilities associated with the foundations course

2. Problem Solving: Demonstrate the ability to apply problem-solving processes, technologies, systems approaches, and innovative thinking to solve problems and to create solutions. Apply both qualitative and quantitative analysis to the decision-making processes.

3. Communication: Demonstrate the ability to communicate effectively and specifically demonstrate an ability to design, write, and produce a professional document.

4. Self-Management: Demonstrate the ability to work independently, creatively, meet deadlines, and operate interdependently with colleagues and the faculty supervisor using appropriate assertiveness.

5. Competence in Field of Emphasis: Demonstrate professional competency in one or more emphasis areas.

Course structure/approach:

In consultation with the capstone faculty supervisor, students propose, conduct, and report a major project that synthesizes and applies knowledge and skills learned in the courses that comprise a student's degree program. The project should be based in both program foundation work and coursework in the emphasis area. The project must have theoretical/academic, creative, and applied components. The final project report should generally contain the following 5 sections:

Section 1: Introduction explaining significance, context, and application
Section 2: Background Literature and/or Theory
Section 3: Plan for the "collection of the data" or completion of the "experimental/creative" work
Section 4: Findings/Conclusions
Section 5: Summary/Recommendations

The above organization is a general guideline. With approval of the faculty supervisor, the student may alter this structure to best meet the Capstone Project goals.

Textbooks, Software, Resources, and Required Materials:

Reading materials and resources will be determined by the student's capstone supervisor. Materials may include selected textbooks or their chapters, periodicals, government reports, company reports, online databases, Web resources, and other reading and case studies. In consultation with the instructor, the student will design a reading and research program.

Recommended optional materials/references (attach reading list):

These may be required depending on the unique project.

Course outline:

- The Capstone Project is the final course in the program and is preferably the only course taken in a student's final semester.
- The Capstone Project is a three credit hour course that requires a minimum of 150 hours of work.
- Students should contact the faculty instructor/coordinator for their emphasis 3-6 months prior to the semester they will enroll in the capstone.
- Students must fill out, submit, and receive approval of the "Application for the Capstone Experience" during the semester before seeking to enroll in the Capstone course. This is usually done 3-4 months before beginning the Capstone. Complete the application in consultation with the faculty mentor who has agreed to supervise your Capstone course. The faculty mentor and the student will communicate and finalize the application, proposal, and overall plan for the completion of the Capstone. After the faculty mentor approves the final application, the faculty mentor will submit the completed and faculty mentor approved application to the Emphasis Coordinator who will also review the proposal and will submit the application to the Director of the Master of Administration Program for final approval. Upon approval, the student will be enrolled in ADM 689.
- Like a thesis, the capstone project should be a creative endeavor that produces and reports new knowledge or professional methods. At a minimum, it should demonstrate mastery of new professional skills.
- The student must relate the capstone process and project to knowledge gained in the:
  o Foundation/Core courses

- o Emphasis area courses
- The student must demonstrate professional level writing skills; that is writing skills comparable to those possessed by managers in the profession or as illustrated in professional literature.
- The Capstone project must demonstrate the academic standards at the graduate school level.
- The length of the project report is expected to be from 25 to 50 pages, depending on methods, graphic material, and appendices. The report should follow the APA (American Psychological Association) format, or another **approved writing style** guide.
- The project will have both academic/theoretical and applied components.
  - o The <u>academic/theoretical portion</u> is a formal research component associated with a review of the literature section in research articles or an in-depth explanation and review of a relevant theory (ies). The academic component answers the question, "What do the experts in the field say about the project topic?"
  - o The <u>applied component</u> may relate to solving problems in the workplace, preparing for career advancement, learning what practitioners are doing in relation to the project topic, or doing some creative, not routine, work. The applied component should have a professional development facet.
- Students are expected to work independently; however, students must be in periodic contact with their supervising faculty member to report progress and to discuss ideas relating both to the topic and how closely the project is following the plan.
- Each section of the final paper should be submitted and approved before beginning the next section. Students should submit each section <u>no later</u> than specified in the following timeline:

Sections* (Assignments to be submitted)	15 Week Semester No later than (Week)	10 Week Summer Session No later than (Week)	Student must submit the following sections by the end of the week
	3-4 months prior to enrollment in the Capstone	3-4 months prior to enrollment in the Capstone	Application** to the Capstone and draft of Introduction section of the paper.
1	2	2	Introduction Section explaining significance, context, and application
2	4	3	Literature and/or Theory Section
3	6	4	Plan for the "collection of the data" or completion of the "experimental/creative" work
4	7-11***	5-8***	Nothing due. The student gathers data or completes the "experimental/creative" work
5	13	9	Findings/Conclusions/ and Summary/Recommendations section
6	15	10	The Entire Final Paper

**The application for the Capstone Project is on the Internet for students to download, complete, and submit.
***If section 4 of the project involves data collection that requires <u>more than</u> 4-5 weeks, sections 1-3 need to be completed <u>sooner</u> than the timeline noted above to allow for section 4 to be completed by the time required.

Assessment of Student Learning Outcomes:
- Methods of Assessment:
  - o The faculty supervisor/mentor will individually work with the student. The instructor will record grades for each submitted assignment or component.
  - o Sections 1-5 (see table above) should each be worth 10% of the final grade.
  - o Section 6 (the final paper) should be worth 50% of the final grade.

o   Grading will assess the degree to which each assignments or deliverables demonstrate student achievement in mastering the 5 learning outcomes for the course. It is recognized that not every assignment will address all 5 learning outcomes.

- Timeline for Assessment
    o   Assignments must be submitted via email no later than the Friday of the week when they are due. Submissions are not accepted after the due date, unless your instructor makes an exception in advance of the due date. Assignments not submitted by the due date receive a "0" score for that assignment.

Grading System:

Grading will be Pass/Fail

Course policies:
- **Retests/makeup tests**: There are no tests in this course. *Assignments turned in after the due date will receive a "0."*
- **Attendance:** *Classroom attendance is not required. Expect to communicate with your instructor/mentor via email. Computer hardware failures or problems are not an excuse for failing to submit assignments on time. Think about alternatives to complete assignments, if your hard disk fails, or your laptop is lost, or some disaster, like the Chedeski fire, occurs.*
- **Statement on plagiarism and cheating:** *Capstone instructors may bring cases of egregious plagiarism or other forms of cheating to the attention of the director. The complete policy on academic integrity is in Appendix F of NAU's* Student Handbook.

University policies for all NAU courses:

SAFE ENVIRONMENT POLICY
NAU's Safe Working and Learning Environment Policy seeks to prohibit discrimination and promote the safety of all individuals within the university. The goal of this policy is to prevent the occurrence of discrimination on the basis of sex, race, color, age, national origin, religion, sexual orientation, disability, or veteran status and to prevent sexual harassment, sexual assault or retaliation by anyone at this university.

You may obtain a copy of this policy from the college dean's office. If you have concerns about this policy, it is important that you contact the departmental chair, dean's office, the Office of Student Life (928-523-5181), the academic ombudsperson (928-523-9368), or NAU's Office of Affirmative Action (928-523-3312).

STUDENTS WITH DISABILITIES
If you have a documented disability, you can arrange for accommodations by contacting the office of Disability Support Services (DSS) at 928-523-8773 (voice), 928-523-6906 (TTY). In order for your individual needs to be met, you are required to provide DSS with disability related documentation and are encouraged to provide it at least eight weeks prior to the time you wish to receive accommodations. You must register with DSS each semester you are enrolled at NAU and wish to use accommodations.

Faculty are not authorized to provide a student with disability related accommodations without prior approval from DSS. Students who have registered with DSS are encouraged to notify their instructors a minimum of two weeks in advance to ensure accommodations. Otherwise, the provision of accommodations may be delayed.

Concerns or questions regarding disability related accommodations can be brought to the attention of DSS or the Affirmative Action Office.

INSTITUTIONAL REVIEW BOARD

Any study involving observation of or interaction with human subjects that originates at NAU—including a course project, report, or research paper—must be reviewed and approved by the Institutional Review Board (IRB) for the protection of human subjects in research and research-related activities.

The IRB meets once each month. Proposals must be submitted for review at least fifteen working days before the monthly meeting. You should consult with your course instructor early in the course to ascertain if your project needs to be reviewed by the IRB and/or to secure information or appropriate forms and procedures for the IRB review. Your instructor and department chair or college dean must sign the application for approval by the IRB. The IRB categorizes projects into three levels depending on the nature of the project: exempt from further review, expedited review, or full board review. If the IRB certifies that a project is exempt from further review, you need not resubmit the project for continuing IRB review as long as there are no modifications in the exempted procedures.

A copy of the IRB *Policy and Procedures Manual* is available in each department's administrative office and each college dean's office. If you have questions, contact Melanie Birck, Office of Grant and Contract Services, at 928-523-8288.

ACADEMIC INTEGRITY

The university takes an extremely serious view of violations of academic integrity. As members of the academic community, NAU's administration, faculty, staff and students are dedicated to promoting an atmosphere of honesty and are committed to maintaining the academic integrity essential to the education process. Inherent in this commitment is the belief that academic dishonesty in all forms violates the basic principles of integrity and impedes learning. Students are therefore responsible for conducting themselves in an academically honest manner.

Individual students and faculty members are responsible for identifying instances of academic dishonesty. Faculty members then recommend penalties to the department chair or college dean in keeping with the severity of the violation. The complete policy on academic integrity is in Appendix F of NAU's *Student Handbook.*