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***\* All Appendices can be found in MS format as individual files on the Capstone Moodle site***

**What is a Capstone?**

The Capstone project is the culminating experience for SPS graduate students. The final deliverable is a demonstration of the student’s professional competencies and evidence of a foundation of theoretical knowledge applied to “real-world” issues. SPS offers students various options for completing their capstone requirement. Each option involves collaboration, analysis, problem solving, research, writing and professional presentations – all the skills a graduate student acquires during their course of study. Students must submit a Capstone Project Charter (Appendix Five) regardless of the option chosen. The options are as follows:

* **Capstone Project** – Project team-based experience over 14 weeks focused on working with a client to solve a business problem or provide consultancy on organizational issue. (Highly recommended for full time graduate students with little or no professional experience. For more details see Appendix One Capstone Project).
* **Capstone Case Study** - A case study is a thorough investigation by a student into a subject to reveal a new understanding of a problem or issue and contribute to the existing body knowledge on the topic. A case study may also be used to reveal best practices, highlight key programs of the topic under investigation or to discuss illuminating aspects of professional work. Students will be required to submit a Literature Review along with their Case study (Highly recommended for graduate students with three to five years’ work experience. For more details see Appendix Two for the Capstone Case Study).
* **Capstone Research Thesis** - A master level research thesis is a written body of work based on original research in a particular academic area. The goal of a research thesis is the production of an academic work that is thorough and carefully written to enhance the existing body of knowledge on the chosen subject. (Highly recommended for graduate students desiring to pursue a PhD or who have a passion for research. For more details see Appendix Three Research Thesis Template and Appendix Four Literature Review Template).
* **Capstone High Impact Seminar (Offered Spring Semester Only**). High impact experiential learning capstone option. Team based, 14-week course in which graduate students will learn project management skills and tools in a team-based environment. The project management aspect of this Capstone seminar provides an opportunity for students to engage in cooperative, self-directed learning as they work on a real-world project (Highly recommended for international students with little or no work experience. For more details refer to the seminar syllabi).

Students should work closely with their academic advisor and/or capstone advisor to determine the best capstone option. Decision on which capstone option must be made prior to the start of the semester.

**Learning Outcomes**

**Student Learning Outcomes:** Learning outcomes are observable or measurable behaviors that a student is expected to demonstrate as a result of undertaking the capstone course. The following learning outcomes are applicable to all capstone options.

* **Knowledge:** Demonstrate competency in the student’s choice of degree program through the application of the essential elements acquired from core and elective courses. Ability to evaluate issues and problems from a holistic perspective. Capability to construct and implement solutions to solve real world issues.
* **Skills:** Demonstrate critical thinking, specifically employ appropriate analytical models and apply critical reasoning processes to evaluate evidence, select among alternatives, and generate creative options in furtherance of effective decision making.
* **Professional Behavior**: Interpersonal skills including leadership and/or teamwork. Demonstrated ability to work independently with minimal oversight.
* **Communication:** Demonstrate effective communication skills when working with stakeholders and diverse constituents. Evidence of ability to write Capstone required documents clearly, concisely, and analytically for various stakeholders. Ability to confidently present in public setting with appropriate use of visual aids.

**Attendance/Participation Policy**

Students are expected to attend all advisory meetings either in person or virtually.  They are expected to be on time, and to have completed any work for their Capstone. Any student who misses more than two advisory sessions/capstone seminar can expect their final grade to be negatively impacted.

**Grading Requirements**

SPS has a standard rubric for capstone options including final documents and capstone presentations for all SPS campuses.

**Capstone Grading Rubric – Written Deliverable**

| **Criteria** | **Excellent(95 to 100 = A) (90 to 94 = A-)** |  **Good****(87 to 89 = B+) (83 to 86 = B)** | **Satisfactory** **(80 to 82 = B-) (77-79 = C+)** | **Unsatisfactory(73-76= C)** **(Failure > 72)** |
| --- | --- | --- | --- | --- |
| **Business Insights and Recommendations**(Proposed solution to the business problem or salient issues under investigation) | \*formulated clearly on the basis of the conclusions corresponding to the client’s strategy; \*clearly practical and applicable with indication of necessary resources; \*displaying creativity and innovative character \*taking into consideration limitations and organizational context; \*indicated value added with logical justification and discussion. | \*formulated clearly on the basis of the conclusions corresponding to the client’s strategy;\*practical and applicable with indication of necessary resources;\*displaying some creativity and innovative character; \*taking into consideration some limitations and organizational context;\*indicated value added. | \*incomplete, but developed on the basis of the conclusions;\*recommendations generally feasible with some consideration of costs and necessary resources;\*displaying no creativity and innovative character;\*taking into consideration some limitations and selected areas of organizational context;\*lack of indicated value added | \*missing basis in conclusions from the research process;\*serious feasibility limitations, not well-thought-out issues related to costs, list of obvious, trivial advice;\*displaying no creativity and innovative character;\*too general and vague;\*no real value added |
| **Presentation – formal aspects of work****Presentation – formal aspects of work (continued)** | \*documentation complete, prepared in accordance with academic standards;\*in-text references used whenever necessary;\*correct grammar and spelling;\*vocabulary showing erudition, corresponding to the subject matter;\*figures, illustrations and tables complete, communicative and consistent throughout the thesis;\*data appropriately presented and connected with the discussion and analysis;\*appendices complete, containing necessary data;\*bibliography prepared according to APA, high quality sources.  | \*documentation complete, prepared in accordance with academic standards;\*in-text references used whenever necessary;\*correct grammar and spelling;\*vocabulary corresponding to the subject matter; \*figures, illustrations and tables complete, communicative and consistent throughout the thesis;\*data appropriately presented and connected with the discussion and analysis;\*appendices complete, containing necessary data;\*bibliography prepared according to APA, reliable sources.  | \*documentation complete, prepared in accordance with academic standards;\*in text references used whenever necessary;\*text without significant grammar and spelling errors;\*correct vocabulary; \*figures, illustrations and tables complete, communicative and consistent throughout the thesis; \*data in general correct and congruent with the discussion and analysis;\*appendices complete, containing necessary data;\*bibliography prepared according to APA, reliable sources. | \*some shortages in the documentation, but overall meeting academic standards;\*some in-text references missing; or \*in-text references incomplete, numerous omissions;\*understandable style, vocabulary generally correct, language negligence (some grammar and spelling mistakes); or \*serious grammar and spelling errors; \*incorrect use of the terms, difficulties in \*figures, illustrations and tables appropriately prepared; \*data sometimes published in an incorrect place; \*appendices mostly complete, containing necessary data; \*bibliography prepared according to APA, some shortage sin bibliography. \*Or no APA formatting at all \*slogans and trivial expressions replace arguments; \*missing data, figures and tables; \*appendices missing |
| **Objectives and Scope of Project** (Problem formulation and scope of project) | \*excellent identification and description of business problem or challenge\*clearly formulated aim of project;\*clearly emphasized and explained significant importance of the topic for the organization;\*formulation of relevant operational goals;\*issues discussed with a rigorous academic approach;\*interesting and multidimensional presentation of organizational context of the problem | \*clearly identified and described business problem or challenge\*clearly formulated aim of project;\*clearly emphasized and explained significant importance of the topic for the organization;\*formulation of relevant operational goals;\*issues discussed with an acceptable academic approach;\*appropriate presentation organizational context of the problem | \*suitably identified and described business problem or challenge\*formulated aim of project;\*mention of importance of the topic for the organization;\*lack of operational goals \*research approach not fully rising to academic standards;\*organizational context not fully explained throughout the thesis. | \*unclearly identified and described business problem or challenge\*unclear aim of project;\*missing organizational context of the topic;\*lack of operational goals\*research approach non-specific, incorrect, not in line with academic standards;\*ignored most aspects of the organizational context. |
| **Theoretical Background – Literature Review** (Analysis of terms and problems; Synthesis and Evaluation of body of knowledge in literature) | \*materials selected from diverse relevant and academically reliable sources; \*high degree of intellectual, professional and practice-related consistency;\*systematic presentation, critical analysis, convincing reasoning;\*identification of main stream, sub streams and gaps within the state of art;\*presentation of a literature review with a clear narration and conclusions referring to the business problem under study. | \*materials selected from the diverse, relevant and academically reliable sources;\*acceptable degree of intellectual, professional and practice-related consistency;\*systematic presentation, some critical analysis, overall convincing reasoning;\*identification of the main stream, sub streams within the state of art;\*presentation of a literature review with a clear narration and conclusions referring to the business problem under study.  | \*some important sources ignored, not all sources in line with academic standards;\*low degree of intellectual, professional and practice-related consistency;\*uneven analysis of literature, some doubts about consistency with the goals; unconvincing reasoning;\*identification of the main findings within the state of art; \*presentation of a literature review with poor narration and conclusions.  | \*omitted basic sources, numerous sources not in line with academic standards;\*frequent inappropriate use of the principle terms;\*logical errors, the reader has doubts about the lack of consistency with the goals and/or conclusions;\*no references to the objectives;\*presentation of a literature review with no narration and no conclusions. |
| **Research Methodology** (Research objectives, data collection methods and data analysis)**Research Methodology** (continued) | \*research design clearly discussed, fully in design with the objectives of project; \*data collection methods clearly justified, with awareness of limitations; \*construction of research instrument (s), including measures and scales with reference to literature review conclusions;\*accurate selection of data analysis methods, triangulation employed to verify results;\*complete explanation of the whole research procedure.  | \*research design clearly discussed, fully in line with objectives of the project;\*data collection methods correct and justified with some awareness of limitations;\*construction of research instrument(s), including measures and scales with little reference to literature review conclusions;\*accurate selection of data analysis methods, triangulation employed to verify results;\*explanation of the research procedure. | \*research design not quite well thought-out and incomplete; \*data collection methods presented with incomplete awareness of the limitations; \*construction of research instrument(s), including measures and scales with no reference to literature review conclusions;\*unjustified selection of data analysis methods, lack of triangulation;\*little explanation of research procedure.  | \*missing research design;\*data collection methods and techniques incomplete, inappropriately selected or illogical;\*incomplete data;\*incorrect construction of research instrument(s)\*frequent use of unjustified presumptions and assumptions instead of data;\*no explanation of research procedure.  |

\*\*\* The Capstone evaluator will consider all stated criteria as well as the cohesiveness of the final body of work in determining the final grade for the written report. The Capstone course-grading criteria are reflected in the Learning Objectives as outlined in the Capstone syllabi. It is the responsibility of Capstone students to be aware of all criteria (written report, presentation, peer evaluation and participation) used in determining the final grade for the course.

**Capstone Presentation Rubric\*\***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Criteria** | **Excellent****(95-100=A) (90-94+A-)** | **Good** **(87-89=B+) (83-86=B)** | **Satisfactory****(80-82=B) (77-79=C+)** | **Unsatisfactory****(73-76=C)****(Failure<72)** |
| **Content and Organization** | Student presents information in logical, compelling sequence, which the audience can easily follow. The presentation has a compelling opening and close. | The information is presented in a logical manner that is easy to follow but the content is not structured in a compelling manner. | The appropriate information is presented but level of detail may be uneven and the order may not tell “the story” in the most effective way | Audience cannot understand the presentation because there is logical order to the presentation. |
| **Style** | Students are completely engaged with the audience through pacing clarity, eye contact and gestures in a way that is both professional and at ease. | Students are engaged throughout the majority of the presentation, with only a few breaks in pace, clarity and eye contact. | Student periodically refers to notes, breaking eye contact occasionally and generally speaks in clear, easy to understand voice. Pacing is acceptable.  | Student reads the slides/report with no eye contact or any other forms of engagement. |
| **Criteria** | **Excellent****(95-100=A) (90-94+A-)** | **Good** **(87-89=B+) (83-86=B)** | **Satisfactory****(80-82=B) (77-79=C+)** | **Unsatisfactory****(73-76=C)****(Failure<72)** |
| **Persuasiveness** | Student ties their recommendations very clearly to the client’s business problem and aligns them with the client’s operational capacity while establishing their own credibility. | Recommendations are grounded in research and a solid thought process but are tied to either the business problem or the client’s operational capacity. But not both. | Recommendations are grounded in research and a solid thought process but are not tightly tied to the client’s business problem or operational capacity. | Students demonstrate no understanding of the client’s business and their recommendations are not grounded in research and a solid thought process. |
| **Criteria** | **Excellent****(95-100=A) (90-94+A-)** | **Good** **(87-89=B+) (83-86=B)** | **Satisfactory****(80-82=B) (77-79=C+)** | **Unsatisfactory****(73-76=C)****(Failure<72)** |
| **Question and Answer Session**  | Student demonstrates full knowledge, answering all questions with explanations and elaborations. Back up slides demonstrated anticipation and planning. | Student answers the majority of questions but often without the back-up or detail that suggests anticipation and planning. | Answers are incomplete or, in some cases, some number of questions ae not answered. | Student does not have a grasp of the content and is unable to answer any questions. |

\*\* All Capstone teams will be required to conduct a “dress rehearsal” of their capstone presentation. Capstone advisors will provide feedback to the team to ensure the final presentation meets the standard for graduate level work.

[Clark University Graduate Grading Policies - Academic Catalog](http://catalog.clarku.edu/content.php?catoid=25&navoid=2086#grading)

***Appendix One – Capstone Project***

**Capstone Project**

The Capstone project is intended to be a culminating experience calling upon the graduate student’s ability analyze an organization’s issues and apply the competencies developed through their Master program course work. The project deliverable is a demonstration of the student’s professional competencies and evidence of theoretical knowledge applied to “real-world” issues. Through the process of close collaboration with an external client/internal client student probe and address issues within an organization using analytical, research, writing, and other professional skills acquired during their course of study.

**Choosing a Capstone Project**

The Capstone Advisors have a list of project requests from external clients. The advisor vets each potential client to ensure the Capstone project can be done in 14 weeks and that the client is committed to the project. These requests will be assigned first to Capstone teams. In the event, there are no outside requests, the Capstone Advisor will help student teams identify potential research topics or encourage students to connect with local organizations to find a project.

Because teamwork is the cornerstone of the Capstone project, students are required to complete two peer evaluations of their team members’ contributions throughout the semester midway and at the end of the semester. Failure to complete the Peer Evaluation will result in a negative impact on the final grade.

All capstone students undertaking a capstone project are required to submit a project charter to Capstone advisor for approval prior to beginning their capstone work. The citation style for the research thesis is APA format. A good online resource can be found at <https://owl.english.purdue.edu/owl/resource/560/01/>

**Capstone Project Deliverables**

Capstone project teams are required to provide the Capstone Advisor with a comprehensive report in both hard copy and electronically. The client receives a copy of the report as well as deliverables promised by the project team. The final report should be either bound or placed neatly into a three-ring binder. Final grades will not be given until both the hard and electronic copy and peer reviews have been submitted to the Academic advisor.

The following is a recommended outline for the final Capstone project paper.

* Title/Cover page – Capstone Project
* Acknowledgement – your client, stakeholders, advisor, team members
* Table of Contents – identify the pages where the reader can find the information
* Abstract/Executive Summary

**Chapter One: Introduction**

* Provide the background information on the project and what the report will address. You can include the history of the organization, as it is relevant to the project.
* Statement of the Problem (clearly define the issue, address important and relevant concepts, examine contextual concerns)
* Purpose and significance of the Capstone Project

**Chapter Two: Literature Review or Trends in the Industry**

* Focuses on important research
* Clearly explains what is known and not known about the issue and this particular problem of practice
* Trends in the industry (Identify the contemporary trends. Be sure to make copies of the articles that reviewed and include these in the final report in the appendix.

**Chapter: Three Methods**

* Discuss in detail the methods/design utilized (surveys, interviews, etc.)
* Ethical Concerns
* Data Analysis

**Chapter Four: Results**

* Findings based on your research
* Salient Issues (Identify the major issues that you discovered about the topic, the organization, and the field or industry).

**Chapter Five: Summary Conclusion**

* Recommendations for Practice - – Highlight what you found and provide the client with concrete recommendations
* Reflection – what was learned from the Capstone project both about the client, the issue and your professional development and growth

**Appendix:** Provide the client with all of the supporting materials used in conducting the study or consultation. The appendix should also include a copy of your final presentation slides; project charter, and other collateral material (survey results, etc.)

***Appendix Two - Capstone Case Study***

The purpose of a case study is to thoroughly investigate a subject to reveal a new understanding of a problem or issue and contribute to the existing body knowledge on the topic. A case study may also be used to reveal best practices, highlight key programs of the topic under investigation or to discuss illuminating aspects of professional work. In addition to the submission of a case study documents, students will be required to submit a literature review. Be sure to use the Literature Review template. The following outline (and a list of questions for each section) cover the essential elements of a case study. These should be used when gathering information ahead of writing the case study.

The answers to these questions should be specific, clear, and thorough. Students can skip questions that are fundamentally inapplicable to their particular situation, but should do so only if it is completely outside of the scope of the case study.

All capstone students undertaking a case study are required to submit a project charter to Capstone advisor for approval prior to beginning their capstone work. The citation style for the research thesis is APA format. A good online resource can be found at [https://owl.english.purdue.edu/owl/resource/560/01/](https://owl.english.purdue.edu/owl/resource/560/01/%20%20)

The following outline is recommended for the Capstone Case Study final paper.

* Title/Cover page – Capstone Project
* Acknowledgement – your client, stakeholders, advisor, team members
* Table of Contents – identify the pages where the reader can find the information
* Abstract/Executive Summary

**Section 1: Method**

In this section, explain why you selected a particular subject of analysis for your case study. Be sure to detail the approach you used to identify and ultimately decide that your case was appropriate in addressing a particular business problem. The way you describe the method (quantitative, qualitative, research, feasibility study, interviews, etc.) used varies depending on the type of subject of analysis that constitutes your case study. (Length 1 to 2 pages).

**Section 2: Literature Review**

Your literature review section is focused on providing background information on your topic of investigation. The review should include a historical interpretation of research related to the subject of your case study. (Length: not exceed 3 pages).

**Section 3: Background Information**

This section should address the following background questions surrounding your case study. (Length 1 to 2 pages). The following questions should help guide writing this section.

1. Who is your targeted audience of the case study? The more you can define your audience, the more you will be able to refine your case study?
2. What particular problem, issue, service or product is your case study focused on?
3. What should this case study demonstrate to your readers about the organization?

**Section 4: About the Organization**

This section should address the followings questions surrounding the organization in your case study. (Length 1 to 2 pages). The following questions should help guide writing this section.

1. What is the mission of the organization? Who are their customers?
2. What industry/sector are they in, and what is their position within the industry/sector?
3. What are important details about the organization under study that should be shared?
4. Do they have multiple locations? How large are they? Etc.
5. Do you have any testimonials that can be included in this case study?
6. Have you received explicit permission from the organization to use their information, name and logo for this case study?

**Section 5: The Challenge**

This section should address the followings questions surrounding the issue, challenge or pain point that addressed by your case study. (Length: Not to exceed 3 pages). The following questions should help guide writing this section.

1. What issue, challenge, or pain point will your case study address?
2. What is the root cause of the issue/problem?
3. Was this a new issue/problem or a pre-existing one? Was it a result of external forces or internal forces? Or was it an unforeseen consequence of another action?

 **Section 6: The Solution**

This section should address the followings questions surrounding the solution or recommendations gleaned from your research and analysis of the subject of your case study. (Length: Not to exceed 4 pages). The following questions should help guide writing this section.

1. How did you approach the challenge?
2. Did you base your response on experience, or was it a brand-new challenge that required you to think outside of the box? What research did you conduct? Who on your team was involved?
3. Was the organization involved in the early stages of your investigation?
4. Did you collaborate with the organization on a strategy? Did you collect feedback to inform what your ultimate solution would look like? Were there pilot or testing phases?
5. What was the solution?
6. What did the solution look like? What solutions, service, product or strategies that were developed/deployed? Why did you make those choices? (Remember, only include details here that your target audience would care about.)
7. What was the timeline?
8. How long did it take to plan/design/develop your solution? How long did take to implement?

**Section 7: Conclusion**

In this section, you should summarize your conclusion in clear, simple language. Be sure to emphasize how the findings from your case study differs from or supports prior research and why. Provide a synthesis of key findings presented in your case study to show how the findings converge to address the problem under investigation. (If you haven't already done so in the methods section be sure to document the limitations of your case study and any need for further research). (Length: Not to exceed 3 pages).

***It is important to remember that the function of the conclusion section is to:***

a) Reiterate the main argument supported by the findings from your case study.

b) State clearly the context, background, and necessity of pursuing the research problem using a case study design in relation to an issue, controversy, or a gap found from reviewing the literature.

c) Provide a place to persuasively and succinctly restate the significance of your research problem, given that the reader has now been presented with in-depth information about the topic.

***Appendix Three – Capstone Research Thesis***

**Capstone Research Thesis**

A master level research thesis is a written body of work based on original research in a particular academic area. The goal of a research thesis is the production of an academic work that is thorough and carefully written to enhance the existing body of knowledge on the chosen subject. SPS graduate students desiring to undertake a research thesis must adhere to Clark’s [Institutional Review Board (IRB)](https://www2.clarku.edu/offices/research/compliance/humsubj/anonymoussurveyapp.cfm) when engaging in research activities (interviews, surveys, etc.) involving the use of human subjects. Prior approval the research project must be obtained from the IRB which is responsible for safeguarding the rights and welfare of persons participating in research projects. All capstone students undertaking a research thesis are required to submit a project charter to Capstone advisor for approval prior to beginning their capstone work.

The citation style for the research thesis is APA format. A good online resource can be found at <https://owl.english.purdue.edu/owl/resource/560/01/>

The following outline is suggested for the Capstone Research Thesis.

* Title/Cover page – Capstone Project
* Acknowledgement – your client, stakeholders, advisor, team members
* Table of Contents – identify the pages where the reader can find the information
* Abstract/Executive Summary

**Chapter 1: Introduction**

1.a General Introduction of the Research Project

1.b Research Problem

1.c Rational for Research Project

1.d Definition and Explanation of Key Terminology

**Chapter 2: Hypothesis (Theory)**

2.a Brief Overview of Theoretical Foundations Utilized in the Research Study

2.b Brief Overview of Literature Reviewed, Discussed and Applied

**Chapter 3: Methods**

3.a Study Method and Study Design

3. b Explanation of Sample to Be Used in the Study

3.c Explanation of Measurements, Definitions, Indexes, etc. and Reliability and Validity of Study Method and Study Design

3.d Description and Justification of Analytical Techniques Applied

3.e Reliability and Validity of Internal/External Design and Related Subtypes

3.f Assumptions and Implied Limitations of Study Method and Design

**Chapter 4: Findings**

4.a Brief Overview of Research Project

4.b Results of the Method of Study and Any Unplanned or Unexpected Situations that Occurred

4.c Brief Descriptive Analysis

4.d Reliability and Validity of the Analysis

4. e Explanation of the Hypothesis and Precise and Exact Data

**Chapter 5: Discussion**

5.a Brief Overview of Material

5. b Full Discussion of Findings (Results) and Implications

5.c Full Discussion of Research Analysis of Findings

5.d Full Discussion of Hypothesis and of Findings

5.f Post Analysis and Implications of Hypothesis and of Findings

**Chapter 6: Conclusion**

6.a Summary of Academic Study

6.b Reference to Literature Review

6.c Implications of Academic Study

6.d Limitations of the Theory or Method of Research

6.e Recommendations or Suggestions of Future Academic Study

**Chapter 7: Bibliography**

7.a Complete List of all Sources Used Regardless of Citation or Inclusion

***Appendix Four– Literature Review Template***

* Title/Cover page
* Table of Contents – identify the pages where the reader can find the information
* Abstract/Executive Summary

**Literature Review Outline**

The following outline is recommended for students undertaking a literature review as part of their Capstone deliverable.

1. Defining the Research Topic

Write a brief (3 to 4 paragraphs) general introduction to the topic and what are your objectives for undertaking the research. Include the population under study or the problem statement you are addressing.

1. **Research Questions**

List of out the high-level research questions to be explored. The questions can be further broken down into sub questions. A bulleted list is acceptable.

## Introduction to Literature Review

Detail the literature be reviewed as part of the research project. Define the purpose of the literature review. (1 to 2 paragraphs)

## Literature Review Components

Detail in 1 to 3 paragraphs the components of the literature review including any assumptions you may have. For example, what are academic journals, online libraries etc. that you used - academic, peer reviewed, commercial or industry developed. In 1 to 3 paragraphs describe the different types of publications reviewed and why they are pertinent to your research topic.

# **Investigation: Theories, Models and Research Studies**

Detail in several paragraphs an overview of the research you read (6 to 10 articles). Compare and contrast the articles as they relate to the research project. Include quotes if applicable to demonstrate your points.

# **Conclusions**

After reviewing all the articles – detail your conclusions on reading of the literature. Detail what information was pertinent, what was missing and how your research project will add the existing body of knowledge on your research topic. This section should not exceed 2 pages.

## Lessons Learned

In the process of doing a Literature Review what did you learn? Be sure to document what was a new learning and new perspective you developed during the Literature Review process. This section should not exceed 4 paragraphs.

1. **References**

List your cited references using APA formatting.

***Appendix Five – Capstone Project Charter***



School of Professional Studies

Project Charter
<Name of Project>

#

#

# 1. Project Overview

## Introduction (The introduction provides a brief summary of what the project is designed to achieve, along with some background information on why the project is being done – the business drivers, the opportunity to be exploited, costs to be reduced etc.)

## Major Stakeholders (List all the key stakeholders (decision makers and anyone who will be impacted by the project outcomes).

# 2. Project Goal and Scope

## Project Goal (Define the high-level goals of the project).

## Project Scope (The project scope details the work to be taken in order to achieve the project goal. It is just as important to explicitly state what is not included in scope as it is to state what the project will deliver).

 **In Scope:**

**Out of Scope:**

# Assumptions (*An assumption is anything the project team or client considered to be true, real or certain often without any proof or demonstration. List in bullet format).*

4. Constraints (*Anything that restricts or dictates the actions of the project team. These can include the so-called 'Triple Constraint'- the 'triangle' of time, cost and scope - and every project as project drivers has one or two, if not all three project constraints).*

# Risks *(Risk is any unexpected event that might affect the people, processes, technology, and resources negatively or positively by the project)*

# Communication Plan (*Describe how the project team will communicate effectively with team members, the client and the capstone advisor).*

 ***(For capstone thesis/case study students this section is not required)***

# Project Team (*List the project team members involved in the project including the client and capstone advisor).* *(For capstone thesis/case study students this section is not required)*

# High Level Roles & Responsibilities of Project Team

 ***(For capstone thesis/case study students this section is not required)***

|  | ***Team Members*** |
| --- | --- |
| ***Tasks***  |  |  |  |  |  |
|  |  |  |  |  |  |
| Project Lead  |  |  |  |  |  |
| Responsible for the project charter |  |  |  |  |  |
| Responsible for the ensuring effective communication |  |  |  |  |  |
| Responsible for the quality of the final paper |  |  |  |  |  |
| Responsible for the quality of the final presentation |  |  |  |  |  |
| Responsible for submitting peer reviews  |  |  |  |  |  |
| Problem identification and analysis |  |  |  |  |  |
| Problem resolution |  |  |  |  |  |

# Measures of Success (*Detailed measurements that will indicate that the project is a success)*

|  |  |
| --- | --- |
| **Project Outcomes** | **Measure of Success** |
|  |   |
|  |   |
|  |   |
|  |  |

# Stakeholder Sign-off *(For capstone thesis/case study students only capstone advisor signature is required)*

This project charter has been signed off by the client, capstone advisor and project team members.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name Title Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name Title Date

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