



COMMENCEMENT

/////// AUGUST 13, 2011, MINNEAPOLIS, MN \\\\\\\\\\\



WELCOME

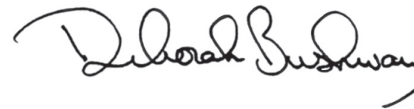
It is my pleasure to welcome you to Minneapolis for Capella University's commencement ceremony. We are here to recognize the significant accomplishments of our graduates. Your academic achievements, determination, and commitment have brought you to this point. As you walk across the stage, you are earning more than the titles bestowed by your degrees and certificates. The skills you have gained also grant you new responsibilities to your family, your community, and yourself. You have the knowledge and the ability to make your corner of the world a better place.

Today, you join more than 25,000 Capella graduates who have gone before you. Many more will follow. As you move forward with your life and career, the support of Capella University remains with you. I encourage you to stay close to Capella through our Alumni Association, and let us know about your achievements.

To the loved ones of Capella graduates: You deserve special recognition. We appreciate the unique challenges that our students face as well as the sacrifices it requires of those around them. Because of your support and encouragement, their success is possible. On behalf of Capella's students, staff, and faculty, I extend my sincere appreciation.

Graduates, I urge you to savor this moment; it is one you will long remember. All of us who are here today are proud of your accomplishments and honored to share this day with you.

Warmest regards,



Deborah Bushway, PhD

Interim President
Capella University

COMMENCEMENT SPEAKER—SENATOR AMY KLOBUCHAR

Amy Klobuchar is the senior United States Senator from Minnesota. In 2006, she became the first woman elected to the post. She has worked in public service since 1998, when she was elected to the office of Hennepin County Attorney. She was previously a partner in two of Minnesota's leading law firms.

Ms. Klobuchar has served on a variety of committees during her time in the Senate, including Agriculture, Nutrition, and Forestry; Commerce, Science, and Transportation; Judiciary; and the Joint Economic Committee. During her time as an attorney, her safe schools initiative, community prosecution efforts, and criminal justice reforms earned awards from the U.S. Department of Justice under both the Clinton and Bush administrations. She also received a leadership award from Mothers Against Drunk Driving. Working Mother Magazine named her as one of the "Best in Congress" in 2008, and The American Prospect has called her a "woman to watch."

Ms. Klobuchar earned her BA from Yale University and her JD from the University of Chicago, where she was an editor of the Law Review.

GRAND MARSHAL—HARRY McLENIGHAN, EdD

Harry McLenighan is currently a faculty member in Capella University's School of Education. He is also founder and chief executive officer of Minnesota Principal Assessment Services (MPAS), an organization dedicated to the ongoing professional development of Minnesota principals. He is a licensed teacher, principal, and superintendent with extensive teaching and administrative experience.

Dr. McLenighan joined Capella in 2003. Since then, he has served as Associate Dean, Dean, and Faculty Chair for the EdD in Leadership and Management specialization, which he helped create. He earned his BS from the University of Minnesota; and his MS and EdD from the University of St. Thomas.

READER—J. BRUCE FRANCIS, PhD

Bruce Francis currently serves as Distinguished Senior Faculty at Capella University. He has also been a consultant-evaluator for the Higher Learning Commission of the North Central Association and a trainer and facilitator in North Central's Academic Quality Improvement Program (AQIP). He has more than 37 years experience as a faculty member, administrator, and researcher.

In 1995, Dr. Francis was the first board member of The Graduate School of America—which became Capella University—and later served as President and Chancellor. He now teaches in Capella's School of Education, including in the Doctor of Education programs, which he helped design. Dr. Francis earned his MA from the University of Detroit, and his PhD in from the University of Michigan.

2011 HAROLD ABEL DISTINGUISHED FACULTY AWARD RECIPIENTS

This award is named for the late Dr. Harold Abel, founding president and chairman of Capella University. Each year since 1999, recipients have been chosen for their outstanding contributions to our academic community.

SCHOOL OF BUSINESS AND TECHNOLOGY

Janet Salmons, PhD

Dr. Salmons joined Capella in 1999. She was nominated for her innovative approach to teaching and learning and her dedication to her students, mentees, and fellow faculty members. She has been a conceptual leader and expert in developing key approaches for using web conferencing throughout the university, which has enhanced the Capella experience for students and faculty.

Dr. Salmons earned her MA from Empire State College and her PhD at the Union Institute and University.

SCHOOL OF EDUCATION

Melissa McIntyre, PhD

Dr. McIntyre joined Capella in 2004. She was nominated in recognition of her outstanding support of the School of Education, including mentorship of other faculty members, development of courses and residency experiences, and review of proposals and dissertations. She also uses a variety of unique methods of facilitating group and individual learning to address the unique needs of each student.

Dr. McIntyre earned her M.Ed and MA from the University of Phoenix and her PhD from Capella University.

SCHOOL OF PUBLIC SERVICE LEADERSHIP

John Darland, PsyD

Dr. Darland joined Capella in 2001. He was nominated because of his leadership as an expert on research in human services, support for enhancement of programs, and participation on University committees. He also works closely with doctoral students as a dissertation reviewer and recently led an initiative to improve student engagement in the School of Public Service Leadership.

Dr. Darland earned his MPP from the University of Minnesota and his PsyD from the University of Houston.

HAROLD ABEL SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES

Barry Trunk, PhD

Dr. Trunk joined Capella in 2003. He was nominated for his incredible contributions to the Psychology department as a highly engaged instructor and mentor, as well as a residential colloquia instructor. He has also contributed to the field as the co-author of two collegiate textbooks, and is currently working on a third.

Dr. Trunk earned his MA from California State University, Long Beach; and his PhD from Ohio State University.

SCHOOL OF UNDERGRADUATE STUDIES

David Odett, PhD

Dr. Odett joined Capella in 2006. He was nominated for his dedication to providing the best learning experience possible by consistently implementing innovative instructional strategies, including improved faculty-student communications, introducing enhanced learning templates for students, and managing continuous course improvement.

Dr. Odett earned his MBA from the University of Notre Dame, his MA from Central Michigan University, and his PhD from Wayne State University.

COMMENCEMENT CEREMONY 2:00 P.M.

DOCTORAL

Bagpipes Bagpipe Associates

Processional Pomp and Circumstance

Color Guard Cretin-Derham Hall Junior ROTC

The National Anthem Jevetta Steele, Vocalist

Welcome Deborah Bushway, PhD
Interim President, Capella University

Commencement Address Amy Klobuchar
United States Senator, Minnesota

Presentation of Candidates for Degrees School of Business and Technology
School of Education
School of Public Service Leadership
Harold Abel School of Social and Behavioral Sciences

Conferral of Degrees Deborah Bushway, PhD
Interim President, Capella University

Welcome to Alumni Association Marcia Ballinger, PhD, SPHR
Board Chair and graduate, Capella University

Recessional Water Music a la Hornpipe Suite 2
G.F. Handel

Grand Marshal—Harry McLenighan, EdD
Faculty, School of Education, Capella University

Reader—Bruce Francis, PhD
Distinguished Senior Faculty, School of Education, Capella University

CAPELLA UNIVERSITY

ADMINISTRATION

Interim University President

Deborah Bushway, PhD

Chancellor

Michael J. Offerman, EdD

Provost

Charles Tiffin, PhD

Capella University Founder

Stephen G. Shank, JD

CEO, Capella Education Company

Kevin Gilligan, BA

Acting Dean

School of Business and Technology
William Reed, PhD

Dean

School of Education
Barbara Butts Williams, PhD

Dean

Harold Abel School of Social and Behavioral Sciences
David Chapman, PsyD

Dean

School of Public Service Leadership
Suzanne Holmes, DPA

Dean

School of Undergraduate Studies
Feranda Williamson, EdD

BOARD OF DIRECTORS

Board Chair

Marcia S. Ballinger, PhD

Bertice Berry, PhD

Deborah Bushway, PhD

Carmen Coballes Vega, PhD

Russell Decker, MS

Robert Fox, JD

Willie Garrett, EdD

Kevin Gilligan, BA

Elena Kays, PhD

Board Secretary

Kimberly F. Stephan, JD

SCHOOL OF BUSINESS AND TECHNOLOGY
DOCTOR OF PHILOSOPHY IN ORGANIZATION AND MANAGEMENT

CONTINUED

Kimberly S Adelman

Employee Voice and Upward Communication: A Phenomenological Collective Case Study of Leadership Behaviors in Performance Excellence Award Winning Health Organizations
 Mentor: Toni Greif

Darlene Allen-Nichols

Factors That Affect the Advancement of African American Women to CEO-Level Positions in Banking within the Chicago Metro Central District
 Mentor: Martin Lees

Kimberly Alyn-Karels

The Relationship between Perceived Leadership Style and Firefighter Organizational Commitment
 Mentor: Gregory McLaughlin

Charles A Bachman

Private and Public Sector Enterprise Resource Planning System Post-Implementation Practices: A Comparative Mixed Method Investigation
 Mentor: Jose Nieves

Donna Barson

Profiling Prospective Leaders Through Emotional Intelligence
 Mentor: Robert Hockin

Shiquita Pearce Blue

The Impact of Selected Factors on the Overall Job Performance of a Rural Police Department: A Multivariate Analysis
 Mentor: Calvin Lathan

Redd Branner

United States Air Force Reenlistment: Factors Affecting a First-Term Airman's Decision to Reenlist During a Period of War
 Mentor: Katherine Dew

Mary Jane Brick

Generational Differences in Desired Work Motivators and Company Values Among Engineers and Scientists at Halliburton Company
 Mentor: John Whitlock

Loretta L Broberg

A Grounded Theory Approach to Examining Design and Usability Guidelines for Four-Year Tribal College Web Sites
 Mentor: Clifford Butler

Jovi S Brown

The Exploration of Emotional Intelligence (Eli): Can a Potential Relationship Between CEO Ei and Nonprofit Intellectual and Financial Capital Be Established?
 Mentor: Joseph Avella

Guy A Canku

Appraising the Use of Information Technology in Tribal Governments
 Mentor: Alan Chmura

Frank Carioti

A Windfall of New Ideas: A Correlational Study of Transformational Leadership and Employee Voice
 Mentor: Joseph Avella

Kim M Carlin

The Impact of the MBA on Career Outcomes: An Analysis of Male and Female Graduates
 Mentor: Lilburn Hoehn

Fred W Carroll

Heuristic Inquiry: The Experience of Individuals Age 50 and Over of Life after Sudden Involuntary Separation from Long-Term Employment
 Mentor: Martin Leahy

Kimberly A Carter

Managing Employee Performance in Faith-Based Organizations: A Qualitative Study
 Mentor: Stephanie Fraser-Beekman

Elethia Charoo

Critical Success Factors of Medicare-Certified Ambulatory Surgery Centers: A Qualitative Collective Case Study
 Mentor: Rubye Braye

Melinda E Chen

The Effects of an Internet2 Implementation at the Food and Drug Administration: A Case Study
 Mentor: Henry Garsombke

Patricia Cherry

Perceived Leadership Behaviors Gained After Involvement in a Youth Theatre Company
 Mentor: Francis DeCaro

Franklin Chijioke Chidi

The Value of Mobile Investments: An Examination of the Link Between After-Hours Use of Employer Provided Mobile Devices and Client Service Performance
 Mentor: Luis Rivera

Laurene E. Collins

Will They Stay?: Exploring Mission Attachment and Organizational Commitment among Employees in A Nonprofit Organization
 Mentor: April Wall

Dale J Cook

Productive and Successful Virtual Teams: An Analysis of Trust and Collaboration
 Mentor: John Machnic

Judy L. Croxford

Determinants of Ethical Decision Making: A Study of Accountants in a Multinational Firm
 Mentor: Nancy Borkowski

Jill Lynch Cruz

The Relationship between Latina Attorneys' Family Responsibilities and Career Success in Law Firms
 Mentor: Shelley Robbins

Barbara Lynne Daiker

Adaptive Challenges in Medical Practices: A Grounded Theory Study of Leadership
 Mentor: Shelley Robbins

Diane Dick

Liberal Arts for a 21st Century Baccalaureate Learner: Traditional Faculty and Administrator Perceptions of Adult- Focused Degree Programs and General Education
 Mentor: Jean Gordon

Juan C. Donis

The Effect of the Puerto Rican Governmental Ethics Law on the Perception of Corruption Among Municipality Of Hatillo Employees
 Mentor: James Krolik

Wagih R. Elgohary

Online Technology and Organization Challenges: An Examination of Netflix and Customer Satisfaction
 Mentor: Raj Singh

Judith Elkins

Nurse Manager Behavior and Perinatal Nurse Job Satisfaction and Retention
 Mentor: Valerie Coxon

SCHOOL OF BUSINESS AND TECHNOLOGY**DOCTOR OF PHILOSOPHY IN ORGANIZATION AND MANAGEMENT**

CONTINUED

Stanley J Emelander

A Study of Burnout and Intrinsic Needs Fulfillment Among Project Managers
Mentor: Jean Gordon

Philip Lawrence Fioravante

Corporate Philanthropy and Its Effect on an Organization: A Qualitative Study
Mentor: John Klocinski

Mark C. Friske

Employed Disabled Veteran Issues of Workplace Discrimination: A Qualitative Exploratory Investigation
Mentor: Adolfo Gorriaran

Ola M Gaines

African American Women Entrepreneurs' Experience Obtaining Financial Capital for Business Start-Up
Mentor: Laura Markos

Ann M Gantzer

The Impact of Emotional Intelligence in Nursing Leadership on the Nursing Practice Environment
Mentor: Jean Gordon

Gemma P George

Combining Organization Development (OD) and Organization Design: An Investigation Based on the Perspectives of OD and Change Management Consultants
Mentor: R. Drummond McNaughton

Glenn A Gerecke

The Relationship Between Global Banking Companies' TMT National Culture and Their Return on Assets
Mentor: William House

Said Ghezal

Information Assurance Alignment: A Study of Performance Impacts
Mentor: John DeNigris

Martin D Gibbs

Evaluating User Participation and User Influence in an Enterprise System
Mentor: Margarita Rovira

Gerald Reid Gray

Interorganizational Trust: Implications for Public Utility Commissions and Investor Owned Utilities
Mentor: John Hannon

Jonathan A Green

Survey of Senior Level Management in Medium Size Organizations Concerning Work-Life Balance Components
Mentor: Janice Spangenburg

Christella Hairston-Hogan

A Comparative Analysis of Factors of Success in Minority and Caucasian Small Business Owners in North Carolina
Mentor: Valerie Coxon

KaraSusan Brooks Halas

The Corner Office: A Study of the Success Strategies of Executive Women Leaders in the Financial Services Industry
Mentor: Marc Muchnick

Gregory A Halpern

Leadership Characteristics in High School Athletic Coaches and a Link With Winning Records: An Exploratory Study
Mentor: Marc Muchnick

Alan H Harper

Comovements and Stock Market Integration between India and Its Top Trading Partners: A Multivariate Analysis of International Portfolio Diversification
Mentor: James Morgan

Russell B Heigl

Dimensions of the Learning Organization Strategy: A Mixed Methodology Case Study of the Differences Between Traditional Organizations and Virtual Organizations
Mentor: Mary Whitman

Lorraine Henderson

Structuring to Support the Creation of a Multicultural Campus: A Cross-Case Study of Liberal Arts Colleges in the Northern Portion of a Middle Atlantic State
Mentor: April Wall

Linda S Hildebrant

Spiritual Intelligence: Is it Related to a Leader's Level of Ethical Development?
Mentor: Clifford Butler

Carol Hooper-Boyd

Introducing Leadership into the Mix: An Investigation of the Relationship between Personality Characteristics and Small Business Success
Mentor: Joseph Levesque

John D Hulsey

Are E-Businesses Trustworthy?
Mentor: Perry Haan

Alvin Jones

RFID Systems Implementation: A Study of a Management Efficiencies Model for RFID to Assure Product Integrity in the Supply Chain
Mentor: Edward Goldberg

William M Joyce

Effectiveness of Certificate-Based Executive Education Programs for Fortune 1000 Companies
Mentor: Robert Hockin

Elyse R Jurman

Garbage in Garbage out: Improving the Efficiency and Effectiveness of CRM Systems from the Perspective of CRM Users
Mentor: Mary Evans Kasala

Eva-Yasmine Kaiser

Self-Efficacy, Burnout, and Success of Small Business Owners in New York
Mentor: Cyd Strickland

Richard A Kamischke

Brainstorming Lessons from Working in Ambiguous Environments
Mentor: John Hannon

Mary J Karayakaylar

If You Build It, Will They Come? Marketing the Human Genome
Mentor: Mary Evans Kasala

Yottie M Kenan-Small

Diversity and Inclusion in Information Technology From an Age Perspective: Motivating and Managing Information Technology Professionals Across Multiple Generations in the Workforce
Mentor: Jose Nieves

Bouaffo Joseph Kouame

The Digital Divide in Cote d'Ivoire: The Impact of Information and Communication Technologies (ICTs) on Education
Mentor: Kathleen Hargiss

Vickie D Kummerfeldt

Human Resource Management Strategies for Volunteers: A Study of Job Satisfaction, Performance, and Retention in a Nonprofit Organization
Mentor: Rubye Braye

SCHOOL OF BUSINESS AND TECHNOLOGY
DOCTOR OF PHILOSOPHY IN ORGANIZATION AND MANAGEMENT

CONTINUED

Tam T Lam

A Study of Job Stress on Job Satisfaction Among Virtual Workers in Information Technology: An Empirical Study
 Mentor: Jelena Vucetic

Mark J. Law

The Study of Transformational Leadership and Leader Development of Public Health Directors in the Midwest
 Mentor: Valerie Coxon

Robert K Livingston

An Investigation of Transformational Leadership in a Virtual Learning Environment
 Mentor: Martin Lees

David Lee Magee

Strategic Partnership: The Conflicting and Ambiguous Nature of Human Resource Management and its Effect on Organizational Commitment
 Mentor: Marc Muchnick

Gregory Charles Mallett

Can a Combination of Financial Variables Adequately Explain Firms' Market Value?
 Mentor: Francis DeCaro

Vanda C Marques

Emerging Leadership Styles: Women's Success Strategy in Engineering Organizations and the New Management Paradigm
 Mentor: Johnny Morris

Valerie J Maryman

The Relationship Between PMI PMBOK® Guide's Nine Project Knowledge Areas and Project Success: An Investigation of Manufacturing Information Technology Projects
 Mentor: Richard Livingood

William A Minnick

Behaviors and Competencies of Leaders/Owners of Small Businesses: The Independent Sales Agency
 Mentor: Janet Salmons

Nancy A Moulton

Selection of Quality and Process Improvement Projects: A Critical Link Between Planning and Execution
 Mentor: Katherine Dew

Josephine E. Murphy

Faculty and Student Perceptions of Business Ethics Education at an Undergraduate Institution
 Mentor: Marc Muchnick

Michael S Myers

Implications of Budget Allocations on the Advancement of Telecommunications within the Passenger Rail Industry
 Mentor: Sharon Gagnon

Ranjit Nair

Essential Conversations: Executive Perceptions of the Human Resources Leader as a Strategic Business Partner
 Mentor: April Wall

Marylin B Newell

College Presidents or Business CEOs: The Role of the College President in Colleges Owned by Publicly Traded Corporations
 Mentor: Adolfo Gorriaran

Jennifer K Ninneman

Business Ethics and Social Responsibility: Comparing Business and Non-Business Graduate Students
 Mentor: Adolfo Gorriaran

Paula K Offutt

Mentoring Among African American Women: A Quantitative Study
 Mentor: Ruby Braye

Jonas N Ohrberg

Emotional Intelligence and Turnover Intent: An Investigation into the Effects of Emotions on Correctional Staff's Intent to Stay or Quit
 Mentor: Robert Hockin

Emmarex E Okhakhu

Human Performance as a Contributor to the Culture of Safety: A Qualitative Study of Self-Efficacy and Self-Cognition Among Healthcare Professionals
 Mentor: April Wall

Kevin D O'Malley

Knowledge Management and Information Technology in Customer Support: A Quantitative Assessment of the U.S. Navy's Distance Support Program
 Mentor: John Klocinski

Desmond Osborne

The Relationship of Goal-Directedness, Generalized Trust, and the Manager's Decision-Making Style
 Mentor: Keith Grant

Barbara M O'Shaughnessy

Corporate Social Responsibility: Perspectives of Leading Firms in Bermuda
 Mentor: Maudie Holm

Mysoon A Otoum

A Study of Job Satisfaction Among Information Technology Professionals in the Emirate of Dubai in the United Arab Emirates: An Exploratory Investigation
 Mentor: Kathleen Hargiss

Thomas C Padron

Transformational Leadership of Hotel General Managers and Guest Satisfaction Ratings: A Correlational Study
 Mentor: John Klocinski

Pedro J Pardo

Job Satisfaction, Organization Commitment, Occupational Commitment, Turnover Intent and Leadership Style of Tissue Bank Employees
 Mentor: Samuel Natale

Swapna Patel

Occupational Fraud: A Study of Accredited Higher Educational Institutions of the North Central Association of Colleges and Schools
 Mentor: Katherine Dew

Christopher L Perkins

Sales Influence Strategies Within the Retail Scuba Diving Market
 Mentor: George Kalidonis

Matthew B Probst

An Analysis of Leadership Frame Preference of Academic Administration: Using the Bolman and Deal Four Frame Model
 Mentor: Joseph Levesque

Gary M. Pyle

The Effects of Tuition Reimbursement on Retention and Recruitment: A Cross Case Analysis
 Mentor: Robert Rowden

Daniel J Ramos

How Consumer Confidence Predicts Economic Recovery
 Mentor: Calvin Lathan

SCHOOL OF BUSINESS AND TECHNOLOGY
DOCTOR OF PHILOSOPHY IN ORGANIZATION AND MANAGEMENT

CONTINUED

Eric L. Richardson

The Quantitative Examination of the Relationship of Perceived Pay Equity and Commitment among Registered Nurses in the State of Tennessee
 Mentor: Jean Gordon

Peter M. Roberts

White Noise Effects of U.S. Crude Oil Spot Prices on Stock Prices of a Publicly Traded Company: A Case Study Cross-Correlation Analysis Based on Green Energy Management Theory
 Mentor: Alan Chmura

Bonnie L. Rogers-Backus

The Influence Tactic Preferred by Teaching Faculty: An Exploratory Case Study
 Mentor: Keith Grant

Annette B Roter

The Lived Experiences of Registered Nurses Exposed to Toxic Leadership Behaviors
 Mentor: Lisa Barrow

Tammy J Sagastizado

A Phenomenological Study of Oklahoma's Widening Opportunities in the Workplace Program
 Mentor: Stephanie Fraser-Beekman

Donald J Sapp

Factors Influencing the Decision Makers of Hospitals to Adopt Strategic Alliances With Physicians in Ambulatory Surgery Centers
 Mentor: Jean Gordon

Debra A. Schott

Ethics and Governance: Understanding Board Governance Practices and the Relationship to Disclosure Practices for Iowa 501(C)(3) Charitable Nonprofits
 Mentor: John Machnic

Dion L Scott

Process Principles and Improvements: A Case Study of the Healthcare Industry
 Mentor: Ruby Braye

Dean F Sheetz

Networks of Learning: Using Social Network Analysis as a Tool for the Study of a Community of Practice
 Mentor: Richard Flor

Leslie G Simmonds

A Case Study of Knowledge Management: The Perceived Role of HRM Professionals in the Process of Knowledge Management
 Mentor: Stephanie Fraser-Beekman

Cynthia H. Simpson

Telework and Disabled Employees: The Relationship Between Telework and the Employment and Work Retention for Disabled Employees
 Mentor: James Krolik

Jeremy D Smith

The Relationship of Incentives and Customer Service Scores
 Mentor: John Whitlock

Jerome T Solomon

Open Source Software in Medium Size Organizations: Key Factors for Adoption
 Mentor: Werner Gottwald

Rory Allen St. James

The Aim Option: An Empirical Examination of Selected Factors Contributing to U.S. Firms' Decision to List on London's Alternative Investment Market
 Mentor: Clifford Butler

James H Stephenson

Ethics and Morality in Software Development: A Developer's Perspective
 Mentor: Thomas Richards

Michael J Stratton

Portfolio Management: Perceptions of the Project Manager
 Mentor: Charlotte Neuhauser

Florence A Tarrant

Assessing Human Capital Needs: A Study of Capacity Development Among Community-Based First Nations Health Managers
 Mentor: Jean Gordon

Edna Loretta Taylor-Capers

Self-Efficacy – Generational Differences of African Americans in the Workplace: A Case Study
 Mentor: Keith Grant

Kenneth N Thompson

Servant-Leadership: An Effective Model for Project Management
 Mentor: Werner Gottwald

Deborah Voyt

Identifying Total Rewards Systems and Organizational Culture Type Using the Competing Values Framework
 Mentor: James Krolik

Linda L Vytlacil

Market Orientation and Business Performance: The Role of Positional Advantage
 Mentor: Jean Gordon

Sal Washah

IT Diffusion in Small-Businesses of Minority Communities
 Mentor: Margarita Rovira

Linda M. Wheeler

Value-Words as Predictors of Corporate Ethicality
 Mentor: Janet Salmons

Mary Kay Whitaker

Dimensions of Organizational Culture During a Merger: A Quantitative Perspective From Non-Managerial Employees
 Mentor: Martin Lees

Wylecia Wiggs Harris

Achieving Personal and Leadership Authenticity in the Workplace: Understanding the Lived Experiences of African American Women Leaders
 Mentor: Shelley Robbins

Victoria A Williams

Effective Communication Techniques for Eliciting Information Technology Requirements
 Mentor: John Hannon

Craig Winstead

Preparing to Move Recording Artists from Independent to Mainstream: A Collective Case Study of the Critical Success Factors from the Perspective of the Professional Artist Manager
 Mentor: Ruby Braye

Linda J Wright

Leveraging Computer-Mediated Communication Technologies to Enhance Interactions in Online Learning
 Mentor: Werner Gottwald

Jan D Wyatt

Is There a Negative Impact on Team Job Satisfaction When Management Takes Adverse Action Toward an Individual Employee?
 Mentor: Samuel Natale

SCHOOL OF BUSINESS AND TECHNOLOGY

DOCTOR OF PHILOSOPHY IN INFORMATION TECHNOLOGY

Jordan Bani

Assessing the Relationships among Information Technology Flexibility, IT-Business Strategic Alignment, and Information Technology Effectiveness: An Investigation of Business Intelligence Implementation
Mentor: Lawrence Ness

Terrance Edwin Dillard

Privacy and Security Implications of Undergraduate Students Using Facebook: A Quantitative Examination
Mentor: Edward Goldberg

Roger J Finnegan

Information Food Webs: A Quantitative Inquiry Using a Biological Food Web Methodology
Mentor: Alan Chmura

James L Foster

Leveraging Convergent Technologies: A Review of the Use and Reuse of Legacy Technology
Mentor: Kathleen Hargiss

Yu He

Relationships Between Factors Associated With User Technology Acceptance of an Online E-Business Application
Mentor: Richard Livingood

Debretsion G/Michael Measho

Exploring the Perception of Users of Community ICT Centers on the Effectiveness of ICT on Poverty in Ethiopia: A Qualitative Study
Mentor: Jelena Vucetic

Soumya Nair

Benefits and Security of Electronic Health Record (EHR) Use by Pediatric Staff: A Technology Acceptance Model (TAM)-Based Quantitative Study
Mentor: Edward Goldberg

Kimberly J Nankivell

A Study of Virtual Reality Environments as a Venue for Social Interaction among Distance Learners
Mentor: Danielle Babb

Douglas Leonard Warfield

The Perceptions of U.S.-Based IT Security Professionals About the Effectiveness of IT Security Frameworks: A Quantitative Study
Mentor: Jelena Vucetic

SCHOOL OF EDUCATION

POST-MASTER'S CERTIFICATE IN EDUCATION

Mary E Garnica

SCHOOL OF EDUCATION

DOCTOR OF PHILOSOPHY IN EDUCATION

Barbara Agnello

Coping with Autism: The Parental Journey of Adjustment
Mentor: Katherine Green

Heather Kanoe Ahuna

Academic Achievement of Native Hawaiian Immersion Middle School Students in an After-School Program
Mentor: Johanna Kijas

Timothy M Allen

Perceived Barriers to English Language Learning Among International School Students
Mentor: Shirilan Mosley-Jenkins

Cheryl J Anderton

The Essence and Structure of Meaningful Learning and the Highly Effective Teaching Instructional Design Model
Mentor: Dennis Mills

Tania T. Armer

Science Teachers: Factors That Affect Job Satisfaction
Mentor: Katherine Green

Marcia L Ashbaugh

Online Pedagogical Quality Questioned: Probing Instructional Designers' Perceptions of Leadership Competencies Critical to Practice
Mentor: Rod Sims

Sharon L Audet

The Relationship between the Timing of the Admissions and Financial Aid Application on Satisfactory Academic Progress and Retention at a Large Urban Community College
Mentor: James Cook

Edward J Banks

Elementary and Middle School Bullying: A Delphi Analysis of Successful Prevention Programming
Mentor: Elizabeth Bruch

Debbie Ann Bauer

Lay Principals and Catholic Elementary Schools: Upholding a Catholic Identity
Mentor: Elizabeth Bruch

Toni M Beebout-Bladholm

Teachers' Responses to Bullying Situations: The Elements That Influence Intervention
Mentor: Elizabeth Bruch

Jeffrey L Bell

Can the 4-Day School Week Work: An Analysis of the Impact of the 4-Day School Week on a Rural Georgia School District
Mentor: Melissa McIntyre

Brian C Bishop

Systemic Performance Analysis of an Industry: Immersive Learning Simulations
Mentor: Kenneth Silber

SCHOOL OF EDUCATION
DOCTOR OF PHILOSOPHY IN EDUCATION

CONTINUED

Nancie A. Blahm

Adults Who Have Learning Disabilities: Transition from GED to Postsecondary Activities
 Mentor: Howard Jacobs

Glynn E Breuer

New Capabilities for Older Aircraft: A Study of Pilot Integration of Retro-Fit Digital Avionics to Analog-Instrumented Flight Decks
 Mentor: Keith Johansen

Mondy R Brewer

Student Success: A Qualitative Analysis of the Engagement of the Successful First-Generation Student
 Mentor: Eric Wellington

Penelope L Britton

Postsecondary Aspirations of Rural High School Seniors
 Mentor: Janice Wencel

Elaine T Brown

Response to Intervention: Are Schools Prepared to Implement?
 Mentor: Catherine Pulkinen

Eric R. Brown

Comparison of Instructional Techniques of High School Economics Teachers in Georgia and Shenzhen, China
 Mentor: Adrienne Gibson

Janice M Brown

The Hands-On Equations System and its Effect on Students' Academic Performances and Retention Levels
 Mentor: Alma Rodriguez

Tiffany D Brown

An Investigation of the Relationship Between Parent Involvement and Student Motivation
 Mentor: Lisa Reason

Patricia W Brumfield

Cultural Awareness of School Social Workers in Columbia, South Carolina: Implications for Diversity Training
 Mentor: Petti VanRekom

Sara Zuretti Bryan

Water Cooler 2.0: Instructional Designers' Experiences With Virtual Team Communication
 Mentor: Kenneth Silber

Ann M Burgin

Gold Medal Winners: Analysis of Scholar Athlete Attitudes and Behaviors, and Academic Excellence
 Mentor: Elaine Guerrazzi

Sara C Burton

Childhood Needs and Children's Literature: A Content Analysis of Award-Winning Books
 Mentor: Katherine Emmons

Robert C Butler

High-Stakes Testing and Student Grades: A Study of Correlational Significance
 Mentor: Philip Corkill

Samuel P Campbell

Identifying Factors That Affect Higher Educational Achievements of Jamaican Seventh-Day Adventists
 Mentor: Cristie McClendon

Clotilda S Charles

Postsecondary Education: A Causal-Comparative Research in the Acquisition of English Language Proficiency for English as a Second Language (ESL) Learners
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Needs and Accessibility to Health Services: Attitudes and Perceptions of Internally Displaced Head-of-Household Victims from Medellin, Colombia
 Mentor: Mark Minelli

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Employers' Perspectives on the Hiring of Ex-Offenders
 Mentor: Amy Donovan

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Perceived Social Support and Depression: Their Relationship Among Older Men
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The Impact of Satisfaction of Life on Cognitive Functioning in Black Elder Adults: A Correlational Study
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 Mentor: Ray Borges

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DOCTOR OF PHILOSOPHY IN HUMAN SERVICES

CONTINUED

Tricia M Lizama

How Are Traditional Chamoru Healing Practices Being Perpetuated and Preserved in Modern Guam: A Phenomenological Study
 Mentor: Mary Rockey

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The Impact of Brief Therapy on the Substance Abuse Behavior of Court-Referred DWI Offenders
 Mentor: Jennifer Rounds-Bryant

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An Assessment of the Modalities of Primary School Educators in Reporting Child Maltreatment
 Mentor: Kourtney Vaillancourt

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Mentor: Neil Mathur
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The Impact of Deployment on Married Active Duty Soldiers
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Mentor: Terrence Brown

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Beliefs About the Ethics of Dual Relationship Dilemmas in Rural Settings: An Investigation of Counselors' Perspectives
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The Non-Custodial Parents Description of the Experiences of Parental Alienation Syndrome: A Phenomenology Study
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Investigation of the Relationship between Achievement Emotions and Academic Performance in Medical Students
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The Effects of First-Year Experience Course on Students' Grades in Remedial English and Mathematics Courses
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A Qualitative Study on the Perceptions of Mexican Americans Regarding the Conditions of Teen Pregnancy
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Examining the Relationships Between Foster Parenting Style, the Home Environment, and Placement Stability for Children in Foster Care
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The Perceived Influence of an Economic Recession on Positive Outlook of Leaders and Non-Leaders as Measured by the Occupational Personality Questionnaire
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HAROLD ABEL SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES
DOCTOR OF PHILOSOPHY IN PSYCHOLOGY

CONTINUED

Joyce R Dickens

The Experience of Recovery From Alcohol/Drugs (AOD)
Mentor: Thomas Vail

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Predicting Success and Self-Management in Telephonic Wellness Coaching for Depressed Patients
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Emotional Intelligence and Transformational Leadership of SPHR Professionals
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Social Responsibility: A Phenomenology of Perceived-Successful Private Sector Leadership Experience
Mentor: Wayland Secrest

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Examining the Effects of Night Work on Accidents, Job Satisfaction, and the Life Satisfaction of the United States
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Does Contingency Management Affect Intrinsic Motivation to Remain Substance-Free?: A Closer Look at Low-Cost Procedures
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A Study of Patient Variables That Affect Completion of a Substance Abuse Intensive Outpatient Program (IOP)
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The Lived Experience of Dominican Young Adult Language Brokers who Interpret for Their Latino Family: A Phenomenological Study
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The Mental Health Care of the Socioeconomic Disadvantaged: The Relationship of age and Gender on Mental Health Treatment Outcomes
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The Impact of Employment on Severe and Persistent Mental Illness: A Community Mental Health Study of Self-Esteem and Symptomatology
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Perceptions and Intentions of College Students Concerning Their Alcohol Consumption: An Experimental Study on the Potential Efficacy of the Alcohol 101 Plus CD-ROM Educational Intervention Program
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An Examination of Emotional Intelligence Factors and Professional Efficacy Among Employees Experiencing Second Order Organizational Change
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Community College Students' Perceived Effects of the Home Environment on Academic Success: A Theory Unveiled
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A Study Investigating the Relationship Between Patent Foramen Ovale and Depression
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Career Transitions Following Childbirth
Mentor: William Chapman

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The Lived Experience of Being a Holistic Nurse Educator: A Heuristic Inquiry
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The Lived Experience of Self-Trust in Women during Mid-Life, Aged 40-60: A Phenomenological Heuristic Study
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Interpersonal Justice, Nonadoption of Reports and Stress: Do Judicial Environments Impact Expectations of Organizational Justice?
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An Ex Post Facto Study Exploring the Impact of Parental Level of Education and Parental Support on First-Year College Adjustment
Mentor: Catherine McCartney

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A Case Study of Collective Thriving at Work
Mentor: Deborah Voegelé Welch

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A Comparison of School Psychologists' and School Counselors' Ability to Identify Cognitive Abilities Underlying Basic Academic Tasks
Mentor: Victoria Gamber

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The Differences in Leadership Styles Among Generation Cohorts of Small Business Leaders and their Relationship to Organizational Outcomes
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An Analysis of Management Strategies and Incentives for Workplace Retention in Competitive Organizations
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A Quantitative Investigation into Perceived Social Status and Impact on Retention Phenomenon within the Aviation Maintenance Profession among Student and Regular Members
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The Lived Experience of Heterosexual Women Whose Spouses Reveal HIV Positive Status as the Result of Male-Male Sexual Contact: A Phenomenological Study
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HAROLD ABEL SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES
DOCTOR OF PHILOSOPHY IN PSYCHOLOGY

CONTINUED

Stephanie C Lang

The Earliest Warning Signs of Intimate Partner Violence
Mentor: Louis Kavar

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Faculty Perceptions of Institutional Effectiveness
Mentor: Sandra Harris

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Effects of Culturally and Linguistically Sensitive Mental Health Services on Referred, At-Risk Hispanic Elementary Student's Academic Achievement
Mentor: Victor Astacio

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Predictors of Reading Disability in Third through Fifth Grade Students
Mentor: Arthur Bertrand

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The Effects and Interactions of Age, Gender, and Computer Familiarity on Presence During a Virtual Reality Activity
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The Experiences of Non-Heterosexual Collegiate Athletes: A Phenomenological Investigation
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The Experience of Aftercare for Women Diagnosed with Breast Cancer and are in Remission for at Least Six Months: A Qualitative Inquiry
Mentor: Barry Trunk

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Achievement Goals, Self-Efficacy, Metacognition, and Learning Strategies as Predictors of Asynchronous Learners' Academic Success
Mentor: Hilda Glazer

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Does an Absence of Managerial Communication Negatively Influence Job Satisfaction? A Quantitative Examination of the Correlation Between Job Satisfaction and Role Conflict and Role Ambiguity Among High-Tech Employees
Mentor: Bruce Gillies

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The Process of Burnout in Community Mental Health Counselors
Mentor: Steven Schneider

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Examining Southern New Mexico Preadolescent and Adolescent Drug use in Comparison to National Statistics
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Mentor: Catherine James

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Professionals in High-Risk Positions Experience and Description of Stress: A Phenomenological Study
Mentor: Bruce Gillies

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Pre-Intake Screening Engagement: Examining Initial Attendance When Feedback is Introduced to Clients Within an Outpatient Clinic
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The Effects of Maternal Parenting Style and Maternal Involvement on the Academic Achievement of African American Students Attending Title I Schools
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An Investigation of the Relationship between the Perception of Managerial Leadership Behavior and Job Satisfaction of Substance Abuse Counselors
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Experiences of Inner City Black Youth Living With Depression
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Spirituality as a Predictor of Academic Motivation Among College Students
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Examining the Trigger Effect in Altered States: Transpersonal Hypnotherapists Perceptions of Effective Triggers in Inducing Hypnotic Altered States
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The Impact of an Online Evidence-Based Coaching Program on Goal Striving, Subjective Well-Being, and Level of Hope
Mentor: Rebecca Loehrer

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Teachers' Perception of Bullying in Kentucky, Grades K-12
Mentor: Frances Benton

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How Students Considered at Risk During High School Describe Academic Online Success: A Grounded Theory Study
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The Relationship Between Motivation and Organizational Citizenship Behavior Among Customer Support Staff
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The Role of Self-Esteem and Self-Adequacy as Mediators between Perceived Parenting and a Student's Preferred Seat Location via Structural Equation Modeling
Mentor: Jessica Emick-Seibert

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Predicting the Risk of Recidivism Among Young Adult Offenders Discharged From a Community Correctional Centre
Mentor: William Cameron

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DOCTOR OF PHILOSOPHY IN PSYCHOLOGY

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The Influence of Goal Orientation on Levels of Self-Efficacy and the Resulting Relationship with Academic Performance for Graduate Students in an Online Program
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A Phenomenological Study of the Experience of Rivalry among Women in the Workplace
Mentor: Deborah Vogeles Welch

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An Examination of Leadership Styles: Their Relationship to Well-Being Among Employees in a Manufacturing Environment
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Mentor: Barry Trunk

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The Relationships Among Racial Identity Attitudes, Academic Self-Efficacy and Academic Achievement of Black Male High School Students
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A Study of the Relationship Between Instrumental Music Education and Critical Thinking in 8th- and 11th-Grade Students
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An Examination of Emotional Intelligence Factors: Their Relationship to Job Satisfaction Among Adjunct Faculty
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Mentor: Marilyn Marks-Frey

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Mentor: Nancy Huenefeld

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Mentor: William Percy

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Mentor: Marilyn Marks-Frey

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Neurobehavioral Resilience Treatment for Posttraumatic Stress Disorder: A Follow-Up Study
Mentor: Jeffrey Reddout

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Mentor: Deborah Fisher

THE CAPELLA UNIVERSITY MACE ORIGIN AND USE

The Grand Marshal who leads the Capella University commencement procession carries a mace. Capella University's mace has been in use since 2000. The head of the mace is a copper representation of the globe, topped by the Capella University emblem and motto. The globe is supported by a carved wooden shaft, is nearly three feet in length, and weighs four pounds.

In medieval times, the mace was a fighting weapon effective at penetrating armor in battle. Composed of a shaft adorned with a heavy head studded with blades, the mace came to be associated with the protection of the kings of England and France and was carried by the king's sergeant at arms and other royal bodyguards. As long-range weapons were developed, such as the long bow and the musket, the mace became a ceremonial object.

In the 13th century, the mace was featured in processions of city mayors and other dignitaries and academic institutions began to use the mace in the pageantry of ceremonial occasions. Today, the British House of Commons and the U.S. House of Representatives have official maces as do most universities and colleges in the United States and abroad.

ACADEMIC REGALIA ORIGIN AND USE

The academic regalia worn today originated in the Middle Ages. The distinctive gown served to set the student apart from other citizens. Until after the Civil War, students at most American universities wore caps and gowns daily. They varied in design until they were standardized by the American Intercollegiate Commission in 1894. At that time it was decided that all robes should be black. Bachelor's gowns were to be made of worsted material with pointed sleeves; master's gowns of silk with long, closed sleeves; and doctor's gowns of silk with longer sleeves, faced with black velvet from neck to back, and with three velvet bands around each sleeve above the elbow. Hoods are made of the same materials as the gowns, the length varying with the degree. The lining of the hood identifies the highest degree-granting university by its colors. Capella University's regalia colors are purple and gold.

The border of the hood indicates the academic disciplines in which the degree is earned:

Royal blue	Doctoral
Drab	Business
Lemon yellow	Technology
Light blue	Education
Peacock blue	Public Service
	Leadership
Apricot	Nursing
Salmon pink	Health
White	Counseling
Gold	Psychology

ABOUT CAPELLA UNIVERSITY

Capella University offers undergraduate, graduate, and certificate programs in the fields of business, counseling, education, human services, information technology, nursing, psychology, public administration, public health, public safety, and social work, with more than 135 specialized areas of study. Capella University was founded in 1993 and today serves more than 38,000 students in all 50 states and 52 other countries.

Capella University is named for the twin star Capella, which is a pair of stars orbiting a common center. The name represents our philosophy of learning as a dynamic and collegial partnership between Capella and our students.

OUR MISSION

The mission of Capella University is to extend access to high quality bachelor's, master's, specialist, doctoral, and certificate programs for adults who seek to achieve their personal and professional potential. This mission is fulfilled through innovative programs that are responsive to the needs of adults and involve active, engaging, challenging, relevant learning experiences.

IN MEMORIAM

Nicolas O Geter, PhD
Alfred O. Odia, PhD
 School of Public Service Leadership
Doctor of Philosophy in Human Services

ACCREDITATION

Capella University is accredited by The Higher Learning Commission and is a member of the North Central Association of Colleges and Schools (NCA), www.ncahlc.org.

CAPELLA UNIVERSITY

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