Doctor of Philosophy (PhD) in Information Technology with a specialization in Project Management

Effective January 8, 2018
Doctor of Philosophy (PhD) in Information Technology with a specialization in Project Management

The doctoral Project Management specialization offers a terminal degree option for information technology project management professionals and IT professionals who have a master’s degree in computer science or a related field. Specialization topics include project and program management, risk management, project governance, and portfolio optimization. This specialization provides learners with advanced research, scholarly writing, and IT project management skills, and culminates in a dissertation that advances the body of IT project management knowledge. Upon successful completion of this specialization, learners are prepared to pursue careers as IT project management consultants, managers, or educators.

*The FlexPath options for the project management specializations are not accredited by PMI-GAC.

This guide is intended to provide an overview of the specialization and is subject to change. Your enrollment counselor can provide updates, details, and Capella’s official University Catalog that specifies your program requirements.
# Career Information

## RELATED EMPLOYMENT SETTINGS TO EXPLORE

- Land-based or online college or university
- Community college
- Manufacturing company
- Corporation
- Consulting firm
- Construction
- Nonprofit organization
- Military
- Government—local, state, federal
- Aerospace and defense automation systems

## RELATED JOB TITLES TO EXPLORE*†

- Adjunct or part-time faculty
- Full-time faculty
- Senior information technology project manager
- Lead project manager
- Information technology program manager
- Director of project management
- Senior consultant
- Information technology program director
- Vice president of project management

## SPECIALIZATION OUTCOMES

- Synthesize multi-disciplinary theories that inform and shape theory and practice of Initiating, Planning, Executing, Monitoring and Controlling and Closing the project
- Apply ethical leadership strategies to integrate best practices and tools in the field of project management
- Synthesize project management research and practice leading to the development of new knowledge or improved practices
- Exhibit proficiency in communication, research, writing, and critical thinking skills applicable to professional and academic endeavors
- Evaluate functional and cross functional management approaches appropriate for project, programs and portfolios ranging from operational to strategic, small to complex, and local to global

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*These are examples intended to serve as a general guide. Because many factors determine what position an individual may attain, Capella cannot guarantee that a graduate will secure any specific job title.

†Some jobs may prefer or even require a Project Management Professional (PMP) or Program Management Professional (PgMP) certification.
Curriculum

- 24 required courses
- Total program credits: 90 quarter credits

RESIDENCY REQUIREMENTS

Three six-week courses with a four-day embedded residency experience (BMGT-R8925, BMGT-R8926, BMGT-R8927).

CORE COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Quarter Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>TS8005</td>
<td>Research Processes, Theory, and Practice in Information Technology</td>
<td>6</td>
</tr>
<tr>
<td>BMGT7086</td>
<td>Developing an Academic Writing Process</td>
<td>4</td>
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<tr>
<td>BMGT8030</td>
<td>Management Theory Creation</td>
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</tr>
<tr>
<td>BMGT8032*</td>
<td>Survey of Applied Research Methods</td>
<td>4</td>
</tr>
<tr>
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<td>Quantitative Research Techniques</td>
<td>4</td>
</tr>
<tr>
<td>BMGT8040*</td>
<td>Advanced Qualitative Research</td>
<td>4</td>
</tr>
<tr>
<td>BMGT8042*</td>
<td>Applied Multivariate Modeling</td>
<td>4</td>
</tr>
<tr>
<td>BMGT8212</td>
<td>Leading Information Technology Strategic Planning in Complex and Global Environments</td>
<td>4</td>
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<tr>
<td>BMGT8214</td>
<td>Guiding the Implementation of Information Technology Policies and Processes</td>
<td>4</td>
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<tr>
<td>BMGT8216</td>
<td>Innovating Information Technology Life Cycle Management Processes in a Changing Environment</td>
<td>4</td>
</tr>
<tr>
<td>BMGT8218</td>
<td>Advancing Research in Information Technology Management</td>
<td>4</td>
</tr>
<tr>
<td>TS8940*</td>
<td>Information Technology Consulting Practice</td>
<td>4</td>
</tr>
<tr>
<td>TS8950*</td>
<td>Teaching Practice Seminar in Information Technology Education</td>
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SPECIALIZATION COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>BMGT8430</td>
<td>Advanced Concepts of Project Management Methodologies</td>
<td>4</td>
</tr>
<tr>
<td>BMGT8432</td>
<td>Projects as Complex Adaptive Systems</td>
<td>4</td>
</tr>
<tr>
<td>BMGT8434</td>
<td>Advanced Risk Management Systems and Research</td>
<td>4</td>
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<tr>
<td>BMGT8436</td>
<td>Dynamics of Program and Portfolio Management</td>
<td>4</td>
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<tr>
<td>BMGT8438</td>
<td>Emerging Trends, Research, and Theories for Successful Project Management</td>
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</table>

COMPREHENSIVE EXAMINATION AND DISSERTATION COURSES

Upon completion of all required coursework:

<table>
<thead>
<tr>
<th>Course Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td>TS9919*</td>
<td>Doctoral Comprehensive Examination</td>
<td>3</td>
</tr>
<tr>
<td>TS9960*</td>
<td>Dissertation Courseroom</td>
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</tr>
</tbody>
</table>

Learners must register for TS9960 a minimum of four times to fulfill their specialization requirements.

*Denotes courses that have prerequisite(s). Refer to the course descriptions for further details.

Transfer Credit

A maximum of 12 quarter credits from previous graduate coursework may be transferred and applied to your program's requirements.

Admission Requirements

Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution

Grade point average of 3.0 or higher on a 4.0 scale

Admission

- Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution
- Grade point average of 3.0 or higher on a 4.0 scale

The courses in this program may require live web conferencing activities and/or learner audio/video recordings. Learners who require assistive technology or alternative communication methods to participate in these activities should contact Disability Services to request accommodations.
Core Course Descriptions

**TS8005  Research Processes, Theory, and Practice in Information Technology**  6 QUARTER CREDITS
In this course, learners are immersed in a culture of inquiry to focus on the technical foundations of information technology (IT) research and practice. Learners examine current and emerging research and practice technologies, processes, and methods; compare quantitative and qualitative methodologies; and identify the research methodologies commonly used in IT research. Additionally, this course is designed to help prepare PhD learners for doctoral research related to IT literature and theory. *For PhD in Information Technology learners only. Must be taken during the learner's first quarter. Cannot be fulfilled by transfer.*

**BMGT7086  Developing an Academic Writing Process**  4 QUARTER CREDITS
In this course, learners focus on developing a process for enhancing and improving their academic writing. Learners assess their individual writing strengths and needs and receive feedback on their writing from courseroom instructors. Using the feedback and appropriate information literacy skills, learners develop and implement a plan for the research, writing, and revision of a specific piece of academic writing.

**BMGT8212  Leading Information Technology Strategic Planning in Complex and Global Environments**  4 QUARTER CREDITS
In this course, learners examine processes by which senior information technology leadership must evaluate different IT governance models from a global perspective, including decision models, management structures, business engagement processes, leadership theories, and risk assessment processes. Learners evaluate methods of performance measurement and control, and assess the relevance and effect of social responsibility issues and strategic partnering on IT strategic planning. *Prerequisite(s): PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030.*

**BMGT8214  Guiding the Implementation of Information Technology Policies and Processes**  4 QUARTER CREDITS
This course presents key issues related to the implementation of information technology policies and processes as day-to-day operations, including consideration of ethical, cultural, and global issues, and potential effects on internal and external stakeholder needs. Learners evaluate strategies for implementing different governance models and assess the ways in which those models relate to change management processes and organizational innovation. *Prerequisite(s): DBA learners must have completed BMGT8210, BMGT8212. PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030.*

**BMGT8216  Innovating Information Technology Life Cycle Management Processes in a Changing Environment**  4 QUARTER CREDITS
In this course, learners evaluate evolving theories and practices that inform decisions related to the information technology system development life cycle. Learners assess different development models and examine the IT leader's role in IT enterprise portfolio management against the backdrop of changing workforce considerations, including offshore, contract, multicultural, and multigenerational workers in global enterprises. *Prerequisite(s): DBA learners must have completed BMGT8210, BMGT8212. PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030.*

**BMGT8218  Advancing Research in Information Technology Management**  4 QUARTER CREDITS
This course focuses on emerging research trends in information technology management. Learners develop independent research skills while constructing research questions, synthesizing literature, and selecting appropriate methodologies. *For PhD in Business Management, PhD in Information Technology, and PhD in Organization and Management learners only. Prerequisite(s): PhD in Business Management learners must have completed BMGT8210, BMGT8212, BMGT8214. Cannot be fulfilled by transfer.*
BMGT8030  Management Theory Creation  4 QUARTER CREDITS
Learners in this course examine the philosophical, scientific, and methodological approaches underlying business management theory and research and explore the role of the scholar-practitioner as social and behavioral scientist and purveyor of evidence-based management. Learners analyze the elements of a scientific study and evaluate the ontological, epistemological, and axiological assumptions underlying qualitative, quantitative, and mixed-methods studies. Learners also identify the strengths and limitations of various methodological approaches and provide recommendations for future research based on a review of current and emerging research literature. Cannot be fulfilled by transfer.

BMGT8032  Survey of Applied Research Methods  4 QUARTER CREDITS
This course focuses on qualitative, quantitative, mixed-methods, and applied business management and information technology research designs. Learners move beyond conducting literature reviews at the methodological level and focus on research design specific to reliability and threats to validity and on developing their own research proposal. Learners explore the meaning of content and process gaps, problems, and opportunities uncovered during the literature review process. Learners also develop an understanding of research ethics and the role of the Institutional Review Board (IRB). Prerequisite(s): BMGT8030. Cannot be fulfilled by transfer.

BMGT8034  Quantitative Research Techniques  4 QUARTER CREDITS
In this course, learners explore the fundamental concepts needed to conduct doctoral-level quantitative research. Learners develop skills related to quantitative research techniques including understanding variables and relationships, selecting quantitative instruments and evaluating their reliability and validity, developing research questions and associated hypotheses, developing ethical sampling approaches and data collection plans, choosing appropriate statistical tests, analyzing data, interpreting results, and drawing conclusions. Prerequisite(s): BMGT8032. Cannot be fulfilled by transfer.

BMGT8040  Advanced Qualitative Research  4 QUARTER CREDITS
Learners in this course investigate qualitative inquiry and qualitative research designs based on social constructivist and interpretive traditions appropriate for conducting business management research. Learners explore research problems, questions and design considerations, data collection and analysis, reporting and presentation of findings, and verification of data conclusions. Learners also evaluate qualitative data management software options. This course is recommended for learners who intend to conduct qualitative dissertation research. Prerequisite(s): BMGT8034. Cannot be fulfilled by transfer.

BMGT8042  Applied Multivariate Modeling  4 QUARTER CREDITS
Learners in this course review, critique, and apply selected multivariate models appropriate to business management and information technology research designs. Topics include exploratory data analysis, multiple regression, factorial ANOVA, MANOVA, discriminant analysis, factor analysis, structural equation modeling and emerging multivariate data analytical techniques. This course requires the use of analytical software. Prerequisite(s): BMGT8034. Cannot be fulfilled by transfer.

TS8940  Information Technology Consulting Practice  4 QUARTER CREDITS
Learners in this course study the basics of creating and developing an IT consulting business. Learners explore how to plan, develop, and market a viable IT consulting practice, specifically writing a business plan, finding customers, and pricing services. Prerequisite(s): Completion of all core coursework. Cannot be fulfilled by transfer.

TS8950  Teaching Practice Seminar in Information Technology Education  4 QUARTER CREDITS
This seminar covers the practice fundamentals learners need to prepare themselves for a career in information technology education. Learners examine syllabus and course development, online and classroom instruction, and the fundamentals of human development in the classroom. Prerequisite(s): Completion of all core coursework. Cannot be fulfilled by transfer.
Specialization Course Descriptions

**BMGT8430  Advanced Concepts of Project Management Methodologies**

In this course, learners research literature to identify best practices and evaluate appropriate methodologies leading to successful outcomes for projects and programs ranging from simple to complex. The course emphasizes appropriate methods, tools, and techniques for the Project Management Institute’s (PMI) Initiating and Planning processes based on organizational environments, cultural diversity, and global influences. Learners also evaluate expected project outcomes to assure alignment with strategic goals and objectives. **Prerequisite(s): PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

**BMGT8432  Projects as Complex Adaptive Systems**

Learners in this course examine both seminal and current literature, such as complexity theory, to evaluate the successes and failures of projects and programs in complex and ambiguous environments. This course emphasizes Executing, Monitoring, and Controlling projects and programs based on multidisciplinary theories and applications as defined by the Project Management Institute’s (PMI) *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Learners develop their professional, consultative, and leadership skills for successful project and program outcomes. **Prerequisite(s): PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

**BMGT8434  Advanced Risk Management Systems and Research**

In this course, learners evaluate and synthesize the use of multidisciplinary theories based on the research and practice of project and program risk management. Learners explore emerging trends, concepts, and methods of project and program risk management systems and research. Topics include evaluating integrated approaches to identifying, analyzing, mitigating, and managing project risks, and identifying strengths, weaknesses, and gaps in project risk management research. **Prerequisite(s): DBA learners must have completed BMGT8430, BMGT8432. PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

**BMGT8436  Dynamics of Program and Portfolio Management**

Learners in this course examine emerging trends, concepts, and methods for evaluating and applying program integration and portfolio management techniques and methods used to optimize their overall value. Topics include ethical approaches to program and portfolio management in alignment with business strategic goals and objectives within a global context. **Prerequisite(s): DBA learners must have completed BMGT8430, BMGT8432. PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

**BMGT8438  Emerging Trends, Research, and Theories for Successful Project Management**

In this course, learners evaluate leadership approaches and communication dynamics between diverse stakeholder groups to facilitate successful project and program outcomes. Topics include emerging theories and research on leadership, communication, and social networks as conduits for effectiveness in complex project and program environments. Learners develop as independent researchers, constructing research questions, synthesizing literature, and selecting appropriate methodologies to advance the body of knowledge and practice in project management. For PhD in Business Management, PhD in Information Technology, and PhD in Organization and Management learners only. **Prerequisite(s): PhD in Business Management must have completed BMGT8430, BMGT8432, BMGT8434. Cannot be fulfilled by transfer.**
Comprehensive Examination and Dissertation Course Descriptions

**TS9919  Doctoral Comprehensive Examination**  
3 QUARTER CREDITS  
This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The courseroom mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to register for the first dissertation course. *Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective coursework with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.*

**TS9960  Dissertation Courseroom**  
3 QUARTER CREDITS EACH  
This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. *Grading for this course is S/NS. Learners must register for this course a minimum of four times to fulfill their specialization requirements. Prerequisite(s): TS9919. Cannot be fulfilled by transfer.*

Residency Course Descriptions

**BMGT-R8925  PhD Dissertation Research Seminar Track 1**  
3 QUARTER CREDITS  
The intensive, six-week PhD Dissertation Research Seminar Track 1 includes both an online courseroom and a face-to-face weekend residency experience. Learners interact with peers and faculty as they participate in online courseroom and weekend residency activities that emphasize applying the research skills necessary to initiate the development of a dissertation research plan. Throughout the course, learners focus on identifying a theory, topic, and research problem appropriate for their specialization. Track 1 learners must also complete PhD Dissertation Milestone 1 (Research Ethics Education). Following the weekend residency experience, learners complete a final assessment that demonstrates Track 1 learning outcomes. *For PhD in Business Management and PhD in Information Technology learners only. Prerequisite(s): BMGT8030. Cannot be fulfilled by transfer.*

**BMGT-R8926  PhD Dissertation Research Seminar Track 2**  
3 QUARTER CREDITS  
The intensive, six-week PhD Dissertation Research Seminar Track 2 includes both an online courseroom and a face-to-face weekend residency experience. Learners interact with peers and faculty as they participate in online courseroom and weekend residency activities that emphasize applying the research skills necessary to develop a research question and to select an appropriate dissertation topic. In Track 2, learners complete PhD Dissertation Milestone 2 (Topic Approval). Following the weekend residency experience, learners complete a final assessment that demonstrates Track 2 learning outcomes. *For PhD in Business Management and PhD in Information Technology learners only. Prerequisite(s): BMGT-R8925. Cannot be fulfilled by transfer.*

**BMGT-R8927  PhD Dissertation Research Seminar Track 3**  
3 QUARTER CREDITS  
The intensive, six-week PhD Dissertation Seminar Track 3 includes both an online courseroom and a face-to-face weekend residency experience. Learners interact with peers and faculty as they participate in online courseroom and weekend residency activities that emphasize applying the research skills necessary to detail a methodological design, sampling plan, and strategy for data analysis. In Track 3, learners complete PhD Dissertation Milestone 5 (Research Plan Approval). Following the weekend residency experience, learners complete a final assessment that demonstrates Track 3 learning outcomes. *For PhD in Business Management and PhD in Information Technology learners only. Prerequisite(s): BMGT-R8926. Cannot be fulfilled by transfer.*
Recommended Course Sequence

This recommended course sequence assumes learners take two courses per quarter. Some learners elect to take fewer or more based on workload and the amount of time available for graduate study.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>COURSES</th>
<th>DISSERTATION MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>TS8005</td>
<td>Research Processes, Theory, and Practice in Information Technology</td>
</tr>
<tr>
<td>Q2</td>
<td>BMGT7086, BMGT8212</td>
<td>Developing an Academic Writing Process, Leading Information Technology Strategic Planning in Complex and Global Environments</td>
</tr>
<tr>
<td>Q3</td>
<td>BMGT8214</td>
<td>Guiding the Implementation of Information Technology Policies and Processes</td>
</tr>
<tr>
<td>RESIDENCY</td>
<td>BMGT8030</td>
<td>Management Theory Creation</td>
</tr>
<tr>
<td>Q4</td>
<td>BMGT8216</td>
<td>Innovating Information Technology Life Cycle Management Processes in a Changing Environment</td>
</tr>
<tr>
<td>RESIDENCY</td>
<td>BMGT-R8925</td>
<td>PhD Dissertation Research Seminar Track 1</td>
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1. Research Ethics Education Completion

<table>
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<th>YEAR 2</th>
<th>COURSES</th>
<th>DISSERTATION MILESTONES</th>
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<tbody>
<tr>
<td>Q5</td>
<td>BMGT8218, BMGT8032</td>
<td>Advancing Research in Information Technology Management, Survey of Applied Research Methods</td>
</tr>
<tr>
<td>Q6</td>
<td>BMGT8234, BMGT-R8926</td>
<td>Quantitative Research Techniques, PhD Dissertation Research Seminar Track 2</td>
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<tr>
<td>RESIDENCY</td>
<td>BMGT8430</td>
<td>Advanced Concepts of Project Management Methodologies</td>
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<tr>
<td>Q7</td>
<td>BMGT8432</td>
<td>Projects as Complex Adaptive Systems</td>
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<tr>
<td>Q8</td>
<td>BMGT8434, BMGT8436</td>
<td>Advanced Risk Management Systems and Research, Dynamics of Program and Portfolio Management</td>
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2. Topic Approval

<table>
<thead>
<tr>
<th>YEAR 3</th>
<th>COURSES</th>
<th>DISSERTATION MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q9</td>
<td>TS8940, TS8950, BMGT8438</td>
<td>Information Technology Consulting Practice OR Teaching Practice Seminar in Information Technology Education, Emerging Trends, Research, and Theories for Successful Project Management</td>
</tr>
<tr>
<td>Q10</td>
<td>BMGT8040, BMGT8042, BMGT-R8927</td>
<td>Applied Qualitative Research OR Applied Multivariate Modeling, PhD Dissertation Research Seminar Track 3</td>
</tr>
<tr>
<td>RESIDENCY</td>
<td>BMGT-R8927</td>
<td>PhD Dissertation Research Seminar Track 3</td>
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<tr>
<td>Q11</td>
<td>TS9919</td>
<td>Doctoral Comprehensive Examination</td>
</tr>
<tr>
<td>Q12</td>
<td>TS9960*</td>
<td>Dissertation Courseroom</td>
</tr>
<tr>
<td>Q13</td>
<td>TS9960*</td>
<td>Dissertation Courseroom</td>
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<td>Q14</td>
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<tr>
<td>Q15</td>
<td>TS9960*</td>
<td>Dissertation Courseroom</td>
</tr>
</tbody>
</table>

3. Mentor-Approved Research Plan |
4. Committee-Approved Research Plan |
5. Scientific Merit Approval |

6. Institutional Review Board Approval |
7. Pre-Data-Collection Conference Call

<table>
<thead>
<tr>
<th>YEAR 4</th>
<th>COURSES</th>
<th>DISSERTATION MILESTONES</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Q14</td>
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<tr>
<td>Q15</td>
<td>TS9960*</td>
<td>Dissertation Courseroom</td>
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</table>

8. Mentor-Approved Chapters 1 & 2 |
9. Mentor-Approved Chapters 3, 4, & 5 |
10. Committee-Approved Dissertation |
11. School-Approved Dissertation |
12. Format Editing Completion |
13. Final Conference Call |
14. Final Manuscript Approval |
15. Manuscript Submitted for Publication |
16. Dean’s Final Manuscript Approval |

*Dissertation Courseroom milestones take, on average, four to eight quarters to complete.

At each residency, learners work intensively on their topic, methodology, literature review, and research plan with the goal of developing an efficient path through the dissertation milestone process. For more information on residencies, visit https://campus.capella.edu/web/residencies/phd-colloquium.

Learners complete their first five dissertation milestones within their residency courses.

The comprehensive examination and dissertation courses are milestone dependent, not quarter dependent. Learners must successfully complete the comprehensive examination before registering for dissertation courses.

Dissertation milestone completion time varies based on learner progress. Reference the PhD Milestone Guide to better understand each step in the dissertation and milestone process.
Financial Aid

Capella University offers assistance to learners who qualify and would like to secure educational funding to help finance their academic program. A number of options are available, given the diverse needs and backgrounds of prospective learners. Options include:

- Federal Direct Stafford Loan Program
- Federal Direct PLUS Loan Program
- Non-federal loans through preferred lenders and financial institutions
- Capella scholarships
- External scholarships
- Veterans’ educational benefits and U.S. armed forces discounts
- Corporate and higher education alliances
- Employer tuition reimbursement

Regarding loan programs, interest rates for Stafford student loans are low compared to other types of consumer loans, and repayment can be deferred until after graduation. In compliance with federal and state laws, Capella University has established policies for all learners regarding satisfactory academic progress, which is necessary for financial aid eligibility.
Academic Leadership

Rhonda Capron, EdD
Dean
Dr. Rhonda Capron is an accomplished leader with remarkable business acumen, extensive academic experience and professional relevance within the confluence of today’s transformative marketplace. She brings a unique blend of background and experience to Capella as a seasoned executive and higher education leader with more than 15 years of experience successfully leading strategic initiatives and operations within high-tech businesses. She also has 10 years in higher education, including extensive, hands-on experience teaching; faculty and staff leadership; academic programming; curriculum development; and strategic planning. Dr. Capron joined Capella in 2016. She was previously the academic dean of the School of Business at University of Phoenix. Prior to that position, she held a number of academic leadership roles at William Jessup University in Rocklin, California. In addition she has an extensive background in both the business sector and the military. Rhonda was vice president of support services and software as a service at Oracle Corporation, and she served as the deputy director for operations within the Departments of Army and Energy.

Bill Dafnis, PhD
Associate Dean
Dr. Bill Dafnis is the associate dean of technology in Capella University’s School of Business and Technology and faculty chair for undergraduate technology. Bill joined Capella in 2014 to serve as faculty chair in the ABET-accredited BS in IT program. Prior to joining Capella, Bill served in faculty and academic leadership roles at other academic institutions. Preceding his academic career, Bill traversed a distinguished 20-year profession with the Chicago-based media conglomerate Tribune Company in leadership roles inclusive of information technology, project management, and operations management. Bill holds a PhD in Information Systems from Nova Southeastern University, Master of Science in Information Technology with a security focus from Carnegie Mellon University, Master of Business Administration from Lake Forest College, and Bachelor of Arts from the University of Illinois and is certified as a Project Management Professional (PMP). His research interests include the intersection of disruptive change and innovation planning, cloud computing economic models, business process modeling, project management, and information security.

Tsun Chow, PhD
Faculty Chair
Dr. Chow is faculty chair of the Project Management specializations within the School of Business and Technology at Capella University. Prior to joining Capella, Dr. Chow was information technology director for a Fortune 100 company. He has more than 20 years of IT management experience, with the last seven years as an IT executive. Dr. Chow has a background in information security, data center management, business transformation via technology applications, and IT outsourcing. In addition to his role as faculty chair, Dr. Chow is engaged in research and mentoring in the areas of outsourcing, IT management, and information security. He has published many papers, authored a book on software quality assurance, and given presentations at professional society conferences. Dr. Chow was the recipient of the Data Center Manager of the Year award from the Association for Computer Operations Management and the Outstanding Contribution award from the Institute of Electrical and Electronics Engineers Computer Society.
Move Forward with Capella University

WORKING SCHOLARS
Capella provides an online, flexible learning environment for working adults who are also determined scholars. That connection between academic and professional work infuses the entire Capella experience—from the faculty we recruit to the course projects you complete. The theories discussed in the courseroom are designed to develop working knowledge for everyday situations.

AN ACCREDITED UNIVERSITY
Our accreditation* is an assurance to students, employers, and the public that Capella University meets established standards for quality of faculty, curriculum, and learner services. It is also an important factor in the ability to transfer credits among higher education institutions. Regional accreditation, the type held by Capella, is the most common type for major public, state, and private institutions in the United States.

VALUING YOUR KNOWLEDGE AND EXPERIENCE
Adults bring a wealth of experience and learning to their education. Capella courses are designed to bring out your perspectives just as you gain from others’ ideas. Your knowledge can also be worth time and money: An enrollment counselor can help you estimate how much of your prior learning may apply toward your Capella degree program.

Important Information
about the educational debt,
earnings, and completion rates
of students who attended
this program: http://www.
capellaresults.com/assets/
includes/gainfulemployment/
cta/GE/GE15/doctonal/PhD_IT_
Proj_Mgmt_ge0t.html.