Harvard Extension School
HARVARD DIVISION OF CONTINUING EDUCATION

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Harvard Extension School, ALM Program
Precapstone Tutorial

Prework Requirements:
For students in the following fields/capstone tracks:

- **Museum Studies**
    - MUSE 599: Capstone Projects in Museum Studies
- **Sustainability**
    - ENVR 599: Independent Research Capstone
    - ENVR 599A: Consulting for Sustainability Solutions
- **Global Development Practice**
    - DEVP 599: Global Development Practice Capstone

Prework is NOT required for Sustainability and Global Development students intending to complete the following capstone:
ENVR 599B Innovation in Sustainability and Global Development Practice

What is Prework for the Precapstone Tutorial?

- **Permission to enroll in the Precapstone tutorial for the fields of Museum Studies, Sustainability** *(ENVR 599 and 599A track)* **and Global Development Practice** *(DEVP 599 track)* **is contingent upon timely submission and approval of your Prework.**

- The Prework demonstrates that you have done enough prior research and completed any additional requirements for the project to begin the capstone process.

- For detailed information about the prework requirements, please refer to the guidelines provided in this document.

- Please plan to meet with your capstone/research advisor before submitting your prework.

- For general questions regarding the prework requirements, including Precapstone Tutorial prerequisites, please contact your Academic Advisor.

Prework Submission Deadlines:

- **See the "Prework Submission Deadlines" for your specific field on the following pages.**

- Your application must be submitted to ALMcapstones@extension.harvard.edu by the stated deadlines for your field.

- Be sure to put the specific tutorial in the subject line, for example, "MUSE 598 Precapstone Tutorial" and include your full name on the document.

Locate your specific Precapstone Tutorial in the pages below to find your prework instructions.

MUSE 598 Museum Studies Precapstone Tutorial

Capstone Advisor and Program Director: Ms. Kathy Jones

Pre-advising

Confirm with the ALM Program Advising Office (academic_advising@extension.harvard.edu) that you are eligible to start the Capstone process and can adhere to the timelines for the term you plan to begin the process.

Prior to submitting prework, you should arrange an advising appointment with Ms. Kathy Jones, capstone advisor for MUSE 598 Museum Studies Precapstone Tutorial.

Prework Submission Deadlines

To ensure approval by the final deadline, and permission to enroll in the MUSE 598 Precapstone Tutorial (in preparation for the MUSE 599 Capstone), your Prework should be submitted early in the submission cycle:

- **Summer Precapstone Tutorial / Fall Capstone:** March 1 – May 15
- **Fall Precapstone Tutorial / Spring Capstone:** July 18 – August 1

Prework Submission Requirements

Create a 7–10 page Word document (no first person use) that answers all the following points, in detail. Please be sure to include your full name on the Word document. Submit the Word document by email to ALMcapstones@extension.harvard.edu with "MUSE 598 Precapstone Tutorial" in the subject line.

1. **Working Title.**
2. **Introduction.** Tell your readers the intent of your capstone research and why the topic was chosen. Be sure to touch upon the topic's importance to the field of Museum Studies. You need to answer the «so what» question. Why is this topic worthy of further study?
3. **Coursework.** Discuss how your museum studies courses have prepared you for this undertaking. Be specific about what you've learned and how you will leverage this information in your research design.
4. **Background.** This section allows you to go deeper into the history and/or theoretical details of your particular topic. Previous research on your topic by other scholars is highlighted and used as evidence to support your arguments. You need to frame your work and ground it in prior research in the field. All research is built on the shoulders of previous scholars. This section is not a summary of the literature that you have reviewed.
5. **Research Methods.** In this section, you discuss the research methods that you are considering using to collect data. This may include case study, interviews with experts in the field, surveys, or an evaluation of an exhibit. It is ideal if you model your research methods on prior studies who have already proven the validity and reliability of the methods. Very few scholars create research methods from scratch.
6. **Expected Outcomes.** In this section, you discuss what you hope to accomplish. Be sure to be specific about deliverables. The deliverables may take multiple forms, such as a guide for a museum, a proposal for an exhibition, or curriculum for a school partnership. These deliverables are in addition to the capstone paper itself, which is always required.
7. **Works Cited.** List references that you used to create the prework document. Ideally at least 10 complete citations from professional journals, books, and websites suggestive of the depth and breadth of your background section as well as research methods.

Please note that you'll need to begin a working bibliography as soon as the capstone topic is approved [different from work cited because it includes all work that is informing your thinking on the topic, not just work used to develop the proposal]. Eventually, this document will become your final bibliography for your capstone paper, which will include all sources that you use during your research.

It is good practice to begin annotating your working bibliography in the early days of your research since you will be asked to turn this in as one of the first assignments for the capstone course. Annotating is not just author, title, publication date, etc., but includes a brief summary of the work. These are notes that you make as you read through the source. Your annotations can be as little as one or two paragraphs. They must be in your own words to ensure that you've truly understand the work.

Formatting

You are required to use MLA formatting. In addition to following the MLA specific guideline for in-text and reference citations, you need to use MLA guidelines for style and tone. You need to follow the entire professional style guide: MLA 9th edition.
See also the MLA Style Center or Purdue Online Writing Lab.

ENVR 598 Sustainability Independent Research Precapstone Tutorial

Capstone Advisor: Dr. Rick Wetzler

Pre-advising

Confirm with the ALM Program Advising Office (academic_advising@extension.harvard.edu) that you are eligible to start the Capstone process and can adhere to the following timelines for the term you plan to begin the process.

Before enrolling in the Precapstone Tutorial, you must first meet with your Capstone Advisor, and submit and obtain approval for your Prework.

Prework Submission Deadlines

To ensure approval by the final deadline, and permission to enroll in the ENVR 598 Precapstone Tutorial (in preparation for the ENVR 599 Capstone), your Prework should be submitted early in the submission cycle.

- **Fall Precapstone Tutorial / Spring Capstone:** July 18 – August 1
- **Spring Precapstone Tutorial / Summer Capstone:** November 7 – December 10
- **Summer Precapstone Tutorial / Fall Capstone:** March 1 – May 15

Prework Submission Requirements

Create a Word document that answers all the following points, in detail. Please be sure to include your full name on the Word document. Submit the Word document by email to ALMcapstones@extension.harvard.edu with "ENVR 598 Precapstone Tutorial" in the subject line. This is your first draft. If accepted in the tutorial, you'll be revising and rewriting this document multiple times over the course of the semester.

In three to four pages (not including references) respond to the following requests for information:

1. List your full name, prior education, and current employment. If you work or have worked in the field of sustainability, please elaborate.
2. What is the working title for your proposed work?
3. What key, underlying question frames this research study?
4. What research methodology is to be utilized? How will you find the answer to your research question?
5. What do you hope the project will accomplish?
6. Why might this topic, approach, or result have particular merit or relevance? Why is the research important?
7. How has your sustainability coursework prepared you for this undertaking? Be specific about what you've learned and how you will leverage this information in your research design.
8. List references, familiar to you, providing contexts for the proposed topic and research method.   Ideally 10-16 complete citations from professional journals, books and websites suggestive of the depth and breadth of your approach and its applications.

Works cited: You need to begin a working bibliography as soon as the topic is approved. Eventually, this document will become your final bibliography, which will include all sources that you use during your research. It is helpful to use bibliographic software like RefWorks, EndNote, and others (free research tools are available from the Harvard Libraries: see Research Support, then Research Tools).

While drafting your prework, please also consider the following six essential questions. These are the questions that any critical reader of research will have in their mind, so it is important that you address all concerns to garner credibility and support for your project.

Six+ Essential Questions for Capstonians

1. **"So what?" Why might your idea or approach be (or become) important?**
   A. To whom? (Who are the stakeholders your work could impact?)
   B. Where is the "high ground" or previously unknown perspective your work could attain?

2. **Who will you [need to] be in the matter of this research?**
   A. What deepening of your current knowledge & skills base will be needed to enable this role? (What is your current "value proposition" within this area?)
   B. To what extent do you propose building upon your current expertise vs. "starting from scratch" within an entirely new (sub-) discipline?

3. **What categories of assumption presently exist within your proposal?**
   A. What's readily allowable?
   B. What must be removed/resolved/worked around to ensure viability?
   C. To what extent are your system boundaries realistic? Defensible?

4. **What metrics will evaluate your results and test your hypotheses?**
   A. How might these be better calibrated?
   B. How do these behave across varying spatial (regions, echography's) and temporal (weeks, decades) scales?

5. **How are you focusing your "Eyes on the Prize?"**
   A. Can you envision what a critical page (e.g. figure, table, modeling prediction, assessment, etc) looks like, that will provide the core of your capstone? Where is the biggest "bang for the buck?"
   B. What's likely to be the "deliverable" here (technical journal article, handbook, magazine article for general populace, action plan, policy briefing or governmental regulators, etc.)?

6. **How might your current approach be modified to enable success (e.g.)?**
   A. Longer (half-)life for your findings (i. . prolonged relevance)?
   B. Increased social/environmental/economic impact?
   C. Further advancement of your career?

Passenger to Pilot

Once the tutorial is complete and you move on to the actual ENVR 599 Capstone, you will present you proposal before the whole class, receiving their feedback along with specific advice from the course instructor during the first two weeks. You will then fine-tune this work before submitting it for grading as your fully-developed capstone proposal.

Acceptance of your ENVR 598 proposal for the capstone is analogous to receiving approval to board your flight at the ENVR 599 airline gate. A passing grade on your ENVR 599 proposal (during the first two weeks of the capstone) is akin to receiving control tower permission for your research flight to takeoff with one critical distinction: through this process, you will have formally morphed from "passenger" to "pilot."

ENVR 598a Consulting for Sustainability & Development Practice Precapstone Tutorial

Capstone Advisor: Dr. Neil Hawkins

The Consulting Capstone track is unique. Individuals have their own projects with their own client (individual projects), but the class portion of ENVR E-599a focuses on group action and cross project input and support as each student is a member of a consulting firm with fellow students.

Once the ENVR E-598a course begins, a solid and complete draft "statement of work" (project charter) will be developed with the instructor and with the client. Upon receiving a commitment from the client executive, you'll resubmit the capstone proposal with client specific information for final approval. Once the SOW/project charter is approved at the end of the 598a class period, you'll then be approved for entry into the final ENVR E-599a consulting capstone to complete your degree requirements.

The consulting capstone tracks takes place over about six months and has a prework submission, development of the Statement of Work / project charter during the ENVR E-598a period, and development of a Sustainability Action Plan for the client (with group problem solving) during the ENVR E-599a period. You cannot work ahead of your project at any step in this two-course sequence.

Before enrolling in the Precapstone Tutorial, you must first meet with your Capstone Advisor, and submit and obtain approval for your Prework.

Pre-advising

Confirm with the ALM Program Advising Office (academic_advising@extension.harvard.edu) that you are eligible to start the Capstone process and can adhere to the timelines for the term you plan to begin the process.

Prior to submitting prework, you should arrange an advising appointment with Dr. Neil Hawkins, capstone advisor for ENVR 598a Consulting for Sustainability & Development Practice Precapstone Tutorial. The following topics would potentially be covered:

- Your professional experience and knowledge which you hope to apply and enhance during the capstone project.
- Ideas regarding the types of Industries or organizations (e.g., corporate, non-profit or governmental) that you'll want to work with.
- Strategies for leveraging your professional and personal network to identify, qualify and secure a commitment with the right client for the capstone project.
- Identification of stakeholders within client organizations potentially impacting, or being impacted by, the capstone project.
- The importance of obtaining a commitment from an executive in the client organization to support the capstone project.
- The consulting methodology to be used during the capstone project, the importance of project scoping as well as properly setting the client's expectations.

Prework Submission Deadlines

To ensure approval by the final deadline, and permission to enroll in the ENVR 598a Precapstone Tutorial (in preparation for the ENVR 599a Capstone), your Prework should be submitted early in the submission cycle.

- **Fall Precapstone Tutorial / Spring Capstone:** July 18 – August 1
- **Spring Precapstone Tutorial / Summer Capstone:** November 7 – December 10.
- **Summer Precapstone Tutorial / Fall Capstone:** March 1 – May 15

Prework Submission Requirements

In order to submit a successful prework document, you'll be:
(1) identifying prospective client/clients with identified client executives, and (2) completing additional questions to qualify for taking the consulting capstone track.

Be prepared to submit your prework early in the submission period in order to ensure a client has been identified and an executive sponsor confirmed by the prework approval deadline.

Create a Word document that answers all the following points, in detail. Please be sure to include your full name on the   Word document. Submit the Word document by email to ALMCapstones@extension.harvard.edu with «ENVR 598a Consulting Capstone Prework» in the subject line.

In two pages (not including references) respond to the following requests for information for your proposal:

1. Provide your full name, address, email address, employer, current job title and prior degrees.
2. Why do you want to do the consulting capstone track rather than an individual research project? What attracts you to this capstone experience?
3. Describe the areas of interest that you would like to focus on as you work with a client to develop a Sustainability Action Plan.
4. What prospective client or clients do you have in mind for a project? If so, please list the client or clients, and briefly describe the possible projects. For each, what makes you confident that they are willing to sponsor you for a capstone project?
5. Provide the name and title of the potential client executive sponsor of the project. Have you interacted with the potential sponsor?
6. What do you hope the project(s) will accomplish? Why would it matter if the project is completed? Are you excited to undertake the work?
7. How has your coursework or experience prepared you for this undertaking? Are you ready?

Works cited: You need to begin a working bibliography as soon as the topic is approved. Eventually, this document will become your final bibliography, which will include all sources that you use during your research. It is helpful to use bibliographic software like RefWorks, EndNote, and others (free research tools from the Harvard Libraries are available at library.harvard.edu, under Get Research Help).

DEVP 598, the Global Development Practice Precapstone Tutorial

Capstone Advisor: Judith Rodríguez

Before enrolling in the Precapstone Tutorial, you must first meet with your Capstone Advisor, and submit and obtain approval for your Prework. Permission to enroll in the tutorial is contingent upon timely submission and approval of your Prework. The Prework demonstrates that you have done enough prior research and have identified and secured a commitment from a client commitment for the project to begin the capstone process.

Following approval of the Prework, you will develop a draft Statement of Work (SOW) for review and feedback by the course instructor. Refer to the syllabus for details.

Pre-advising

First, confirm with the AL M Program Advising Office that you are eligible to start the Capstone process and can adhere to the timelines for the term you plan to begin the process.

Prework Submission Deadlines

To ensure approval by the final deadline, and permission to enroll in the DEVP 598 Precapstone Tutorial (in preparation for the DEVP 599 Capstone), your Prework should be submitted early in the submission cycle.   Please refer to the dates below for important Prework submission deadlines.

- **Fall Precapstone Tutorial / Spring Capstone:** July 18 – August 1
- **Spring Precapstone Tutorial / Summer Capstone:** November 7 – December 10

Prework Submission Guidelines

Create a two-page Word document (no first-person use) that answers all the following points, in detail, and includes section headers corresponding to each question. Please be sure to include your full name on the Word document. Submit the Word document by email to ALMcapstones@extension.harvard.edu with "DEVP 598 Global Development Practice Prework" in the subject line.

Provide your full name, address, email address, employer, current job title and prior degrees.

1. Describe the areas of interest that you would like to focus on as you work with a client organization(s) to create a Development Plan.
2. Do you have a prospective client or clients in mind for the project? If so, please list the client or clients.
3. Provide the name and title of the client executive sponsor of the project.
4. What do you hope the project will accomplish?
5. To what extent do you envision your project creating unique value and/or importance?
6. How has your coursework prepared you for this undertaking?

Given the uniqueness of each student's professional competencies/experience, interest and career aspirations, it is recommended that students work as individuals on capstone projects; i.e., not with teams.