

DPM
DOCTOR
PROGRAM MANAGEMENT
UAA

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 1. Mike Fisher, MSPM, MBA, PMP

NEW DEGREE PROGRAM PROPOSAL DRAFT

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Doctor of Program Management (DPM)

(Proposed to the public to obtain feedback and input)

by the Faculty of the
Engineering, Science and Project Management (ESPM) Department
School of Engineering
University of Alaska Anchorage

NOVEMBER 2, 2008 DRAFT

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I. COVER MEMORANDUM

A. Name of Persons Preparing Request

Dr. Jang W. Ra, PhD, PMP
Department Chair and Professor
Engineering, Science and Project Management (ESPM) Department
School of Engineering
(907) 786-1862, afjwr@uaa.alaska.edu

Mike Fisher, MSPM, MBA, PMP
MSPM Alumni and ESPM Instructor
Project Consultant at Northern Economics, Inc.
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B. Brief Program Description

“Program Management is the centralized coordinated management of a program to achieve the program’s strategic benefits and objectives” (PMI’s *Standard for Program Management*, 2006). It is the research field concerned with solving project, program, and portfolio management problems using qualitative and quantitative methods. It is also focused on how projects, programs, and portfolios should be used to achieve organizational goals. Program management is grounded in theories and concepts of program management, including the PMI *Standard for Program Management*’s (2006) three themes of “benefits management, stakeholder management, and program governance.” The methods have their origins in various scientific traditions including those in engineering and technology.

According to our research, there is no program like our proposed DPM program in the world. Based on the past four years of performance by the MSPM program with its accreditation by the PMI Global Accreditation Center and its operations on a global scale, UAA’s ESPM Department should be able to offer this degree. UAA has a unique and timely opportunity to become a global leader in this area.

[This program can be taken remotely with the use of televideo and other Internet tools. These technologies allow students outside the Anchorage area to attend classes and complete the program without requiring that they relocate to Anchorage.](#)

C. Program’s Founding Philosophy

The Doctor of Program Management (DPM) program is a unique, pioneering program that builds on the demonstrated successes of the Engineering, Science and Project Management (ESPM) Department at the University of Alaska Anchorage (UAA). Through the creation and subsequent success of the Master of Science in Project Management (MSPM) program, the ESPM Department and UAA are well-positioned to serve the State and global needs for well-educated, highly-skilled practitioners of program management in industry, government, and academic institutions. It is important for DPM program to

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become available soon to benefit from the successes of the MSPM program to fill the demand for program management education and establish UAA as a recognized leader in the field.

The role of the DPM program is to advance the standard of practice and contribute to the program management body of knowledge. This role is intended to address today's project, program, and portfolio management challenges and provide benefits to industry and government.

The program's founding philosophy is based on the Project Management Institute's *Standard for Program Management* and is centered on its three themes of benefits management, stakeholder management, and program governance. As stated in the standard (PMI, 2006 pp. 10-13),

*“The **first theme, benefits management** as applied to programs, is the definition and formalization of the expected benefits a program is intended to deliver. This includes both tangible and intangible benefits and the planning, modeling, and tracking of intermediate and final results throughout the program life cycle. Individual projects deliver results that contribute to or enable the other projects in the program to proceed, as well as contributing to the delivery of the overall program's expected benefits. Within organization that have implemented portfolio management, the expected benefits will normally be formalized at the portfolio level before being delegated to the program for realization. ... Benefits management ensures that the organization will realize and sustain the benefits from its investment in the program, even following the conclusion of the program life cycle.”*

*“The **second theme defines program stakeholders** as individuals and organizations whose interests may be affected by the program outcomes, either positively or negatively. These stakeholders play a critical role in the success of any project or program. Stakeholders of a program can be internal or external to the organization. Within an organization, internal stakeholders cover all levels of the organization's hierarchy. Many stakeholders provide valuable input. Stakeholders also have the ability to influence programs—they can either help or hinder depending on the benefits or threats they see. The program manager must understand the position stakeholders may take, the way they exert their influence, and their source of power. Where negative influence is possible, the program manager needs to ensure that the stakeholders see the benefits; something akin to marketing is often needed.”*

*“The **third theme, program governance**, is the process of developing, communicating, implementing, monitoring, and assuring the policies, procedures, organizational structures, and practices associated with a given program. The result is a framework for efficient and effective decision-making and delivery management focused on achieving program goals in a consistent manner, addressing appropriate risks and stakeholder requirements. ... Program governance is concerned with controlling the organization's investment as well as monitoring the delivery of benefits as the program progresses.”*

II. IDENTIFICATION OF PROGRAM

A. Description of the Program

1. Program Title

Doctor of Program Management

2. Credential Level of Program

Professional Doctor Degree in Program Management, DPM

3. Admission Requirements and Prerequisites

Students with a variety of backgrounds will be admitted to the program. The program seeks outstanding students from engineering, science, and technology-oriented disciplines. However, this program will also be beneficial to non-technology people who are working in a technology-oriented environment. The program is designed for working professionals.

Potential students will complete an application to enter the program and submit it to the Engineering, Science and Project Management Department at the University of Alaska Anchorage. Application requirements will include:

- A Master of Science in Project Management degree, a masters degree in project management accredited the PMI's Global Accreditation Center, a BA/BS degree for students applying to complete both the MSPM and DPM degrees, or another masters degree and admissions committee approval.
- Five years of work experience, preferably in the fields of project, program, and/or portfolio management
- Three letters of recommendation
- Statement of purpose
- Graduate Management Admission Test (GMAT) scores or Graduate Record Examination (GRE) scores, or department approval
- Application fee (twice the current UAA application fee)
- For international students, TOEFL (required for students whose first language is not English unless they received an undergraduate degree from an English speaking country)

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An admissions committee will review all applications. The target class size for the first year will be 10, growing to 20 per year steady state (depending on the availability of highly-qualified applicants and financial resources). The admissions committee will consist of faculty only (5 from UAA) and will be

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charged with identifying outstanding students that have the potential to be future leaders in program management. The committee will consist of Dr. Jang Ra (Chair), two faculty (to be hired), and two industry professionals holding PhDs. The committee will give extensive consideration to qualifications of applicants, areas in which they express interest, and faculty who have openings for students. It will assign an initial research advisor to each accepted student (subject to agreement by the advisor), and the student will receive an offer letter from the University. The offer letter will clearly indicate that the offer is to participate in the professional doctor program.

Completion of the DPM program will require students to have earned their Master of Science in Project Management (MSPM) from the ESPM Department. Students who have not completed the MSPM degree or who hold a masters degree in another discipline will be required to complete the MSPM degree prior to beginning study in the DPM program. The admissions committee may, at its discretion, grant a conditional acceptance into the DPM program, contingent on successful completion of the MSPM program.

Graduates of the DPM program will be sufficiently qualified to work as academic faculty as well as professional practitioners in industry and government.

4. Course Descriptions (for required core courses)

The required core course work for the DPM program is described below. Beyond the core courses, individual student programs may include coursework required for completion of the MSPM degree.

PM 650 (6 credits) Fall: Program and Portfolio Management

Introductory course for the DPM program. Covers program and portfolio management as techniques for the governance of projects in an organization with systems thinking approach. Includes a discussion of program management and capability maturity models and maturity assessment tools, such as OPM3. Looks at organizational structures, cross-functional coordination, and the role of the Program Management Office. Provides a broad review of global project and program management standards, including PMI's standards, APM's standards, and PRINCE2. Students explore emerging program and portfolio management issues in Alaska, the United States, and globally. Students are expected to draw on their work experience to bring issues for study to the class.

Prerequisite: MSPM degree or Department Approval

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PM 652 (6 credits) Spring: Enterprise Program Management with Primavera P6

Covers the management of enterprise-wide programs and portfolios, including the theoretical basis and practical applications and solutions for tracking and managing projects and program information. Features instruction in the use of the Primavera P6 application. Covers how organizations can capture, analyze, and use historical information for successful programs in the

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future. Includes the capture and application of information within projects as well as inter-project knowledge management and lessons learned.

Prerequisite: PM 650 or Department Approval

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PM 654 (6 credits) Summer: Portfolio Finance

Provides a broad and in-depth coverage of portfolio finance and related topics, including resources, cost, schedule, risk and financial management. The curriculum includes project-level finance, organizational financial management, and global economic aspects of managing projects. Project-level and organizational finance includes funding constraints and phases, legal aspects, projects and programs with multiple sponsors, and the risk implications of financing decisions. Also considers project and resource scheduling and project phasing. International topics include the effect of macroeconomic and political influences of projects, including interest rates, economic trends, and currency exchange rates.

Prerequisite: PM 650 or Department Approval

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PM 656 (6 credits) Fall: Global Program Leadership and Innovation

This course covers the global context of projects, programs, and portfolios. Topics include geography and temporal challenges, global program management standards, cultural awareness and differences, legal issues, and techniques for addressing global challenges within a program. Overseas travel is required as part of this course, either to present a paper at an international project management conference ([PMI Global Congress or similar](#)) or to author a report based on an international project site visit. Travel costs are included in the cost of tuition.

Prerequisite: PM 650 or Department Approval

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PM 658 (6 credits) Spring: Group Decision Making

Covers the development, communication, implementation, and monitoring of organizational decision-making policies, procedures, and strategic plans for program and portfolio management. These factors form a framework for effective and efficient decision making and program delivery. Through proper program governance, an organization can control program investment and monitor the delivery of program benefits. The course also covers group decision making and group dynamics. Topics related to group interactions and decision making include organizational and program risk management, organizational behavior, stakeholder management techniques, quantitative judgment and decision methods (such as the Analytic Hierarchy Process), risk tolerance, group dynamics, conflict resolution, transparency, and the importance of timely decisions.

Prerequisite: PM 650 or Department Approval

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Deleted: The course also covers organizational and program risk management, stakeholder management techniques (such as the Analytic Hierarchy Process), judgment quantifications, risk tolerance, group dynamics, transparency, and lessons learned.

PM 660 (3 credits) Fall/Spring/Summer: Program Management Teaching and Mentoring

This course covers adult education, learning styles, and presentation techniques for graduate-level teaching and training through direct instructor roles, assisting faculty members through a teaching assistantship, or providing mentoring on-line for students studying in the MSPM program. In this applied “train the trainers” course, activities include preparing new teaching

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materials and improving existing materials to enhance the quality and consistency of delivery. Students will teach a graduate or upper-level undergraduate course; students will be paid for their teaching assignment. While teaching, the student teaching feedback and evaluations will be monitored by faculty. After completing this course, students should be prepared for teaching, mentoring, and training their team members.

Prerequisite: PM 650 or Department Approval

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PM 695 (3 credits) Summer: Research Methods in Program Management

Introduction to the research methods used in project, program, and portfolio management. The course will provide students with an understanding of the difference between theory and practice, the connection of theory and research, the scientific inquiry process, research approaches and methods, and presentation of research results.

Prerequisite: PM650, PM652, PM654, PM656, and PM658 or Department Approval

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PM 699 (6 credits) Fall/Spring/Summer: Program Management Dissertation

This is the dissertation course. Students working on their dissertation are required to maintain continuous enrollment in this course through the completion and successful defense of their dissertation.

Prerequisite: PM 695 or Department Approval

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5. Degree Requirements

1. Complete the general university requirements listed in the UAA catalog
2. Complete the graduate requirements listed in the UAA catalog
3. Complete coursework as determined by the advisory committee
4. Required elements of the Plan of Study
 - a. Coursework (30 credits): Students must complete the core course requirements of: PM 650, PM 652, PM 654, PM 656, and PM 658.
 - b. Outreach activity of one annual publication or public presentation
 - c. Demonstrate teaching and mentoring capability by taking PM660 (3 credits)
 - d. Advancement to Candidacy occurs when the student demonstrates mastery in understanding of the problems and theories of program management and in-depth knowledge of the student's dissertation topic area. Requirements for Advancement to Candidacy are determined by the student's academic committee and shall be consistent with the candidacy requirements for graduate studies at UAA. Requirements include passing the qualification exam, developing a dissertation topic, and showing teaching potential (based on student feedback).
 - e. Pass the **Comprehensive** Qualification Exam
 - f. Submit a successful Dissertation Proposal
 - g. Doctoral Dissertation (**3** research credits)

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• **Four-Year Cycle of Course Offerings**

This proposal provides a four-year course cycle envisioned to demonstrate the feasibility of completing the degree. All students are required to enroll in PM 650 Program and Portfolio Management Seminar in the Fall semester of their first year. Students have the option of completing the program in three years if desired.

• **Sample Course of Study**

The following table shows a four-year course offering for the Doctor in Program Management. Students wishing to complete the program on an accelerated, three-year schedule would follow the schedule as shown through the second year and then take 12 credits of PM 699 for two of the three semesters in the third year.

					Tuition Estimate (subject to increase) ****			
Student	66 Credits	30 credits of lecture courses	PM 650 (6)	Fall	Year 1	\$4,000		
			PM 652 (6)	Spring	Year 1	\$4,000		
			PM 654 (6)	Summer	Year 1	\$4,000		
			PM 656 (6)*	Fall	Year 2	\$4,000		
			PM 658 (6)	Spring	Year 2	\$4,000		
		3 credits teaching**	PM 660 (3)	Summer	Year 2	\$2,000		
		3 credits of proposal	PM 695 (3)	Summer	Year 2	\$2,000		
		Qualification exam		Summer	Year 2	\$4,000		
		Candidate****	66 Credits	30 credits of research courses	PM 699 (6)	Fall	Year 3	\$4,000
					PM 699 (6)	Spring	Year 3	\$4,000
PM 699 (6)	Summer				Year 3	\$4,000		
PM 699 (6)	Fall				Year 4	\$4,000		
PM 699 (6)	Spring				Year 4	\$4,000		
Fees (admission, gradutaion, miscellaneous university fees)					\$2,000			
Total (approx.)					\$50,000			

- * Student travel costs will be covered.
- ** Teaching compensation will be paid.
- *** Candidate with have a Teaching Fell (to be determined) position.
- **** Subject to UA BOR decisions.

Student	66 Credits	30 credit co
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Candidate ****	66 Credits	3 credits i
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Fees (admissi		
* Student travel c		
** Teaching comp		
*** Candidate will h		
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Please send your organization's support letter if you see your organization will benefit from this program and will hire the program graduates.

Please submit your commitment letter if you plan to join this program as a student.

To

**Dr. Jang Ra
Department Chair and Professor
Engineering, Science and Project Management (ESPM) Department
University of Alaska Anchorage
3211 Providence Drive
Anchorage, Alaska USA 99508
(907) 786-1862, afjwr@uaa.alaska.edu**



November 2, 2008

Dr. Jang Ra
Department Chair and Professor
Engineering, Science and Project Management (ESPM) Department
University of Alaska Anchorage
3211 Providence Drive
Anchorage, Alaska USA 99508

Dr. Ra:

I am pleased to write this letter in support of the proposed Doctor of Program Management (DPM) program at the University of Alaska Anchorage and express my interest in entering the program. I believe this program will be a tremendous asset to the University, as well as the entire University of Alaska system and our great state.

I am interested in enrolling as one of the founding students of the DPM program and urge you to support creation of the program. I have long considered the possibility of earning a doctoral degree but have passed on the idea because of my intent to stay with my employer in Anchorage and the lack of suitable doctoral programs available to students in the Anchorage area. The DPM program would not only offer a course of study relevant to my professional career, but it would also allow me to maintain my employment and attend classes in the Anchorage area. The Engineering, Science and Project Management (ESPM) Department's use of technology will also allow flexibility for connecting to the program online. This is a benefit to me personally in the event I will need to travel while I am enrolled in the program, and it also makes the program available to students outside of Anchorage who wish to take classes and complete the program without having to relocate to Anchorage.

I believe UAA's ESPM Department offers a global perspective that is of value to companies operating in Alaska and doing business globally. The recent 4th International Project Management Conference (ProMAC 2008), hosted by the ESPM Department in September 2008, demonstrated to me that the department is an emerging global player in project and program management education and research.

As a prospective DPM student, I am writing this letter of support for the Doctor of Program Management (DPM) proposal and hope the ESPM Department will begin offering the courses for this degree in the Fall 2009 semester. I look forward to joining as one of the program's founding students.

Sincerely,

A handwritten signature in blue ink that reads 'Mike Fisher'.

Mike Fisher, MSPM, MBA, PMP
Project Consultant

Attachment: Professional Résumé



MIKE FISHER, MSPM, MBA, PMP
Project Consultant

EDUCATION and CERTIFICATION

2006 Master of Science in Project Management, University of Alaska Anchorage
2005— Project Management Professional, Project Management Institute
2001 Master of Business Administration, Western Washington University
1999 Bachelor of Science in Physics, Western Washington University

EXPERIENCE

July 2001–Present Northern Economics, Inc.

Experience includes working on over 100 projects and managing more than 25 projects. Areas of concentration include ports and harbors, financial and market analyses, business planning and feasibility studies, risk analysis, and advanced modeling and data analysis.

2006–Present Instructor of Engineering and Science Management, University of Alaska Anchorage
2006–Present Project Management Professional Certification Course Instructor, University of Alaska Anchorage
2000-2001 Graduate Teaching Assistant, College of Business, Western Washington University
2000-2001 Graduate Research Assistant, College of Business, Western Washington University
2000 Financial Analyst Internship, Saturna Capital Corporation

SELECTED PUBLICATIONS and PRESENTATIONS

Fisher, M. "Using the Harbor Economic Impact Model for Regional Economic Development Analysis." Presented at the Annual Meeting of the Alaska Association of Harbormasters and Port Administrators, Haines, Alaska. October 9, 2008.

Fisher, M., Kretchik G., and Ra, J., Ph.D. "Organizational project risk management maturity assessment and improvement." Paper accepted by and presented at ProMAC 2008 4th International Project Management Conference. September 16, 2008.

Ra, J., Ph.D., Kretchik, G., and Fisher, M. "The Future of Project Risk Management." Research conducted for ConocoPhillips Alaska, Inc. by the Engineering, Science and Project Management Department at the University of Alaska Anchorage. February 11, 2008.

Fisher, M. and Ra, J., Ph.D. "Project Risk Management for Alaska Oil and Gas Capital Projects." Project Manager's Handbook: Applying Best Practices Across Global Industries. Dr. David I. Cleland and Dr. Lewis R. Ireland, ed. 2008.