



**PRESIDIO**  
GRADUATE SCHOOL

# **Student Catalog & Handbook**

Spring 2021 Addendum II

<b>Locations and Business Hours</b>	
<b>Administrative Offices</b> 649 Mission Street, Suite 500 San Francisco, CA 94105 Phone: (415) 561-6555	<b>Place of Instruction</b> Oakstop 1721 Broadway Oakland, CA 94612
<b>Business Hours</b> Monday – Friday 9:00 a.m. – 5:00 p.m. Pacific	

If you are a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. By matriculating, all students agree to abide by the University's rules and regulations. Presidio Graduate School reserves the right to change the conditions of admission or the course of study; revise degree requirements, academic policies, and procedures; and/or change or cancel courses currently scheduled for the program of study without prior notification. Any changes in the conditions for admission or in the program of study will be communicated to the student in writing.

#### **Accreditation**

Presidio Graduate School is a private, non-profit institution accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC), 985 Atlantic Avenue, #100 Alameda, CA 94501, (510) 748-9001.

The Commission has confirmed that Presidio Graduate School has satisfactorily addressed the Core Commitments to Student Learning and Success; Quality and Improvement; and Institutional Integrity and Accountability and is found to be in compliance with the WSCUC Standards of Accreditation.

To obtain a copy of Presidio Graduate School's WASC accreditation, please contact:

Clair Baca  
Accreditation Liaison Officer  
Associate Vice President, Institutional & Student Effectiveness  
cbaca@presidio.edu

This catalog is revised annually, and addenda are published as needed. This addendum is effective February 22, 2021.

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# Academic Calendar – Online Trimester

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Spring 2021 Trimester (Online MPA)		
Event	Date	Day
Spring 2021 Registration Opens for all students	December 28	Monday
Spring 2021 Registration closes for new students	January 25	Monday
Spring 2021 Tuition/fees due	January 25	Monday
New Student Orientation – online (required for new students)	February 20	Saturday
<b>Spring 2021 Trimester Begins</b>	<b>February 22</b>	<b>Monday</b>
Last day to add/drop classes for Spring 2021	March 8	Monday
Last day to withdraw from classes for Spring 2021	April 26	Monday
<b>Spring 2021 Trimester Ends</b>	<b>June 6</b>	<b>Sunday</b>
Spring 2021 grades due to Registrar	June 14	Monday
Spring 2021 grades available online	June 15	Tuesday
Fall 2021 Trimester (Online MPA)		
Event	Date	Day
Fall 2021 Registration opens	July 12	Monday
Fall 2021 Registration closes	August 9	Monday
Fall 2021 Tuition/fees due*	August 9	Monday
New Student Orientation – online (required for new students)	August 28	Saturday
<b>Fall 2021 Trimester Begins</b>	<b>September 7</b>	<b>Tuesday</b>
Last day to add/drop classes for Fall 2021	September 21	Tuesday
Last day to withdraw from classes for Fall 2021	November 9	Tuesday
<b>Fall 2021 Trimester Ends</b>	<b>December 20</b>	<b>Monday</b>
Fall 2021 grades due to Registrar	January 3	Monday
Fall 2021 grades available online	January 4	Tuesday

# Academic Programs

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## Degree and Certificate Programs

Presidio Graduate School challenges and prepares students to use business and public policy as a solution to the social, environmental and economic problems of our time. PGS's objective is to develop successful leaders ready for positions within for-profit, non-profit and public sector organizations.

In 2020-2021, degree programs at Presidio Graduate include:

- Master of Business Administration (MBA) in Sustainable Solutions
- MBA/MPA Dual Degree in Sustainable Solutions
- Master of Public Administration (available Spring 2021)

In 2020-2021, graduate-level certificate programs at Presidio Graduate School include:

- Certificate in Sustainable Management
- Certificate in Sustainable Energy Management

## Master of Public Administration

The online Master of Public Administration (MPA) Degree Program at Presidio Graduate School connects public management theory and practice with social responsibility, ecological stewardship, systems-thinking, and empathic leadership. The program provides a high-quality, academically-rigorous, experiential learning education for leaders in the public and social sectors. The MPA program fosters a community of diverse, innovative public servants and social-sector leaders committed to building a more just, equitable, and sustainable world. The focus on sustainability and systems thinking weaves the core elements of the program together helping students to make connections, and create innovative and transformative solutions in order to build a flourishing future for all.

### Program Length

**Total Credits:** 45

**Time to Completion:** 24 months (assuming a part-time schedule of two courses per trimester)

### Program Format

The MPA program is offered fully online in 15-weeks long trimesters. The program is comprised of 12 courses totaling 45 units designed to be completed over the course of 2 years or 6 trimesters. The learning experience is divided between synchronous and asynchronous modalities. For each course, students will have at least 2 hours of synchronous instruction (recorded live classes with instructors and peers) per week. Students also participate in additional synchronous learning during advisor sessions and networking and student presentations. Asynchronous work is facilitated through our Learning Management System (LMS), Canvas.

Presidio Graduate School abides by the Carnegie unit definition for contact hours. For every unit of instruction, the following contact hours can be expected each week:

1 hour direct instruction  
2 hours independent work  
= 3 hours per week per unit

For a 4-unit course, students can expect 12 hours of coursework per week. Each semester students can expect 60 hours of direct instruction and 120 hours of independent work for 180 hours total per 15-week semester.

## Program Learning Outcomes

The following program learning outcomes (PLO) for the online MPA program will establish the basis for student proficiencies. Upon completion of this program, students will be able to:

1. Apply systems thinking principles and tools to design, plan, implement and assess public programs and policies to deliver positive social change, and climate solutions, and other environmental results.
2. Convene, include, understand, and respect diverse stakeholders, and apply communication skills to effectively collaborate across business, government and civil society sectors in an inclusive and just manner.
3. Articulate the root causes of social, political and economic inequity and ecological problems, and the government's leadership role in ensuring the common good.
4. Use quantitative and qualitative research methods, data analysis, and decision analysis to evaluate policy and technology solutions to climate change, inequality and other environmental and social issues.
5. Obtain and allocate financial resources through fair, just, and equitable processes that serve the public and the common good.
6. Effectively and empathetically manage and lead public organizations to affect equitable, inclusive, and sustainable systemic change.

## Required Courses

Course Code	Course Title	Units
MPA6111	Leadership in a Social Context	4
MPA6121	Systems Thinking for Social and Environmental Solutions	4
MPA6211	Effective Communication Strategies	4
MPA6221	Applied Analytics	4
MPA6311	Research Methods and Policy Evaluation	4
MPA6321	Public Economics	4
MPA6411	Policy-Making for Sustainability and Social Justice	4
MPA6421	Public Budgeting and Finance	4
MPA6511	Managing Public Organizations	4
MPA6521	Technology and Policy	4
MPA6531	MPA Capstone I	1
MPA6611	MPA Capstone II	4

*\*Detailed course descriptions can be found in the Catalog of Academic Courses*

## Explanation of Course Numbering System

Each course in the curriculum is indicated by an alphanumeric code. The letters indicate the program of study with which the course is associated. The first number of "6" indicates that the course is graduate level. The final number of "1" indicates that the course is delivered in an online modality. The second and third digit identify the specific course and its sequence in the program.

## Catalog of Academic Courses

### Master of Public Administration

**MPA6111 Leadership in a Social Context (4 units)** This course explores leadership and capacity-building aimed at systems-wide transformation. Both individual and collective responsibility are examined as the underpinning of effective public service in a democratic society. This course also focuses on leaders' personal development, knowing their passion and honing skills for humility, listening, empathy, and emotional intelligence. Students will look at responsibility for authenticity, accepting responsibility, and doing the right thing under difficult circumstances. Furthermore, skills for creating and managing effective teams that collaborate with diverse stakeholders are

developed through team projects and case studies. We also critically examine the social and political structures that contribute to the current understanding of leadership and the ways that this understanding may reinforce systems of domination, such as patriarchy and white supremacy. The principles of anti-racism, sustainability, and social justice guide the leadership practice and decision-making.

**MPA6121 Systems Thinking for Social and Environmental Solutions (4 units)** The fundamentals of systems thinking and analysis for solving environmental and social issues are the focus of this course. We examine systems thinking principles to frame/define problems and to innovate solutions to inter-related social and environmental problems such as climate change and social inequity. Dynamic systems modeling techniques are used to explore solutions to complex issues. We explore the prevalent practice of applying observations and mental models in decision making and assess the strength and weaknesses of system models. The systems analysis theories and practice in this course are applied to social and ecological systems for well-being through case studies and experiential learning projects.

**MPA6211 Effective Communication Strategies (4 units)** In this course, students will develop and practice effective communications, both written and oral, as well as public presence in social media and the application of communication technologies. We will explore how to bring people with diverse perspectives to the table, to build trust, and to negotiate across differences through empathic listening, and giving and receiving feedback. Relationship building and collaboration across business, government and civil society sectors will be emphasized. We will explore coalition building skills based on principles of diversity, equity, and inclusion.

**MPA6221 Applied Analytics (4 units)** In this course we study how data is collected, analyzed, and visualized to effectively communicate information and to support decision making in the public and non-profit sectors with an emphasis on social justice and climate change issues. The students learn the most common statistical and quantitative methods used in policy analysis including probability, regression analysis, and multivariate optimization using Excel and Tableau for visualization. The course also develops critical skills in how data collection and analysis can be biased or misleading, resulting in mis-placed priorities in addressing social and environmental challenges. We will explore the increasing impact of big data analysis and artificial intelligence technologies on public policy decision making and implementation.

**MPA6311 Research Methods and Policy Evaluation (4 units)** This course focuses on both qualitative and quantitative research methods in the public sector including research objective-setting and gathering evidence through primary and secondary research. Methods explored include community-based, participatory-action research and data-synthesis to inform holistic decision-making processes. The focus of the research methods in this course will be on evaluation of selected policies and whether the intended policy outcomes could be achieved. The students will deepen their understanding of the research and policy evaluation methods discussed in this course through case studies and engagement in experiential learning projects. *Pre-requisites: MPA6121*

**MPA6321 Public Economics (4 units)** This course starts with the principles of macro-, micro-, and ecological economics, and how tools and concepts from economics can be used to analyze and better-understand challenging social problems, as well as to help develop and analyze policy solutions. The prevalent neoclassical economic system is analyzed in relation to the distribution of resources, economic and political power, social injustice, climate change, and other environmental challenges. Alternatives to prevalent market fundamentalism are examined including government policy intervention and alternate theories of governing the common resources. The students will imagine new economic systems that are in harmony with the ecological systems and that enable equitable and anti-racist well-being on both local and global scales - without compromising the ability of future generations to realize their own well-being. *Pre-requisites: MPA6221*

**MPA6411 Policy-Making for Sustainability and Social Justice (4 units)** In this course we focus on the policy making process and how holistic, effective, and cutting-edge policy solutions can be designed and implemented in consideration of business, government and civil society. We explore the power of policy in shaping social outcomes and the structural and institutional obstacles to policy change. We will discuss policy-relevant cause-and-effect relationships in solving climate change, systemic racism and economic inequity issues, and assess whether a particular policy agenda can be achieved within existing political and judicial structures or requires reform of those structures. The course will also cover the role of courts and administrative law in policy development and implementation. We explore the regulatory regimes including the creation and protection of rule of law and threats to practice of democracy in America. *Pre-requisites: MPA6311*

**MPA6421 Public Budgeting and Finance (4 units)** This course on public financing reviews prevalent practices and explores forward thinking approaches to public budgeting through civic engagement. We will discuss both public finance sources and budget allocation methodology. The sources of public capital including taxation and private sources through private-public partnership (PPP) will be critically reviewed considering the benefits, risks, ethics and political influences. An important task of public organizations is prioritizing decisions in allocation of resource to projects including establishing the criteria and assessment methodology through systems thinking for holistic and equitable outcomes. We will discuss the tension between projects with short term benefits to political leaders and financing of projects of long-term social value such as such as adaptation to impacts of climate change and importance of community engagement. *Pre-requisites: MPA6321*

**MPA6511 Managing Public Organizations (4 units)** This course focuses on the organizational and bureaucratic structures involved in program development and implementation. It explores effective systems of public organizations, business processes, decision-making, change negotiation, and change management. We review the best practices for inclusive hiring, employee motivation, and equitable performance assessment in public service. The students learn strategic planning, program design, and impact analysis with equity lens in an inclusive public organization. We also focus on skills development in Public Budgeting and Finance. Another important module of this course is on project management and leadership of public projects. *Pre-requisites: MPA6421*

**MPA6521 Technology and Policy (4 units)** The focus of this course is on critical examination of policy design in steering technological innovation for social well-being as well as the use of digital technology for policy design and implementation. Harnessing technology to support sustainable well-being requires thoughtful planning and deep understanding of the promises and pitfalls of digital technologies. Digital technologies impact healthcare, security, the nature of work, the environment, and equitable economic and social progress. In this course student will learn both how to harness big data to help with global challenges such as climate change and world hunger, as well as to avoid biases that can inadvertently be part of the algorithm of data systems used by public agencies. The course will also survey the range of digital technologies used by public agencies and consider challenges related to cyber-security and protection of privacy. The students explore long-term horizon technology policy solutions that promote social justice and environmental sustainability. *Pre-requisites: MPA6411*

**MPA6531 Public Administration Capstone I (1 unit)** This Term-5 and 6 course integrates the student learning throughout the program. Students choose an important social problem in the public and non-profit sector and develop creative solutions based on system thinking principles. The focus will be on contemporary public issues of critical importance such as physical, mental, and social health issues; sustainable transportation; impact of structural racism on health-care and anti-racist policy solutions; climate change adaptation and mitigation; workplace diversity, equity and inclusion (DEI); technology policies for protecting privacy or promoting racial justice; protection of biodiversity, etc. Student will select their topic in Term 5 and will then develop the project in Term 6. *Pre-requisites: Must be taken in penultimate term*

**MPA6611 Public Administration Capstone II (4 units)** This Term-5 and 6 course integrates the student learning throughout the program. Students choose an important social problem in the public and non-profit sector and develop creative solutions based on system thinking principles. The focus will be on contemporary public issues of critical importance such as physical, mental, and social health issues; sustainable transportation; impact of structural racism on health-care and anti-racist policy solutions; climate change adaptation and mitigation; workplace diversity, equity and inclusion (DEI); technology policies for protecting privacy or promoting racial justice; protection of biodiversity, etc. Student will select their topic in Term 5 and will then develop the project in Term 6. *Pre-requisites: Must be taken in final term after successful completion of all other courses*



# Tuition, Fees, and Financial Aid

## Tuition & Fees 2020-2021 Academic Year

Presidio Graduate School is committed to helping students navigate the process of applying for federal financial aid and alternative loans. Information regarding tuition, fees, expenses, and the financial aid process are available in this section and at [presidio.edu](http://presidio.edu). PGS strives to keep student costs affordable and may adjust tuition and fees without notice.

Expenses for books, readings, parking, and other costs are not included in tuition. In addition, students may have additional expenses around and during residencies throughout the course of their studies. Students are responsible for finding lodging during residencies. Expenses for lodging, meals, and transportation are not covered by tuition and are the responsibility of the student.

2020-2021 Tuition & Fee Details	
Tuition (all programs)	Tuition per Credit
Online MPA	\$750 per semester credit
Additional Fees (all programs)	Cost per Semester
New Student Fee (first semester only)	\$100 one-time fee
Comprehensive Fee* – Online MPA	\$100 per semester

*\*Comprehensive Fee covers: technology acquisition, upgrading, and/or maintenance; technology costs used for academic and student support activities; providing student access to copyrighted material used in all academic programs; onsite learning material costs and student support activities; record-keeping costs.*

Incidental Fees	Cost
Late Tuition Payment Fee	\$110
Deferred Payment Plan Fee (per term)	\$200 per term
Late Registration Fee	\$110
Graduation Fee – degree students	\$95
Graduation Fee – certificate students	\$45
Official Transcript Fee	\$10
Official Transcript Fee - RUSH	\$50
Diploma Reprinting Fee	\$55
Student ID Card Replacement Fee	\$15
Student Tuition Recovery Fund (CA students)	\$0.00 per \$1000
Returned Check Fee (for insufficient funds)	\$40

## Satisfactory Academic Progress (SAP)

All PGS students must meet Satisfactory Academic Progress (SAP) requirements, based on federal and institutional requirements. Students receiving institutional and/or federal financial aid must maintain SAP in order to remain eligible for financial aid. SAP is assessed at the end of each term, following grade submission. Assessment of SAP by term is based on the standards detailed below, depending on the student's program.

SAP status will be determined based on credits attempted and grades earned that count towards the student's program. This includes transfer credits, credits taken during a previous period of enrollment, and credits earned in one program and applied to a second credential. Courses dropped before the add/drop deadline will not be used to determine SAP status. See the Academic Calendar for add/drop deadlines.

## SAP Requirements

Students in PGS programs which use the letter-grade/GPA policy must meet the following academic standards in order to maintain SAP:

- **Cumulative Minimum Grade Point Average:** Students must maintain a minimum cumulative grade point average (CGPA) of 3.0 at the end of each term. Presidio uses a 4.0 grading scale, and grades are measured and GPA calculated at the end of each term. Withdrawals are not included in the GPA, and in the case of retakes, only the highest grade is included in the GPA calculation.
- **Cumulative Credit Completion Rate:** Cumulative credit completion rates are calculated after the end of each academic term, once grades are final. Students must complete a minimum cumulative percentage of all credit hours attempted in order to maintain satisfactory academic progress, as follows:
  - **First term of enrollment:** Students must complete a minimum of 42% of credit hours attempted in their first term of enrollment.
  - **Subsequent terms of enrollment:** Students must subsequently maintain a minimum cumulative credit completion rate of 70% starting in their second term of enrollment.
  - Credits associated with grades of A, B, C, D, F, CR, NC, Incompletes, Withdrawals, and Hardship Withdrawals are all included in the student's completion rate calculation. In addition, if a student retakes a course, all credits attempted are included in the cumulative completion rate, whereas only the highest grade is included in the cumulative GPA (CGPA) calculation. Credits excluded from the cumulative completion rate include transfer credits and audited courses.

Grade	Credits Attempted	Credits Completed	Calculated in CGPA	Counted in Completion Rate
A through C-	Yes	Yes	Yes	Yes
D+ through F	Yes	No	Yes	Yes
I – incomplete	Yes	No	Yes	Yes
WD – withdrawal	Yes	No	No	Yes
HW – hardship withdrawal	Yes	No	No	Yes
AU – audit	No	No	No	No

- **Maximum Time Frame (MTF):** Students must complete their educational program within 1.5 times (150%) the standard program. The following Maximum Time Frames (MTF) apply:
  - Full-time or part-time MBA in Sustainable Solutions degree: 80 credits
  - Full-time or part-time MPA in Sustainable Solutions degree: 67 credits;
  - Full-time or part-time Dual MBA/MPA in Sustainable Solutions degree: 102 credits

### SAP Requirements Summary Table

Program	Cumulative GPA	Minimum Cumulative Credit Completion Rate	Maximum Time Frame (150%)
MPA Online	3.0	42% first term only 70% subsequent terms	67 credits

# Policies

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## Transfer Credit

PGS degree programs are intended as a unique and integrated experience. Therefore, acceptance of transfer credit from other institutions is rare. When requesting evaluation of credit for transfer, students must submit an official transcript. The following conditions apply to transfer credit:

- Credits must be earned at the graduate level and the course must be the equivalent number of units to the PGS course for which it will substitute
- Credits must have been earned at an institution that has received accreditation from an agency recognized by the Department of Education
- The final grade posted for each potential transfer course is a B or higher
- A maximum of 8 units may be transferred toward a PGS degree program
- Credit must have been awarded within the three years prior to the application deadline for the semester to which the student is applying for admission
- Transfer credit may not be applied toward a course with an Experiential Learning component. In some cases, a student may petition for transfer credit for an EL course if the student conducts an experiential learning project under the supervision of a faculty member.
- Previous GPA does not transfer
- Credit used toward an earned degree at another institution is not eligible for transfer
- Certificate students may receive transfer credit, but will be required to take an additional approved course to fulfill the minimum number of units for the certificate
- The “Transfer Credit Practices” report published by the American Association of Collegiate Registrars and Admissions Officers (AACRAO) will be the reference used for the evaluation of potential transfer credit
- In alignment with the American Council on Education (ACE) transfer credit guidelines, PGS supports the application of transfer and military credit for military and veteran students
- Exceptions to the transfer credit policy may only be made by the Chief Academic Officer

Students must disclose their intent to seek transfer credit at the time of admission. Unofficial transcripts can be used to evaluate for potential transfer credit, but official transcripts will be required to officially award transfer credit. Students may be asked to provide syllabi for the courses for which they are seeking evaluation. Students will be notified in writing if transfer credit is awarded.

Student enrolling in the online MPA program are not eligible for transfer credit or course waivers due to the nature of the program and the manner in which instruction is delivered.

### **Credit Transfer Between Programs**

Transfer of credits between MBA and MPA hybrid programs is subject to approval by the Chief Academic Officer. Credits earned in prior PGS programs may be transferable to current programs with approval.

Due to the nature of the online MPA program and the manner in which instruction is delivered, courses waivers are not accepted for this program, including for credit earned at PGS.

### **Certificate Credit Transfer to Degree Programs**

Credits earned in PGS Certificate programs are conditionally applicable to PGS degree programs (MBA, MPA, and Dual Degree). Please note that Certificate students can transfer to PGS degree programs without an additional admissions process, as they go through the same application/admissions process. Certificate students wishing to transfer to a degree program should contact the Office of Student Services at [advising@presidio.edu](mailto:advising@presidio.edu) to initiate a program change.

### **Waiver of Required Course(s) - Prior Academic Learning**

Because of the integration of sustainability into every course and the integration of curriculum, it is important to recognize that PGS programs are unique and course waivers are rare.

Courses taken as part of a program for which a degree was awarded are not eligible for transfer credit. However, those courses may in some circumstances be used to satisfy program requirements. Additional electives must be taken to fulfill the required number of credits for MBA, MPA or Dual Degree.

To apply for a waiver of required courses based on prior academic learning at another institution, a student must complete a Request for Waiver of Required Course(s) Due to Prior Academic Learning form, submit a copy of the syllabus for the prior course and an official transcript from the institution that shows credit for the course. The waiver request form is available from the Registrar at [registrar@presidio.edu](mailto:registrar@presidio.edu). The waiver request must be approved by the Academic Dean before the required course waiver is granted and included on the student's transcript.

**Transferability of PGS Credits**

The transferability of credits is at the discretion of the receiving institution.