



PRESIDIO
GRADUATE SCHOOL

Student Handbook

2018-2019

including:

Addendum I - December 13, 2018

Addendum II - May 31, 2019



Locations and Addresses: California and Washington

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If you are a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. You are also encouraged to review Presidio Graduate School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

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.

Presidio Graduate School is approved to operate by the California Bureau for Private Post-Secondary Education (BPPE). Our BPPE School Code is 32801911. "Approval to operate" means compliance with minimum standards and does not imply any endorsement or recommendation by the State or the Bureau. Any questions regarding this Handbook that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, website: www.bppe.ca.gov, phone(s): (916) 431-6959, (888) 370-7589, fax: (916) 263-1897. Presidio Graduate School does not discriminate on the basis of race, color, national origin, sex or handicap in educational programs.

A student or any member of the public may file a complaint about this institution with BPPE by calling (888) 370-7589 or by completing a complaint form, which can be obtained on BPPE web site: www.bppe.ca.gov.

Presidio Graduate School is also authorized by the Washington Student Achievement Council (WSAC) and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Presidio Graduate School to offer specific degree programs. The Council may be contacted for a list currently authorized programs. Authorization by the Council does not carry with it an endorsement by the Council of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the Council at P.O. Box 43430, Olympia, WA 98504-3430 or by email at degreeauthorization@wsac.wa.gov.

The transferability of credits earned at Presidio Graduate School is at the discretion of the receiving college, university, or other educational institution. Students considering transferring to any institution should not assume that credits earned in any program of study at Presidio Graduate School will be accepted at the receiving institution.

Similarly, the ability of a degree, certificate, diploma, or other academic credential earned at Presidio Graduate School to satisfy an admission requirement of another institution is at the discretion of the receiving institution. Accreditation does not guarantee credentials or credits earned at Presidio Graduate School will be accepted by or transferred to another institution. To minimize the risk of having to repeat coursework, students should contact the receiving institution in advance for evaluation and determination of transferability of credits and/or acceptability of degrees, diplomas, or certificates earned.

Presidio Graduate School does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years, or has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code.

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Community & Purpose

Chapter One

OVERVIEW

Presidio Graduate School's (PGS) signature innovation is the integration of sustainability into every course in our curriculum. But PGS also fundamentally believes that we cannot effectively teach sustainable management principles and practices without modeling them in our academic culture, strategic partnerships, program delivery and practice, and administration. The three pillars of our curriculum—sustainable systems thinking, business/public administration fundamentals, and sustainable leadership—cultivate the nimbleness of mind, pragmatism and disciplined reflection on experience that equip our students to be successful leaders and change agents in business and policy.

In addition to scholarship, PGS emphasizes experiential learning by having students take theory and apply it in diverse practical settings outside the classroom, then reflect on their experiences. PGS considers applied theory—“praxis”—to be a demonstration of our mission, as well as a standard for the academic excellence exhibited by students and faculty.

The PGS community is committed to academic rigor in teaching and learning, while continuing to improve our performance and increase contribution as sustainability leaders, educators and practitioners. We understand that innovation—the ability to adapt to the unexpected and thrive indefinitely through challenges—is at the core of sustainability, and therefore, must be the cornerstone for the design, development and delivery of PGS's educational programs.

MISSION

Presidio Graduate School (PGS) educates and inspires a new generation of skilled, visionary and enterprising leaders to transform business and public policy and create a more just, prosperous and sustainable world. Through innovative professional degree, executive certificate and research programs, PGS activates students and professionals across a range of disciplines, industries and sectors to bridge the gap between commerce and the common good.

VISION

There has never been a greater need for leaders across all sectors to address our most pressing global challenges through sustainable models and practices. Presidio Graduate School is poised to achieve its vision of shaping and leading graduate-level education focused on an integrated application of sustainability principles. To date, PGS has successfully leveraged its entrepreneurial foundation to stay ahead of an ever-increasing demand for knowledge, information, and education related to sustainable business. With a vision to operate as a global destination for sustainable management, PGS has the capacity to foster strategic growth opportunities in program development, innovative education delivery, faculty recruiting and development, and educational partnerships.

PGS will leverage its core competence—a unique education model—to guide its adoption by other academic and educational institutions worldwide. Our vision is that every educational institution will in time integrate sustainability into the foundation of all their educational offerings—making the need to differentiate educational programs specific to sustainable management obsolete.

VALUES

PGS's hallmark is the integration of sustainability into every core principle and aspect of the school. We fundamentally believe that we cannot effectively teach sustainable practices without modeling them in our culture, partnerships, program delivery and practice, and administration.

The PGS community is committed to continuously improving its performance and contribution as sustainability leaders, educators, learners, and practitioners. We understand that innovation is at the core of sustainability, and therefore, it must be the cornerstone for the design, development, and delivery of our educational programs.

We believe that a PGS education is earned, not granted, and have designed our programs to be academically rigorous and demanding, challenging every student to attain the highest level of academic achievement, learning outcomes, and leadership development. In addition to scholarship, we emphasize experiential learning by requiring students to take theory and apply it in diverse environments outside the classroom. We consider applied learning to be a demonstration of our mission, as well as a standard for the academic excellence exhibited by students and faculty. Our faculty models this in their scholarship through applied research and case development.

Beyond an educational institution, PGS envisions itself as a catalyst for a larger, growing, learning community of stakeholders that include faculty, students, graduates, administration, board members, investors, and partners. As such, we are conveners of life-long learning conversations with transformative leaders. An understanding and appreciation of diverse peoples, cultures, and perspectives informs the intellectual framework on which our mission is based. We are committed to demonstrating that respect of differences among people is a prerequisite to achieving institutional excellence. We encourage and expect every member of our community to think and act both as teachers and learners who can lead by example, model PGS's mission, and contribute to a more sustainable future over their lifetime. The core values that serve PGS's mission are as follows:

Audacity

PGS dares to pursue a bold vision for how the world should be and can be. We encourage the risk taking involved in thinking and acting differently from the mainstream. We are convinced, even against the odds, that we can build an institution that helps to transform the world's economic and political systems and, in the process, restore and replenish the world's ecosystems.

Humility

PGS considers humility to be the companion mindset of audacity, the flip side of the same coin. We believe that the scale, complexity and frequent mystery of our current and future economic, social and environmental conditions demand curiosity, open-mindedness, doubt and, above all, a sense of awe and wonder.

Compassion

We believe that caring for and helping each other—at PGS, in our communities and throughout the world—is indispensable to nourishing individual spirit and collective action.

Critical Thinking

We cultivate rigorous questioning and healthy dialogue, eschew dogma and rigid ideologies and promote technical and analytical competence as keys to generating the personal and system-level transformations that sustainability requires.

Leadership by Example

We encourage and expect every member of our community to lead by example in word and deed, model PGS's mission and contribute to a more just, prosperous and sustainable future over their lifetime.

Professionalism

We are committed to intense self-discipline, serving customers' needs and developing the competence and quality of our professional fields, whether teaching, business or public service. Professionalism requires disciplined thinking, decisive action, persistent adaptability and precise communications.

Diversity and Collaboration

PGS embraces diversity as a prerequisite to creating and maintaining a culture of institutional excellence, and we understand that to effectively address the complex, systems-level challenges that define sustainability requires many points of view, backgrounds and a variety of strategies for intervention. We also recognize that a host of individuals and institutions has long been hard at work on sustainability issues, and thus challenge ourselves to openly and thoughtfully engage these diverse stakeholders both within and outside the PGS community in efforts to collectively evolve.

OUR HISTORY

In 2003, PGS was a pioneer in the field of sustainable management education with an initial class of 22 MBA students, a handful of faculty, and a vision that integrated systems thinking and sustainability with pragmatic business skills. The school's initial driving forces were Richard M. Gray and Steven Swig. PGS's programs met with early success, as graduates from these early classes founded companies including Conscious Company Magazine, TriplePundit, EOS Climate, and EcoHome Improvement.

In 2009, PGS offered its first MPA in Sustainable Management as an expression of the need for systems level, intersectoral problem solving that reaches public administration to remedy our most pressing sustainability challenges. In 2011, in response to student interest, PGS began offering a MBA/MPA Dual Degree. That year, PGS also started its center for professional education, PresidioPRO, for professionals seeking new skills.

Until 2014, PGS programs were accredited in partnership with Alliant International University. In June 2014, the Western Association of Schools and Colleges granted PGS independent accreditation.

In 2016, Presidio Graduate School acquired Pinchot University (previously Bainbridge Graduate School/BGI). Starting in 2002, Bainbridge Graduate Institute (BGI) offered the nation's first MBA in Sustainable Business with the focus of developing business solutions for the world's most pressing

challenges. Since then, more than 1,600 change agents from both schools, have created a networked community like no other, with an 82% job placement within three months of graduation.

PGS has built an accomplished team of faculty and staff, an outstanding board of directors, and a reputation for being at the forefront of the sustainability education field.

The best indication of our history—who we are and what we've done—is embodied in our nearly 1,600+ alumni, and what they have gone on to do.

INTEGRATION OF SUSTAINABILITY

All of the work done at PGS centers around its mission to create a more sustainable world. Central to all courses is the incorporation of sustainability theories, principles, practices, and applications. PGS courses are uncompromising in this regard, even though such integration may be difficult or the state of knowledge may be incomplete, because we believe it is essential to meeting the social, economic, and ecological challenges of the next century.

INSTITUTIONAL LEARNING OUTCOMES

Our Institutional Learning Outcomes (ILOs) serve as a guidepost for our community. They inform all Program Learning Outcomes (PLOs) and course learning outcomes. As a result of their program of study at Presidio Graduate School, students will embody and demonstrate mastery of the following.

1. The principles and practices of sustainable management, including their role in helping evolve private, public, and non-profit institutions for a just, prosperous and sustainable future, and the ability to skillfully apply systems thinking, critical thinking and other sustainability frameworks and tools in real-world settings.
2. The principles and practices of sustainable leadership, including application of multidisciplinary approaches to, and ethical decision-making in, problem-solving and leading teams and institutions, and the effective use of collaboration and stakeholder engagement tools and methods to achieve organizational change.
3. The fundamentals of business and public administration, including quantitative, qualitative, and evaluative models for addressing and solving complex, enduring, and emerging problems of society, enterprise, and the global environment.

ACCREDITATION

In October 2014, PGS became accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC), a regional accrediting body recognized by the U.S. Department of Education. WSCUC may be reached at 985 Atlantic Avenue, #100 Alameda, CA 94501, (510)748-9001.

GOVERNANCE STRUCTURE

Presidio Graduate School is governed by the Board of Directors, which includes public members, community members, and student/graduate members. Directors represent the fields of business, law, and education. The Board delegates day-to-day management responsibility to the President.

School Leadership

President

The President is responsible for setting the overall institutional direction, ensuring the ongoing viability and development of the institution, the development of beneficial external affiliations with businesses and educational, non-profit, and government organizations, and expanding the role and reputation of PGS. The President plays a central role in fundraising and developing the resources necessary to support PGS's mission, and serves as the chief spokesperson of PGS, representing PGS at ceremonies and public events and interpreting the roles and mission of PGS as appropriate. In consultation with the Chief Financial Officer, the President presents a proposed annual budget to the Board of Directors for their approval.

Provost

The Provost is PGS's chief academic officer and provides academic leadership and administrative oversight of PGS academic programs and faculty. The Provost works collaboratively with the program directors, faculty, staff, and administration to further PGS's mission and vision.

The Provost is responsible for academic planning, developing and implementing academic policies, overseeing the recruitment, evaluation and development of all faculty, developing the in-service training schedule for faculty, and developing and enhancing high quality programs through ongoing review and assessment. S/he also is charged with ensuring that the curriculum is in compliance with licensing and accreditation requirements and overseeing the academic budget. The Provost reports directly to the President and performs the duties of the President when s/he is unavailable.

Vice President of Operations

The Director of Operations is responsible for the overall day-to-day management of the institution, including facilities, information technology, and student services. The Director of Operations works with staff to develop policies and standard procedures for institutional processes such as communications, admissions, student services, registrar functions, information technology, human resources, and facilities.

Director of Finance and Student Business Services

The Director of Finance and Student Business Services is responsible for the management and oversight of all aspects of financial management at Presidio Graduate School. The Director of Finance has oversight of accounting and financial controls, risk management, strategic sourcing, tax compliance, payroll coordination and long range financial planning. The Director of Finance and Student Business Services is also responsible for external relationships with rating agencies, investment houses, banks, financial auditors and financial regulators. This office is also responsible for the management and oversight of all aspects of student business services.

Academic Leadership

Program Directors

The Program Directors are responsible for a variety of academic, administrative and management duties related to the academic programs. Program Directors are accountable for ensuring that teaching and learning excellence is consistent with the mission and strategic objectives of PGS. They are responsible for coordinating new program and course development, while also monitoring, supporting, and developing the existing curricula. Key duties include: oversight for educational effectiveness and assessment; ensuring compliance with accreditation standards; oversight of student academic performance (SAP) and advising, supporting mentorship and integration of faculty teaching; promoting faculty development and practice-based research and scholarship; managing faculty in-service training; conducting classroom observations; preparing annual faculty evaluations; and teaching relevant courses.

Student Governance

Students are a primary stakeholder and an important voice in the PGS community. Students are encouraged to contact the administrative staff with new ideas, concerns and questions at any time. In addition, students have two important channels of communication:

Student Representatives

Students elect representatives or “reps” from the current student body to act as liaisons between the student body and the administrative staff. Student representatives are responsible for synthesizing feedback from students and providing the administration with an overall perspective on the most pressing issues or concerns among the students. Students may contact reps to ask questions, provide feedback or seek solutions to problems. If students have problems with a representative, they are encouraged to contact the Community Engagement Manager. Student reps meet regularly among themselves and monthly with the administrative staff to discuss student issues or concerns and to receive feedback on how these issues are being addressed. These monthly meetings are comprised of agenda items from key stakeholder groups, including faculty, staff and the student body. Notes from the meetings are posted to the entire community via the PGS Network.

All student representatives may be contacted at one email: studentreps@presidio.edu.

Student Surveys

Midway through each term and at the end of each term, PGS conducts course surveys. These surveys provide an important and valuable tool for students to provide feedback directly to faculty and administrative staff. The mid-term survey enables students to convey what they find most effective and fulfilling, to raise questions, to offer ideas on ways to improve the course, to provide feedback on how the residencies are going and if there are any pressing problems that need to be addressed, and to provide thoughts on what the student(s) can do to improve their own course experience. Students are strongly encouraged to complete the survey each mid-semester to give faculty valuable feedback in advance of the end-of- semester survey. At the end of the term, PGS administers a more detailed course evaluation, which asks questions about course content, pedagogy, pre- and post-knowledge and skills, workload, instructional quality and other topics.

The results of these surveys are shared with faculty and administration and form the basis for course revisions, faculty hiring and faculty mentoring. Issues that show up in multiple courses become the basis for systemic improvements.

BOARD OF DIRECTORS

Presidio Graduate School's Board of Directors exemplifies and supports PGS's mission and vision. The PGS Board is responsible for PGS's overall mission impact, strategic direction and finances. They bring a wealth of insight and expertise to its responsibilities.

Officers

Suzanne Farver, JD, Chair
Saskia Feast, PhD, MBA, First Vice-Chair
Nicole-Anne Boyer, MA, Second Vice-Chair
Rebekah Helzel, MBA, CFA, Secretary
Malcolm S. Walter, Treasurer

Members

Gretchen Cummings, MBA, MPP
Mona Das, MBA
Candice Eggerss, MBA
Lee Gotshall-Maxon, JD
Steve McCormick, JD
Monica Pande, MS, Student Board Member – San Francisco
Amy Villanueva, MBA, Student Board Member – Seattle
Sabrina Watkins, MBA

Founders and Emeritus Advisors

Steven L. Swig, JD, Co-founder, Emeritus Advisor

FACULTY ACADEMY

Presidio Graduate School's elite community of world-class faculty is composed of scholar-practitioners, with subject matter expertise in subjects ranging from ecological economics and clean technology to social entrepreneurship and urban sustainability. They are at the forefront of scholarship, teaching and practice in the field of sustainable management. Together with our guest lectures and academic advisors, PGS faculty offer our students an extraordinary resource for developing their skills and knowledge

The Faculty Academy of Presidio Graduate School comprises distinguished faculty and practitioners from around the world. They share a passion for and expertise in leadership, personal development and environmentally and socially responsible business, grounded solidly in their respective disciplines. In the 2017-2018 school year, the Faculty Academy consists of academics with extensive teaching and/or business experience and practitioners with extensive business experience.

ACADEMIC LEADERSHIP

Dariush Rafinejad, PhD

Provost

Sustainable Products & Services

Sustainable Energy Management

PhD, University of California, Berkeley

MSc., University of California, Berkeley

Steven Crane, PhD

Director of Academic Administration and Professor

PhD, California School of Professional Psychology

MBA, Golden Gate University

BA, University of Michigan, Ann Arbor

Paul Herman

Program Director and Professor

Founder, Center for Sustainable Finance at Presidio Graduate School

BS, University of Pennsylvania

Khalid Kadir, PhD

Program Director and Professor

PhD, University of California, Berkeley

MSE, University of California, Berkeley

BSE, University of California, Berkeley

Donna LaSala

Program Director and Professor

MPA, University of San Francisco

BS, Cornell University

Marsha Willard, PhD

Program Director and Professor

PhD, University of Southern California

MS, University of Oregon

BA, Mount Holyoke College

Mary Kay Chess, PhD

Leadership Program Integrator and Adjunct Professor

PhD, California Institute of Integral Studies

MSW, West Virginia University

BA, Edinboro University

Dwight Collins, PhD

Strategy Adviser to the Provost and Adjunct Professor

PhD, Cornell University

MS, Cornell University

BS, Cornell University

Adjunct Faculty, 2018-2019

NIZAR ABDALLAH, PhD

Sustainable Energy Management (San Francisco)

PhD, Pierre and Marie Curie University

MBA, Presidio Graduate School

APRIL ATWOOD, PhD

Marketing (Seattle)

PhD, The Ohio State University

MA, The Ohio State University

BS, The Ohio State University

ELIZABETH BURKE

Accounting (San Francisco, Seattle, Online)

Data, Information Literacy and Decision Making (Seattle and San Francisco)

MS, Antioch University, Seattle

BS, Illinois State University

MARY KAY CHESSE, PhD

Leadership and Personal Development (Seattle)

PhD, California Institute of Integral Studies

MSW, West Virginia University

BA, Edinboro University

DWIGHT COLLINS, PhD

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PhD, Cornell University

MS, Cornell University

BS, Cornell University

ROBERT COOMBS

Marketing (San Francisco)

MBA, Presidio Graduate School

BA, University of Delaware

CASEY DILLOWAY

Finance (Seattle)

MBA, Pinchot University

BA, University of Washington

MARTINA DOLESHAL

Strategy (San Francisco)

MBA, Presidio Graduate School

MS, University of Chemistry and Technology in Prague

CATHERINE DUARTE

Research Methods, Policy, and Ethics (San Francisco)

MSc, Harvard University

BA, Boston College

CARRIE FERRENCE

Management (Seattle)

MBA, Pinchot University

BA, American University

LISA FISHER

Personal Development and Communication (San Francisco)

MA, Saybrook University

MAT, College of Idaho

BA, Wellesley College

VANESSA FRY

Market Failures and the Regulatory Environment (San Francisco)

MBA, Presidio Graduate School

BA, Wittenberg University

DENNIS GAWLIK

Operations (Seattle)

MS, The Pennsylvania State University

BA, Northwestern University

BEAU GIANNINI

Integrative Capstone (MBA) (San Francisco)

MBA, University of California, Berkeley

BA, Dartmouth College

SIMON GOLAND, PhD

Leadership and Team Performance (Seattle)

PhD, Akamai University

MA, Royal Roads University

BSc, Ben-Gurion University

AARON GREENE

Integrative Capstone (MBA) (San Francisco)

MBA, Presidio Graduate School

BA, University of California, Santa Barbara

STEVE HILL

Management (Seattle)

Organizational Leadership (Seattle and San Francisco)

MBA, University of California, Los Angeles

BS, University of California, Berkeley

JIMMY JIA

Strategy (San Francisco)

MBA, University of Oxford

MS, Massachusetts Institute of Technology

BS, Massachusetts Institute of Technology

AUDRA JUNG

Action Learning Practicum (Seattle)

MBA, Pinchot University

BS, Northland College

BRIAN LANAHAN

Marketing (San Francisco)

MBA, Northwestern University

BA, Duke University

BILL LEMON

Finance (Seattle)

MS, Stanford University

BS, Stanford University

MICHAEL LIBES

Action Learning Practicum (Seattle)

MS, University of Washington

BS, Carnegie Mellon University

MARTIN MEDEIROS

Statistics and Excel (San Francisco, Seattle, Online)

MA, California State University, Hayward

BA, University of California, Santa Cruz

LINDSAY MOORE

Research Methods, Policy, and Ethics (San Francisco)

MPP, Harvard University

MPhil, Cambridge University

BA, Williams College

JEREMY NELSON

Planning, Policy, & Sustainable Economic Development (San Francisco)

MA, University of California, Los Angeles

BA, Reed College

Adjunct Faculty, 2018-2019 (continued)

WILHEMINA PARKER

Civic Leadership, Diversity, and Systems Thinking
(San Francisco)

MA, John F. Kennedy University
BS, University of Phoenix

LORINDA ROWLEDGE, PhD

Action Learning Practicum (Seattle)

PhD, University of Oregon
MA, University of Oregon
BA, University of Calgary

CYNTHIA SCOTT, PhD

Leadership Concepts & Team Performance
(San Francisco)

PhD, The Fielding Institute
MPH, University of Michigan
BA, University of California, Berkeley

ADAM SEITCHIK, PhD

Finance (Seattle)

PhD, Boston University
MA, Boston University
BA, University of Texas

KRISTIN YORK

Planning, Policy, & Sustainable Economic Development
(San Francisco)

Implementation (San Francisco)
MBA, Presidio Graduate School
BS, University of San Francisco

ADMINISTRATION

Office of the President

Interim President and Board Chair

Suzanne Farver, JD

Provost

Dariusz Rafinejad, PhD

Governance, Finance and Operations

Vice President of Operations

Eric Cetnarski, MBA

Director of Finance and Student Business Services

Laura Ludwig

Director of Regulatory Affairs and Financial Aid

Divya Srinivasan, MBA

Director of Development

Open Position

Senior Manager for International Programs and Global Integration

Neha Hora, MBA

Senior Manager of Online Learning Programs

Connor O'Farrell

Veteran Affairs Coordinator

Brett Denbow

Operations Coordinator

Willie McDonald

Marketing & Communications

Director of Marketing

Tanya Weliky

Admissions

Director of Admissions

Kari Dorth

Manager of Sales and Marketing

Scott Oltmann

Admissions Coordinator, San Francisco

Open Position

Admissions Coordinator, Seattle

Open Position

Information Technology

Director of Information Technology

Nader Abdallah

Librarian and Instructional Services Manager

Kate McDill, MLIS

Academics and Student Lifecycle

Director of Academic Administration

Steven Crane, PhD

Registrar and Director of Institutional Research

Lynn Braun, MSFS

Associate Registrar

Cathy Huie

Director of Professional Development and Career Services

Sharmila Singh, MBA

Senior Manager of Community Engagement

Sally Jernigan-Smith

Associate Manager of Community Engagement

Alexi Molinari

Residency Coordinator – Seattle

Meredith Stone

Master of Public Administration Program

Program Director, MPA Program

Donna LaSala, MPA

MPA Program Manager

Ema Phelps, MPA, MBA

MPA Program Coordinator

Avi Kruley, MPA, MBA

Academic Programs

Chapter Two

OVERVIEW

Presidio Graduate School programs are designed to produce successful leaders, managers, entrepreneurs and social innovators who create value for themselves and others by contributing to the health of ecosystems and communities. Underlying all PGS Seattle programs is a focus on core values: community, innovation, integrity, social justice, sustainability and transformational leadership.

APPROACH TO TEACHING & LEARNING

Learning from Interactive Experience and Reflection

The first principle of PGS's approach to teaching and learning states that learning is an interactive experience that depends in large measure on the learner's active participation—intellectually, physically, intuitively and ethically. Presidio Graduate School believes that goal-directed action, mutually agreed upon, is more motivating and more potent than random or scattered action. The same is true of self-directed action, as opposed to authority-directed action.

It follows, then, that a positive, transformative education cannot be “delivered” to the student. It is, instead, an experience of co-creation by the student and mentors, a stream of encounters, interactions and feedback, some carefully designed, leading to true adventures. On this model, the faculty creates and holds the space for learning, and invites students to participate in breakthrough learning experiences.

Therefore, PGS believes that inquiry—the process of disciplined reflection and experience—is far more effective and lasting than learning from experience alone (inductive reasoning) or reflection in the abstract (deductive reasoning). It is this continuous, testing movement between experience and assumptions, which leads to genuine understanding, education, and authentic, effective action. Potent questioning, seeking root cause understanding, and pursuing rigorous inquiry leavened by reflection and humility, create the conditions necessary for the PGS educational model to succeed.

Systems Thinking and Practice

The second principle—systems thinking and practice—involves looking at issues or problems as a whole and designing solutions and practices that take into account the interrelationships among human, organizational and ecological systems. This systems perspective has often been omitted from, and even discouraged by the highly specialized, discipline-centered model of higher education we have known for the past 150 years. In the words of the 1999 State of the World Report, education has increasingly taught “disconnection.”

While this model has given the western world a high state of technological advancement, its narrow focus has operated on the principle of separation and specialization. The result of this approach is that yesterday's solutions have become today's problems. But the earth tells us that it operates—in both the personal, social and natural spheres—on the principle of integration and wholeness. Each part of each system is related to every other part, and all systems are related, in turn, to one another. Our aim is to teach students to see and seek to understand the entire complex system, and then to identify lucrative and effective points to intervene in the system to bring about phase shifts that will transform the system toward sustainability.

So the need is not so much for specialists who can isolate issues as it is for “connectionalists” who can think creatively about the way that things, numbers, and people relate to one another. Jerome Bruner of Harvard University has defined creativity as “the capacity to make unexpected connections.” The ability to recognize and articulate those connections in tangible, narrative language leads to action. These are the principal capacities for which future leaders must be prepared.

Integration and Communication of Knowledge

The two principles described above, in combination, lead to the third principle, which is a management practice based on the integration and communication of knowledge. Since we learn from active participation and seeing interconnections, the PGS degree programs MBA and MPA curriculum culminates in capstone courses in all degree programs. These courses require students to draw on all their prior studies and engage the marketplace and/or public policy realm through the creation of a rigorous business or public policy plan to demonstrate their mastery of the program's core competencies.

For PGS students, the capstone coursework in the final term(s) also provides a culminating opportunity to explore, define, and articulate a “purpose or mission”—the work they sense they are here to do—by engaging others in pursuit of their goals, and PGS’s goal, of furthering sustainability in the world.

OUR LEARNING COMMUNITY

Presidio Graduate School students are a diverse and highly interactive community of adult learners committed to changing the world. Our learning community shapes the academic experience, and provides a framework for lifelong learning among the alumni and the extended PGS community.

FACULTY

Presidio Graduate School’s faculty academy includes both distinguished academics and practitioners. Grounded by decades of expertise in their respective disciplines, faculty share our passion for advancing organizations through environmental and social responsibility.

LEARNING MODALITIES

Presidio Graduate School’s MBA, MPA, Dual Degree and Certificate programs currently utilize several learning modalities. Individual courses vary relative to directed instruction, lab and practicum. Directed instruction can include a combination of:

- faculty lecture and presentation, both in-person and online
- faculty-moderated analysis/discussion
- faculty-led exercises with debrief
- guest speakers and panels of experts
- case studies
- simulations
- online conferences
- threaded online discussions
- individual advising

Lab and practicum include team-related work and collaboration to address assigned structured problems beyond individual time spent in class preparation and assignment completion. Practicum also includes internships, service learning and experiential learning.

CREDIT HOUR DEFINITION

Presidio Graduate School uses the semester system and awards semester credits for all programs.

Every **semester** credit hour requires a minimum of 15 hours of instructional time plus 30 hours of student time. For example, a 4-semester-credit course will consist of 60 hours of synchronous and/or asynchronous instructional time (face-to-face and/or online) plus approximately 120 hours of student time (readings, written assignments, group activities). The student’s total approximate time-commitment for a 4-semester-credit course is 180 hours over the 15- to 17-week semester. For the individual student, this may vary depending on the individual student’s learning style, experience and background.

PGS uses this credit hour definition as its guideline for all program and course formats, including in-person and hybrid.

DISTANCE LEARNING: ONLINE DELIVERY

Online Learning Community

Presidio Graduate School’s Learning Management System (LMS) is the virtual hub of our learning community. It provides a place for discourse between class sessions and for informal interaction among students and faculty. The LMS also includes a virtual library, giving students access to both required reading and a range of journal databases, subject matter resource pages and other research tools. In addition to these resources, the LMS includes a number of features that support program administration such as the Student Life Portal which provides information on Career Development, Experiential Learning, Financial Aid, Registration & Records, and IT Support.

Online Virtual Classroom

PGS’s virtual classroom allows groups to hold real-time meetings with audio and web sharing. This includes a shared whiteboard, slide show sharing, application sharing and the ability to work directly on a classmate’s computer. In 2018-2019, PGS uses the Zoom platform for the online virtual classroom.

Distance Learning Orientation

Students entering PGS programs receive training on the LMS, Zoom and use of the library. Entering students receive an email with sign-up instructions after they have enrolled. In addition, individual assistance is provided through IT support.

EQUIPMENT REQUIREMENTS AND RECOMMENDATIONS

Laptop

PGS requires that all students have a computer with high-speed internet access. Wireless internet access is available in all PGS classrooms. General recommendations for a laptop are Mac or PC with wireless capabilities, recent operating system and Microsoft Office (including Word, Excel, and PowerPoint).

Headsets

Headsets (earbuds at a minimum) are necessary for participation in online class sessions. There are a wide variety of physical options to consider, including in-ear, over-the-ear and around the neck styles. It is a good idea to find the style that is comfortable and in your price range first, then go online and consider the wired and wireless options as well as noise canceling and connection style.

LIBRARY AND INFORMATION SERVICES

The PGS Library is a vital part of the PGS community of students, faculty and staff. Its purpose is to provide access to the world of knowledge and information. Our online library is available to PGS students and faculty wherever they are.

The PGS Library licenses full-text databases that provide students and faculty with access to scholarly work in the field of business, as well as archives of the leading newspapers in the country. PGS has an Inter-Library Loan arrangement with the major academic libraries within the state of Washington.

The PGS Library is available on the LMS. Open access databases in the online library include business, market, statistics, general reference, justice, legal, government, census, small business, e-commerce, resources for women and minority entrepreneurs, business plans, company information, social, health, diversity and career-related resources. PGS has also developed a rich inventory of business and sustainability-related websites and resources, which are continually updated in the online library.

All students are provided with access to reference services, including help on locating, retrieving and evaluating relevant information, critically assessing information from mass media and understanding information in a larger systems context.

FACILITIES

Administrative Offices

San Francisco, CA

Presidio Graduate School's (PGS) main administrative offices are located in the Presidio of San Francisco at 1202 Ralston Avenue, Suite 300, San Francisco, California 94129. The administrative offices house staff offices, meeting space, and student study space.

Seattle, WA

PGS also maintains an administrative office for Seattle-based staff at the Impact Hub, 220 Second Avenue South, 3rd Floor, Seattle, Washington 98104.

San Francisco Learning Site

One Beach Street, San Francisco, CA

PGS's San Francisco-based MBA, MPA, Dual Degree and Certificate in-person classes are held during monthly 4-day residencies at Alliant International University, One Beach Street, San Francisco, CA 94133, located near San Francisco's Pier 39. The campus extends over 30,000 square feet and includes 17 classrooms, a student lounge, a staff/faculty lounge, two computer labs, 1 video conference room and an Alumni Reading Room. All classrooms are equipped with hi-speed wireless internet, desks, chairs, whiteboards, projectors, and projection screens.

The entrance to One Beach Street is at the intersection of Beach Street and The Embarcadero in San Francisco. The location offers easy access by public transportation, including Muni, BART, Caltrain, and Alameda, Oakland, and Golden Gate Ferry services. For downtown parking garage locations, please contact Student Lifecycle and Engagement.

On-site learning is combined with a robust, interactive online component, conference calls, readings, team-oriented assignments and projects with real companies. Full-time degree students attend residency weekends for four days a month, and each class is a full seven hours of instruction, whereas part-time degree students attend class two days a month. Certificate students attend one or two days per month.

Seattle Learning Sites

Impact Hub, Seattle, WA

In-person evening class sessions for the MBA in Sustainable Solutions program are held at the Impact Hub, 220 Second Avenue South, near Pioneer Square in Seattle. Classrooms are equipped with hi-speed wireless internet, tables, chairs, whiteboards, projectors, and projection screens.

IslandWood, Bainbridge Island, WA

Monthly in-person residential class sessions for the MBA in Sustainable Solutions program are held at the IslandWood learning site. IslandWood is a LEED gold-certified facility that is a model of energy efficiency and sustainable design. Amenities include green-designed guest rooms, classrooms with state-of-the-art technology and meals featuring locally and sustainably raised foods. Located at 4450 Blakely Avenue NE on Bainbridge Island, Washington, IslandWood is approximately 10 minutes from the ferry landing by car. More information on this facility is available at www.islandwood.org.

HOUSING

San Francisco Bay Area

Presidio Graduate School does not own or control any housing facilities or dormitories for students in the San Francisco Bay Area. Please note that it is not the responsibility of Presidio Graduate School to assist with finding or providing housing to students while they are enrolled in its degree or non-degree programs.

Accommodations during San Francisco Residencies

Students traveling to San Francisco for monthly residencies are responsible for finding and paying for their own accommodations while at residency.

Resources for finding reasonable accommodations include: Hostelbookers.com, Airbnb.com, and name your price services such as Hotwire.com or Priceline.com.

Housing Accommodations

PGS students who live in the San Francisco Bay Area find rentals on Craigslist.org and other classified apartment listing services. Estimated costs for Bay Area housing accommodations can range anywhere from \$1000 - \$4000 a month, depending on size, location and whether accommodations are shared.

Please also see “Estimated Cost of Attendance” on page 46, which is used to determine financial aid eligibility. PGS includes \$1400/month estimated housing costs for the 10 months during which students are attending class.

Seattle / Puget Sound Area

Presidio Graduate School does not own or control any housing facilities or dormitories for students in the Seattle area. Please note that it is not the responsibility of Presidio Graduate School to assist with finding or providing housing to students while they are enrolled in its degree or non-degree programs.

Accommodations during Residencies at IslandWood

Though Presidio Graduate School does not own or control any housing facilities or dormitories for students in the Seattle area, PGS does contract with IslandWood to provide housing and meals during monthly residencies.

MBA in Sustainable Systems students are required to stay at IslandWood during residencies. MBA and Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class.

Housing Accommodations

PGS students who live in the Seattle area find rentals on Craigslist.org and other classified apartment listing services. Estimated costs for Seattle area housing accommodations can range anywhere from \$1000-\$4000 a month, depending on size, location and whether accommodations are shared.

Please also see “Estimated Cost of Attendance” on page 46, which is used to determine financial aid eligibility. PGS includes \$1400/month estimated housing costs while students are enrolled.

TRANSPORTATION

San Francisco Bay Area

Transportation costs vary according to the student's proximity to public transportation and if the student owns a vehicle. Parking near One Beach Street during residencies can be expensive, especially during August and September. Please note that it is not the responsibility of Presidio Graduate School to find or provide transportation assistance to students. Most students opt for public transportation or carpooling to residencies.

Please also see “Estimated Cost of Attendance” on page 48, which is used to determine financial aid eligibility. PGS includes \$400/month estimated transportation costs while degree students are enrolled. This estimate covers public transportation as well as longer distance travel to and from residencies.

Carpooling and Public Transportation

In keeping with PGS's commitment to sustainable practices, PGS encourages students to carpool or take public transportation as much as possible to residencies. It is up to students to self-organize for rideshares. For up-to-date transit information, please visit www.511.org. Bay Area public transportation includes:

- **SF Muni:** One Beach Street is accessible by several bus lines including #8X, 8BX, 39, 47 or the F light rail line.
- **Bay Area Rapid Transit (BART):** One Beach Street is a 30 minute walk from the Embarcadero BART station or you can also transfer to the F light rail on Market St. & Main St. to The Embarcadero & Stockton street and be just a few blocks away from campus.
- **Caltrain:** You can easily connect to One Beach Street from the San Francisco Caltrain stop. You can take bus lines 47 or 8BX, or take the light rail line N and connect to the F line.
- **Amtrak:** Amtrak offers bus pick-up and drop-off from the station in Emeryville directly to the Westfield Centre, next door to 835 Market Street. Look for the Amtrak sign on Market Street in front of American Eagle Outfitters.
- **Alameda Oakland Ferry:** If you're coming from the East Bay, namely from Alameda or Oakland, you can get to campus via the Alameda Oakland Ferry, which connects to the SF Ferry Building, a short Muni ride away from One Beach.
- **Alameda Harbor Bay Ferry:** Also operating from Alameda is the Alameda Harbor Bay Ferry. This ferry docks at Ferry Plaza near the SF Ferry Building and only operates on weekdays.
- **AC Transit:** If you are traveling from the East Bay you can see if there is a transbay bus near you. Buses terminate at the San Francisco transbay terminal. From the transbay terminal it is a short walk to connecting public transportation.
- **Golden Gate Ferry:** From the North Bay, this ferry operator takes you from both Larkspur and Sausalito to the SF Ferry Building.
- **Golden Gate Transit:** Bus Transit available on weekdays. Please see the link for scheduled routes.
- **Baylink:** This transit service operates both a ferry and bus from Vallejo.

Seattle / Puget Sound Area

Transportation costs vary according to the student's proximity to public transportation and if the student owns a vehicle. Please note that it is not the responsibility of Presidio Graduate School to find or provide transportation assistance to students. Most students opt for public transportation or carpooling to residencies.

Students are responsible for arranging their own transportation to and from the Seattle Learning Site and IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot.wa.gov/ferries.

Transportation from the ferry landing to IslandWood can be arranged through Bainbridge Island Taxi (206.842.1021) or Taxis and Tours (206.842.7660).

Please also see “Estimated Cost of Attendance” on page 48, which is used to determine financial aid eligibility. PGS includes \$400/month estimated transportation costs for MBA students. This estimate covers Seattle-area public transportation as well as longer distance travel to and from residencies.

Carpooling and Public Transportation

In keeping with PGS’s commitment to sustainable practices, PGS encourages students to carpool or take public transportation as much as possible to residencies. It is up to students to self-organize for rideshares. Seattle area public transportation includes:

- **King County Metro Transit:** The Pioneer Square neighborhood, Impact Hub at 220 Second Avenue South and the Seattle ferry terminal are all accessible by several Metro bus lines.
- **Soundtransit - Link Light Rail:** Soundtransit’s Link Light Rail has a stop at Pioneer Square, just a two-three minute walk from Impact Hub at 220 Second Avenue South and a 10-minute walk to the Seattle ferry terminal.
- **Soundtransit – ST Express Buses:** ST Express buses travel between major cities in King, Snohomish and Pierce counties. The Pioneer Square neighborhood, Impact Hub at 220 Second Avenue South and the Seattle ferry terminal are all accessible by ST Express Buses.
- **Community Transit:** Community Transit (CT) is the public transit authority of Snohomish County, Washington, United States, excluding the city of Everett, in the Seattle metropolitan area. It operates local bus, paratransit and vanpool service within Snohomish County, as well as commuter buses to Downtown Seattle including the Pioneer Square neighborhood.
- **Washington State Ferries:** Most students attending class at IslandWood will likely take the Seattle to Bainbridge Island ferry. Students coming from north of Seattle may opt to take the Edmonds to Kingston ferry route. Students coming from south of Seattle may opt to drive to IslandWood.

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 2018-2019, degree programs at Presidio Graduate include *:

- MBA in Sustainable Solutions – San Francisco
- MPA in Sustainable Management – San Francisco
- Dual MBA/MPA Degree – San Francisco
- MBA in Sustainable Solutions – Seattle *

** Note that, in Fall 2018, PGS is not enrolling new students in the MBA in Sustainable Business (Seattle Metro) program.*

In 2018-2019, graduate-level certificate programs at Presidio Graduate School include:

- Certificate in Sustainable Management – San Francisco and Seattle
- Cleantech Certificate in Sustainable Energy Management – San Francisco and Seattle

MBA IN SUSTAINABLE SOLUTIONS – San Francisco and Seattle

PGS's Master of Business Administration (MBA) in Sustainable Solutions, offered at PGS's San Francisco and Seattle campuses, is unique in the field of higher education. While individual courses on business ethics and environmental management now exist, few MBA programs engage faculty and students alike in the process of integrating—at all levels—social and environmental values with the application of practical business skills.

PGS's MBA in Sustainable Solutions is designed to prepare professionals with the competencies and courage to position current and future organizations—private, public or non-profit—to be leaders in the practice of sustainable management. With a pedagogical emphasis on experience, reflection and application students learn in a collaborative team environment and benefit from faculty expertise and feedback. Students learn to lead organizations to be socially and environmentally responsible—and financially successful through creative presentations, simulations and real-time project-based learning.

Program Framework

PGS defines Sustainable Solutions as the ability to direct the course of a company, community or country in ways that restore and enhance all forms of capital—human, natural and financial—to generate stakeholder value and contribute to the well-being of current and future generations.

PGS's MBA programs connect management theory and practice with social responsibility, ecological awareness, systems thinking and leadership within an integrated framework of sustainable management. Thus, sustainable management is the unifying concept that weaves the core elements of the program together in ways that help students make connections, promote innovation, and create transformative solutions. The explicit objective of the MBA is to develop the management skills and competencies necessary to address global issues through business opportunities that create sustainable value and transform our economic system.

Program Length

Full-time students register for four courses (15 credits) per semester and typically complete the MBA program in three semesters (16 months). Part-time students register for two courses (7 or 8 credits) per semester over six semesters and typically complete the MBA program in three academic years.

Course Scheduling and Delivery

PGS uses the semester calendar. In 2018-2019, students in the MBA in Sustainable Solutions program attend class during the fall and spring semesters. A typical semester consists of monthly 4-day residencies (5 per semester) plus twice-weekly online distance-learning or in-person evening class sessions.

Program Format: San Francisco Campus

The MBA in Sustainable Solutions is a 45-credit semester-based curriculum, with nine required courses

and three electives. In 2018-2019, the program is offered in a hybrid format designed for working professionals and adult learners. PGS's program format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

Students and faculty meet five times per semester for 4-day residencies (Thursday through Sunday) at the learning site located at One Beach Street (Alliant International University) in San Francisco, California. On-site learning during residencies is combined with a robust, interactive distance learning component, including required synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies. Distance learning between residencies is delivered using technologies including the Canvas-based Learning Management System and the webinar platform, Zoom.

This low-residency program design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

Program Format: Seattle Campus

The MBA in Sustainable Solutions is a 45-credit semester-based curriculum, with nine required courses and three electives. In 2018-2019, the program is offered in a format designed for working professionals and adult learners. PGS's program format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

Students and faculty meet five times per semester for 4-day residencies (Thursday through Sunday) at the learning site located at IslandWood on Bainbridge Island, Washington. On-site learning during residencies is combined with a robust, interactive distance learning component, including required synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies. Distance learning between residencies is delivered using technologies including the Canvas-based Learning Management System and the webinar platform, Zoom.

Starting in Spring 2019, evening class sessions may also be taught face-to-face from our learning site at the Seattle Impact Hub. This will provide the option for face-to-face contact for students who are based near our campus location in Seattle. Note that participation in the face-to-face evening class sessions will be required for international students. Other students, particularly those who are not local, will join through our online webinar platform (Zoom) and still be able to engage with students located in the classroom.

This low-residency program design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

Program Learning Outcomes

The MBA in Sustainable Solutions program is designed to enhance achievement of Presidio Graduate School's mission largely through the integration of sustainability into every course. Our pedagogy rests on four principles: emphasis on change and one's place in promoting it; emphasis on applied learning, with a close relationship to practitioners in the field; emphasis on systems thinking and social justice; emphasis on creating a continuous learning community.

The program learning outcomes for the MBA program are organized around three proficiencies:

- Sustainable Systems
- Sustainable Leadership
- Business and Management Foundations

Program Outcome: Sustainable Systems

An understanding of sustainability is based on a foundational competence in basic principles of ecology and systems thinking. Presidio Graduate School (PGS) MBA in Sustainable Solutions graduates are able to integrate systemic and sustainable frameworks into business strategy through competence in systems thinking, sustainability literacy, ethics and social justice. PGS MBA graduates are proficient in:

- **Systems Thinking:** Applying whole systems thinking to develop business strategies for sustainable solutions;
- **Sustainability Literacy:** Integrating sustainability principles, frameworks and tools to business activities, strategies and models; and
- **Ethics and Social Justice:** Modeling highly ethical behavior and a social justice orientation to affect sustainability across a broad spectrum of stakeholders.

Program Outcome: Sustainable Leadership

The transformation toward a sustainable economy will require leadership and the human skills to create and navigate change across multiple social systems. PGS MBA in Sustainable Solutions students engender positive change—from the self, to the team, to the organization and ultimately the system—through competence in relationship management, organizational change, adaptability, resilience and efficacy. PGS MBA are proficient in:

- **Efficacy, Resilience and Adaptability:** Adjusting to changing situations and obstacles while promoting productivity and sustainability through a variety of contexts, including relationships, teams and organizations;
- **Relationship Management:** Encouraging and influencing relationships that promote sustainability across multiple stakeholders and roles and within the global, social, political, ethical and cultural context of business;
- **Organizational Change:** Identifying levers of cultural and structural change in an organization in support of sustainability;
- **Organizations, Institutions and Policy:** Applying systems thinking principles or tools to design and plan public policy or management models that connect organizations, institutions and policy;
- **Engagement and Collaboration:** Applying tools, techniques or behaviors for effectively convening stakeholders to solve complex cross-sectoral problems.

Program Outcome: Business and Management Foundations

Recognizing and transforming today's global issues into innovative business opportunities requires a level of acumen in the foundational disciplines of business and management. PGS students MBA in Sustainable Solutions understand and integrate business fundamentals to design, develop and manage sustainable businesses toward the common good. PGS MBA in Sustainable Solutions graduates demonstrate business and management acumen by building competencies in economics, innovation, capital management, critical thinking and Information and Communication Technology (ICT). PGS MBA in Sustainable Solutions graduates are proficient in:

- **Economics:** Analyzing market behavior and interpreting the allocation of resources while recognizing the limitations of existing economic models;
- **Innovation:** Integrating sustainability principles into the design, commercialization, marketing, and production of products and services;
- **Capital Management:** Interpreting the financial conditions of an enterprise and evaluating the use of financial capital to optimize value for all stakeholders, taking into account ethics and other forms of capital, specifically social and natural capital;
- **Critical Thinking:** Conceptualizing, applying, analyzing, synthesizing and/or evaluating the nature of information and knowledge through observation, experience, reflection, reasoning and communication, in ways that guide belief and action;
- **Information and Communication Technology (ICT):** Using and critically assessing available and new ICT to achieve ethical and sustainable management outcomes and public administration.

Note that public sector professional fundamentals are deeply integrated into the MBA in Sustainable Solutions degree, as each course addresses appropriate intersectoral issues. This integration reflects PGS's perspective that society's sustainability challenges cannot be solved at scale without the strategic cooperation of both public and private sectors, and that managers and social entrepreneurs must be educated to make this relationship productive and high-performing.

Degree Requirements and Suggested Course Sequences: MBA in Sustainable Solutions

All courses listed below are required, for a total of 45 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MBA in Sustainable Solutions degree. Students may enroll in the MBA in Sustainable Solutions program in either the Fall or Spring semester.

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Full-time MBA in Sustainable Solutions – San Francisco and Seattle, Fall or Spring Start		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Data, Information Literacy, and Decision Making	4
SUST6130	Economy and Society: Governance & Business	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		15
SEMESTER 2		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6240	Financial Systems	4
SUST6270	Operations and Supply Chain Management	4
LDR6200	Leadership and Team Performance	3
Total Semester 2 Credits		15
SEMESTER 3		Credits
Concentration	Concentration Course 1*	4
Concentration	Concentration Course 2*	4
Concentration	Concentration Course 3*	4
LDR6300	Organizational Leadership	3
Total Semester 3 Credits		15
TOTAL PROGRAM CREDITS		45

Part-time MBA in Sustainable Solutions – San Francisco and Seattle, Fall or Spring Start		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		7
SEMESTER 2		Credits
SUST6130	Economy and Society: Governance & Business	4
SUST6120	Data, Information Literacy, and Decision Making	4
Total Semester 2 Credits		8
SEMESTER 3		Credits
SUST6270	Operations and Supply Chain Management	4
LDR6200	Leadership and Team Performance	3
Total Semester 3 Credits		7
SEMESTER 4		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6240	Financial Systems	4
Total Semester 4 Credits		8
SEMESTER 5		Credits
Concentration	Concentration Course 1*	4
LDR6300	Organizational Leadership	3
Total Semester 5 Credits		7
SEMESTER 6		Credits
Concentration	Concentration Course 2*	4
Concentration	Concentration Course 3*	4
Total Semester 6 Credits		8
TOTAL PROGRAM CREDITS		45

* Concentrations include: Energy, Climate and Social Responsibility; Innovation – Entrepreneurship and Intrapreneurship; and Multi-Sector Solutions

EXPLANATION OF COURSE NUMBERING SYSTEM

Presidio Graduate School's graduate-level courses are numbered 6000-9999. Graduate level courses are open to holders of a baccalaureate degree who have met PGS's admission requirements. Courses are subject to prerequisites or other requirements as stated in the course descriptions.

Courses in the MBA in Sustainable Solutions program are designated by 3- and 4-letter codes as follows:

ACCT	Accounting
ECS	Energy and Climate Solutions
ELC	Elective
FIN	Finance
INN	Innovation in Intrapreneurship and Entrepreneurship
LDR	Leadership
MSS	Multi-Sector Solutions
SES	Sustainable Energy Solutions
STAT	Statistics
SUS	Sustainable Management
SUST	Sustainable Solutions

COURSE DESCRIPTIONS

SUST6100: Systems, Sustainability, and Social Justice (4 credits)

This first term course helps students understand the context within which business and government operate and what is unsustainable about our practices, policies and mental models. The context includes understanding current events and trends in public policy, the myriad of complex social, environmental and economic issues facing society as well as some of the historical context of all of this. Students apply all of these concepts to a particular issue of their choice and do a deep study of that issue and the system within which it resides. As part of this process students develop and apply research methods, data analysis, stakeholder engagement strategies, systems thinking and presentation skills.

SUST6120: Data, Information Literacy, and Decision Making (4 credits)

We live in a world overwhelmed with information and data. How can we find the information we need, and how might we best make use of the data we have? This course challenges students to discover, evaluate, and utilize information and data to promote social justice and sustainability. We will learn where and how to find valuable data and how critically analyze the information we receive.

Prerequisite: Managerial Accounting; Statistics and Excel

SUST6140: Economy and Society: Governance and Business (4 credits)

In order to change the world, we must first understand how it functions. With that in mind, this course begins by introducing students to the dominant political economic frameworks that have shaped and govern our world today. We will learn about the history of economic growth in the 20th and 21st centuries, including how it was made possible as well as the social and environmental costs of this growth. Looking forward, we will consider the many alternative frameworks, both old and new, that promise to create a more socially just, sustainable world.

SUST6200: Engagement: Connecting Brands and Customers (4 credits)

The purpose of this course is to introduce a framework for marketing sustainable ideas and products. It provides a survey of trends and an overview of concepts and techniques as they relate to understanding customer value, developing marketing opportunities, creating marketing strategies, communicating with stakeholders, and tactical marketing programs within the context of sustainable management. Students will be challenged to critically analyze marketing strategies, plans, and decisions for a sustainable business. Most importantly, students will gain the mindset of a marketer — an ability to inquire into the real needs of the individual and society, create sustainable value, and to build programs for relevant, meaningful engagement. *NOTE: This course has an Experiential Learning component.*

SUST6220: Operations and Supply Chain Management (4 credits)

This course provides an overview of strategic, tactical, and operational decision making environments in the operations and supply chain management of service and manufacturing companies. Major topics are process analysis, cost and quality management, service systems management, inventory optimization, and greenhouse gas emissions minimization. These areas are explored through lectures, assigned readings, group exercises, and case study discussions. Students learn how to apply concepts of probability,

statistics, and optimization via the use of a number of quantitative operations management tools. The course introduces a number of tools in the innovative new field of Industrial Ecology such as life cycle assessment (LCA). It introduces tools such as corporate codes of conduct used in the design of high standards of social justice throughout company's supply chain. The course also teaches students how to apply the arc of pragmatic inquiry through which they learn how to learn from their personal experience. They do this by engaging in a major semester-long "experiential learning" (EL) project in which they are formed into teams, each of which works closely with a partner company or nonprofit organization. The focus of the project is to design and build a sustainable operations plan for the organization using the broad range of tools the students have learned. *NOTE: This course has Experiential Learning component. Prerequisites SUST6120. Co-requisite LDR6200 (MBA & Dual Degree students)*

SUST6240: Financial Systems (4 credits)

All leaders, managers and executives, whether in business, government, or NGOs, are stronger when they can harness the power of finance and capital markets - and how to innovate new products, portfolios, platforms, processes and policy (5-P). This required course provides an overview, understanding, and insights into how the 5-Ps can support innovation, sustainable growth, and cross-sector solutions. Students will also use new tools (e.g. Tableau), impact ratings, and collaborative teamwork to design an innovation to the world of financial systems that can potentially be piloted and implemented.

Prerequisites: Managerial Accounting; Statistics and Excel; SUST6120.

LDR6100: Personal Development and Communication (3 credits)

This course will take a strengths-based approach to fostering the essential individual leadership and communication capabilities needed for managers in business and public administration. These capacities are necessary for collaborating, influencing and acting as an effective change agent for sustainability in any type of business, organization or community. We will explore various aspects of the human dimension of sustainability including social justice, work/life balance, emotionally intelligent team-building and the personal aspects of learning, change, commitment and courage. We will practice communication skills and strengthen our personal effectiveness through self-assessment, feedback and practice in a reflective, supportive environment. We will work in teams to develop our abilities to observe and respond to team challenges and prepare to work in Service Learning Teams in future courses.

LDR6200: Leadership and Team Performance (3 credits)

This course builds upon the strengths-based approach to development, introduced in LDR6100. Students continue to build self-awareness of their leadership strengths, identify roadblocks and expand their personal effectiveness through assessment, discussion, feedback and practice in a reflective, supportive environment. The focus is on developing capacity for being authentic, strength's-based leaders and change agents of sustainability in business organizations and society.

- Students will examine critical experiences that have shaped their world-view to identify their own understanding of their focus on sustainable leadership.
- Students will enhance their abilities to influence, observe and respond to conflicts experienced in their Experiential Learning Partnerships and or group projects.
- Students will demonstrate leadership behaviors of encouraging and influencing relationships that promote positive and productive team and organizational outcomes.
- Students will demonstrate awareness of the leadership behaviors necessary to influence organizational change in support of sustainability.
- Students will use assessment data to understand their energy for exploring, exciting, examining and executing work.
- Students will learn how to apply strengths-based approaches in order to create resilient solutions that focus on long-term systemic strategies and outcomes.
- Students will practice convening and facilitating highly interactive virtual environments (HIVEs) to include diverse stakeholder perspectives in decision-making and to mobilize collective action on complex problems.

Prerequisite LDR6100; co-requisite SUST6220 (MBA & Dual students)

LDR6300: Organizational Leadership (3 credits)

Human systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. The first part of the course examines the role and nature of systems embedded in organizations and those of which the organization is a part. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. This course will enhance understanding of organizational systems, public or private, and the impact of those systems on management action. *Prerequisite LDR6200*

Concentration Courses: Energy, Climate and Social Responsibility

ECS6300: Energy for Sustainability (4 credits)

This course explores energy technologies and systems in a framework of enduring social and environmental stewardship on a global scale. The course explores alternate energy generation technologies, consumption patterns, and energy efficiency. The emphasis will be on renewable energy generation, energy storage, microgrids, and emerging system operations including demand management. On the consumption side we focus on buildings and the transportation sector.

ECS6320: Energy Markets and Policy (4 credits)

In this course, we examine the evolution of the energy markets and regulatory environment in the US and the world vis-a-vis environmental, economic, national security dimensions. We explore the economics and market potential of renewable energy technologies, and assess strategies for market penetration of renewable sources and efficiency technologies. The students will carry out a field study project to explore contemporary drivers in the industry and the government.

ECS6340: Climate and Social Responsibility (4 credits)

This course prepares the students to assume the responsibilities of a sustainability and climate leader within corporations and the government. We discuss the root causes of global climate change, its consequences, and the imperative corporate responsibility. We explore technological, economic and public policy strategies for global warming mitigation, and strategies for adaptation through resilience and risk management. Students will learn the standard and emerging metrics for assessment, monitoring, and disclosure of corporate climate action plan.

Concentration Courses: Innovation – Entrepreneurship and Intrapreneurship

INN6300: New Ventures and Product Innovation – Entrepreneurship (4 credits)

The emphasis in this course is on the entrepreneurial process to recognize opportunity, design, plan, and launch profitable and sustainable ventures. The course will equip students with a methodology for creation of sustainable products/services with a compelling business case in a new enterprise or an existing organization.

INN6320: Innovative Corporations – Intrapreneurship (4 credits)

In this course, we explore the leadership strategies and tactics to create and maintain the entrepreneurial culture of creativity in an established company. Through multiple case studies, students will examine the best intrapreneurial practices at leading firms, and learn the impact of operational processes on the freedom to experiment and to create opportunities for sustainable development.

INN6340: Emerging Technology-to-Market (4 credits)

This course reviews the concepts and models developed and practiced by leading innovation thought leaders. The students will explore market opportunities and sustainability potential of emerging technological innovations in a dynamic project-based environment under mentorship of professionals with deep subject matter expertise.

Concentration Courses: Multi-Sector Solutions

MSS6300: Research Methods and Policy Evaluation (4 credits)

This course focuses on the use of social science research methods, ethics, and evaluation theories to assess public/non-profit policy and program outcomes. Students use quantitative and qualitative research methods and program evaluation tools to answer important organizational questions related to process, resources, outputs, and outcomes; several research evaluation tools are introduced. Students also investigate best practices in research ethics, data collection, protections, and confidentiality. Finally, students apply (and possibly modify) assessment tools used in financial, environmental, and social sustainability.

MSS6320: Multisector Partnerships for Sustainable Solutions (4 credits)

This course examines opportunities and challenges that policy-makers and administrators experience in developing, implementing, and managing Public-Private Partnerships (PPPs). Students examine financing tools, risk analysis, legal processes, regulation, and case studies focused on global transportation, housing, smart-cities, and other infrastructure projects. As part of this course, students are offered the opportunity to complete a PPP Certificate sponsored by the United Nations. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework.

MSS6340: MPA Capstone: Fieldwork Implementation Practicum (4 credits)

The Integrative Capstone Plan is a highly rigorous fieldwork implementation project that requires students to work closely with an advisor, the course instructor, and a public, private, or non-profit organization to implement meaningful change in the financial, environmental, and social sustainability. The project design takes place over the course of several semesters and the final implementation of the project occurs during the final semester of the student's plan of study. In addition to implementing their final project, students are required to submit a journal article for publication, an online video that provides an overview of the product, and a formal evaluation plan and preliminary evaluation of project efficacy. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework who have maintained a grade point average of 3.0 or higher.

Concentration Courses: Sustainable Finance

FIN6300: Sustainable Investing for Measurable Impact and Profit (4 credits)

FIN6320: Capital Structures + Technology for Impactful Financial Markets (4 credits)

FIN6340: Multi-Sector Financial Solutions for Sustainable Global and Local Societies (4 credits)

MPA IN SUSTAINABLE MANAGEMENT – San Francisco

The Master of Public Administration (MPA) in Sustainable Management is the first in the country to integrate sustainability, leadership and systems thinking into every aspect of the MPA curriculum. PGS's approach to integration is particularly relevant to the MPA degree given the multidisciplinary nature of public administration. This is timely given the changing sociopolitical landscape and ecological challenges facing the nation and world. PGS's MPA program is designed to build sustainability-focused practice in non-profit and public organizations.

PGS's MPA in Sustainable Management prepares public and civil society leaders with the skills and sustainable management practices necessary to enhance the economic, social and environmental vitality of cities, states, the nation, and the planet. PGS's MPA program is designed to develop the skills and competencies to lead and transform public or civil society organizations in a sustainable way. Through the program, students gain the practical skills, knowledge and insight into applying the principles of sustainable management on behalf of the public good. The program emphasizes experiential, project and service-based learning with a requirement to complete two public or civic projects in the community as well as a final integrated Capstone project. The design of the MPA program facilitates cross-sector learning and interaction, including engaging with PGS MBA students in classes and cross-sector projects.

Program Framework

PGS defines Sustainable Management as the ability to direct the course of an organization, community or country in ways that restore and enhance all forms of capital—human, natural and financial—to generate stakeholder value and contribute to the well-being of current and future generations.

PGS's MPA program connects public administration theory and practice with social responsibility, ecological awareness, systems thinking and leadership within an integrated framework of sustainable management. Sustainable management is the unifying concept that weaves the core elements of the program together in ways that help students to make connections, promote innovation, and create transformative solutions. The explicit objective of the MPA is to develop the management skills and competencies necessary to address global public issues through innovative approaches to public policy and administration that create sustainable value and transform our economic system.

One of the unique characteristics of the MPA curriculum framework is its integration with the MBA in Sustainable Management. The MPA degree shares the core management competencies in sustainable systems and leadership. Courses are clustered around overarching program outcomes with specific competencies. In alignment with the mission of PGS, graduates demonstrate their competence in sustainability, systems thinking, sustainable leadership and public administration through the achievement of proficiency in the knowledge, skills and attributes of the core competencies.

Program Format: San Francisco Hybrid

The MPA degree is a 60-credit semester-based curriculum, with fifteen required courses and one elective. The program is offered in the San Francisco Hybrid format, designed for working professionals and adult

learners. PGS's San Francisco Hybrid format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

Each term, students and faculty meet monthly for 4-day residencies (Thursday through Sunday). On-site learning during residencies is combined with a robust, interactive distance learning component, including synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies.

The Hybrid MPA design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

Full-time students register for four courses per term and typically complete the MPA in Sustainable Management program in two years. The part-time option is a four-year program, with students registering for two courses per term.

PGS currently offers the MPA in Sustainable Management program at the San Francisco campus only.

Program Outcome: Sustainable Systems

An understanding of sustainability is based on a foundational competence in basic principles of ecology and systems thinking. MPA students are able to integrate systemic and sustainable frameworks into public policy and administration through competence in systems thinking, sustainability literacy, ethics and social justice. PGS MPA graduates are proficient in:

- Understanding how major social, economic and ecological problems are interconnected and have an impact on the public good;
- Applying whole systems thinking to reorient public policy and administration toward sustainable solutions (accounting for the interdependence of business, government and civil society and the possibility for solutions);
- Integrating sustainability principles, frameworks and tools to public policy activities, strategies and models;
- Modeling highly ethical behavior and a social justice orientation to affect sustainability across a broad spectrum of stakeholders.

Program Outcome: Sustainable Leadership

The transformation toward a sustainable economy will require public leaders to have the human skills to create and navigate change across multiple social, economic and political systems. MPA students engender positive change—from the self, to the team, to the organization and ultimately the system—through competence in relationship management, organizational change, adaptability, resilience and efficacy. PGS MPA graduates are proficient in:

- Adjusting to changing situations and obstacles while promoting productivity and sustainability in a variety of contexts—including relationships, teams and organizations;
- Encouraging and building relationships that promote sustainability across multiple roles and stakeholders within diverse global, social, political, ethical and cultural contexts;
- Identifying levers of cultural and structural change in an organization in support of sustainability
- Convening multiple stakeholders and collaborating across boundaries to mobilize, motivate and achieve collective action on complex problems;
- Demonstrating the courage and confidence needed to make the case for sustainable ideas, convey effective offers and engender action.

Program Outcome: Public Administration

Addressing today's most pressing global and social issues requires a level of acumen in the foundational disciplines of public administration. MPA students understand and integrate the fundamentals of policy formulation, implementation and evaluation with human resource, budgeting, finance, information management, technology and organizational theory to design, develop and manage sustainable public solutions. PGS MPA graduates are proficient in:

- Integrating sustainable management into policy analysis, design, implementation, evaluation and management;
- Translating knowledge, theory, and practice between business and public administration to create the strongest foundations for solving problems and making decisions that lead to sustainable action;

- Leading and managing public governance, and incorporating public values into decisions;
- Managing public finance and budgets sustainably;
- Contributing to the public policy process and applying management tools that engage and enhance multi-stakeholder value.

MPA Integrative Capstone Plan Project

The Integrative Capstone Plan is a highly rigorous project that requires students to work closely with an advisor, the course instructor, and with community partners to ensure a high quality deliverable with meaningful and positive impacts for the community.

Degree Requirements and Suggested Course Sequences: MPA in Sustainable Management

All courses listed below are required, for a total of 60 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MPA in Sustainable Management degree. Students may enroll in the MPA in Sustainable Management program in Fall only.

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Full-time MPA – San Francisco, Fall Start only		
SEMESTER 1 (Fall)		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
LDR6100	Personal Development and Communication	3
SUS7010	Introduction to Public Administration and Policy	4
MSS6200	Civic Leadership, Diversity, and Systems Thinking	4
Total Semester 1 Credits		15
Cumulative Credits		15
SEMESTER 2 (Spring)		Credits
SUST6120	Economy and Society: Governance and Business	4
SUST6140	Data, Information Literacy, and Decision Making	4
SUS6130	Implementation of Sustainable Practices (<i>prerequisite SUST6100</i>)	3
SUS7040	Human Resources and Management Ethics	3
Total Semester 2 Credits		14
Cumulative Credits		29
SEMESTER 3 (Fall)		Credits
MSS6320	Research Methods and Policy Evaluation	4
SUS7060	Public Sector Finance	4
LDR6200	Leadership and Team Performance (<i>prerequisite LDR6100</i>)	4
MSS6220	Market Failures and the Regulatory Environment	4
Total Semester 3 Credits		16
Cumulative Credits		45
SEMESTER 4 (Spring)		Credits
MSS6240	Planning, Policy, and Sustainable Economic Development	4
SUS7080	Information Management, Technology and Policy	4
MSS6340	MPA Capstone: Fieldwork Implementation Practicum	4
Elective	Elective	3
Total Semester 4 Credits		15
TOTAL PROGRAM CREDITS		60

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Part-time MPA – San Francisco, Fall Start only		
SEMESTER 1 (Fall)		Credits
SUS7010	Introduction to Public Administration and Policy	4
MSS6200	Civic Leadership, Diversity, and Systems Thinking	4
Total Semester 1 Credits		8
Cumulative Credits		8
SEMESTER 2 (Spring)		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6140	Data, Information Literacy, and Decision Making	4
Total Semester 2 Credits		8
Cumulative Credits		16
SEMESTER 3 (Fall)		Credits
SUST6120	Economy & Society: Governance & Business	4
LDR6100	Personal Development and Communication	3
Total Semester 3 Credits		7
Cumulative Credits		23
SEMESTER 4 (Spring)		Credits
SUS6130	Implementation of Sustainable Practices (<i>prerequisite SUS6010</i>)	3
SUS7040	Human Resources and Management Ethics	3
Total Semester 4 Credits		6
Cumulative Credits		29
SEMESTER 5 (Fall)		Credits
MSS6320	Research Methods and Policy Evaluation	4
SUS7060	Public Sector Finance	4
Total Semester 5 Credits		8
Cumulative Credits		37
SEMESTER 6 (Spring)		Credits
SUS7080	Information Management, Technology, and Policy	4
MSS6240	Planning, Policy, and Sustainable Economic Development	4
Total Semester 6 Credits		8
Cumulative Credits		45
SEMESTER 7 (Fall)		Credits
LDR6200	Leadership and Team Performance (<i>prerequisite LDR6100</i>)	4
MSS6220	Market Failures and the Regulatory Environment	4
Total Semester 7 Credits		8
Cumulative Credits		53
SEMESTER 8 (Spring)		Credits
MSS6340	MPA Capstone: Fieldwork Implementation Practicum	4
Elective	Elective	3
Total Semester 8 Credits		7
TOTAL PROGRAM CREDITS		60

Explanation of Course Numbering System – San Francisco MPA Program

Presidio Graduate School's graduate-level courses are numbered 6000-9999. Graduate level courses are open to holders of a baccalaureate degree who have met PGS's admission requirements. Courses are subject to prerequisites or other requirements as stated in the course descriptions.

Courses in the MPA in Sustainable Management program are designated by 3- and 4-letter codes as follows:

ECS	Energy and Climate Solutions
ELC	Elective
LDR	Leadership
MSS	Multi-Sector Solutions
STAT	Statistics
SUS	Sustainable Management
SUST	Sustainable Solutions

Course Descriptions – MPA in Sustainable Management

LDR6100: Personal Development and Communication (3 credits)

This course will take a strengths-based approach to fostering the essential individual leadership and communication capabilities needed for managers in business and public administration. These capacities are necessary for collaborating, influencing and acting as an effective change agent for sustainability in any type of business, organization or community. We will explore various aspects of the human dimension of sustainability including social justice, work/life balance, emotionally intelligent team-building and the personal aspects of learning, change, commitment and courage. We will practice communication skills and strengthen our personal effectiveness through self-assessment, feedback and practice in a reflective, supportive environment. We will work in teams to develop our abilities to observe and respond to team challenges and prepare to work in Service Learning Teams in future courses.

LDR6200: Leadership and Team Performance (3 credits)

This course builds upon the strengths-based approach to development, introduced in LDR6100. Students continue to build self-awareness of their leadership strengths, identify roadblocks and expand their personal effectiveness through assessment, discussion, feedback and practice in a reflective, supportive environment. The focus is on developing capacity for being authentic, strength's-based leaders and change agents of sustainability in business organizations and society.

- Students will examine critical experiences that have shaped their world-view to identify their own understanding of their focus on sustainable leadership.
- Students will enhance their abilities to influence, observe and respond to conflicts experienced in their Experiential Learning Partnerships and or group projects.
- Students will demonstrate leadership behaviors of encouraging and influencing relationships that promote positive and productive team and organizational outcomes.
- Students will demonstrate awareness of the leadership behaviors necessary to influence organizational change in support of sustainability.
- Students will use assessment data to understand their energy for exploring, exciting, examining and executing work.
- Students will learn how to apply strengths-based approaches in order to create resilient solutions that focus on long-term systemic strategies and outcomes.
- Students will practice convening and facilitating highly interactive virtual environments (HIVEs) to include diverse stakeholder perspectives in decision-making and to mobilize collective action on complex problems.

Prerequisite LDR6100; co-requisite SUST6220 (MBA & Dual students)

MSS6200: Civic Leadership, Diversity, and Systems Thinking (4 credits)

This course uses systems-thinking rubrics, decision-making frameworks, inclusion models, and real-world case studies to examine the rights, roles, and leadership interrelationships across business, government, and civil society. Students apply theoretical models to a portfolio of experiential learning assignments that require direct civic engagement and civic leadership, stakeholder partnerships and alliances, policy analysis, and evaluative research to develop skills for civic engagement and civic leadership in the workplace, neighborhood, city, county, state, nation, global organization, profession, sector, et cetera. The course provides a foundation for future applied coursework for the Master of Public Administration (MPA)

degree and Master of Business Administration (MBA): Multisector Solutions and Partnerships Concentration. Note: This course uses experiential learning in the field to test and reflect upon theoretical models. Students are expected to conduct themselves at the level of a program manager (or above) in a public, private, or non-profit organization operating at the organizational, local, national, or global level. Considerable emphasis is placed on working as part of a practitioner team, developing work plans, and completing work assignments on-time and on-budget.

MSS6220: Market Failures and the Regulatory Environment (4 credits)

This course prepares students to apply microeconomics and finance to market failures as a framework for addressing financial, social, and environmental sustainability challenges in real-world scenarios. Efficiency and equity are used as foundations for examining the roles of public, private and non-profit actors. Students survey the American regulatory system and its role in addressing market failures, with specific focus on corporate formation, securities, antitrust, torts, intellectual property, and contract law. Using inter-sectoral analysis, students practice and enhance their ability to innovate new solutions to complex and seemingly intractable problems--i.e. social entrepreneurship. Students consider the pros and cons of delivering their solutions through business, governmental, civic, or hybrid organizations. After successful completion of this course, students will also have a sense of when it is time to contact a good lawyer.

MSS6240: Planning, Policy, and Sustainable Economic Development (4 credits)

This course focuses on the systemic aspects of economics and policy driving sustainable development. The course introduces students to theoretical and practical perspectives useful for community planning, development, coalition building, environmental politics, local government leadership, sustainable development and urban development, with students being exposed to literature from economic development, policy design, sustainable development, and urban planning to deepen their theoretical knowledge. This course also covers master planning, strategic planning, sustainable development, policy process and evaluation, civic education and leadership, and citizen participation in government. It explores global issues in the context of the urban community. In addition to the course lecturers, class guest speakers will be used to build dialogue with community planning leaders and to provide translation from theory to practice. The course is designed for mid-level to advanced-level practitioners of public administration.

MSS6320: Research Methods and Policy Evaluation (4 credits)

This course focuses on the use of social science research methods, ethics, and evaluation theories to assess public/non-profit policy and program outcomes. Students use quantitative and qualitative research methods and program evaluation tools to answer important organizational questions related to process, resources, outputs, and outcomes; several research evaluation tools are introduced. Students also investigate best practices in research ethics, data collection, protections, and confidentiality. Finally, students apply (and possibly modify) assessment tools used in financial, environmental, and social sustainability.

MSS6340: MPA Capstone: Fieldwork Implementation Practicum (4 credits)

The Integrative Capstone Plan is a highly rigorous fieldwork implementation project that requires students to work closely with an advisor, the course instructor, and a public, private, or non-profit organization to implement meaningful change in the financial, environmental, and social sustainability. The project design takes place over the course of several semesters and the final implementation of the project occurs during the final semester of the student's plan of study. In addition to implementing their final project, students are required to submit a journal article for publication, an online video that provides an overview of the product, and a formal evaluation plan and preliminary evaluation of project efficacy. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework who have maintained a grade point average of 3.0 or higher.

SUS7010: Introduction to Public Administration and Policy (4 credits)

This foundational course presents key themes in public administration and policy. It focuses on developing increased understanding of public administration theories and on applying this information for professional growth. The course will introduce the history of public administration theory, including a discussion of key figures, theorists, and eras. Topics of both technical and practical interest such as budgeting, human resources, ethics, agenda setting, policy development, policy process, and leadership development will be introduced. The course will also introduce students to meta-narratives of public administration and discuss their importance to practice and theory.

Public administration draws its foundational knowledge from a number of fields, including political science, business, sociology, philosophy, psychology, and economics. This course will introduce the key figures and theories influencing public administration, drawing from readings from the disciplines above. It will also

explore primary sources that define public administration and emerging meta-narratives forming the normative debates within the field. Each reading will be tied to public administration practice and will allow students to demonstrate problem solving skills for improving delivery of quality services to citizens.

SUS7040: Human Resources and Management Ethics (3 credits)

This course focuses on staff management in public and nonprofit organizations. It explores ethics and decision-making in human resources development, law, hiring process, allocation, and training and considers the relationships, contracts, and structures that support human resources planning, management, and action. Students will learn theoretical concepts in the ethics of decision-making and apply those concepts to practice in public administration. The course focuses on concepts such as public service, sustainability, equity, bias, legality, liability, ethics, professionalism, labor relations, disclosure, legislation, and staff management in public administration.

SUS7060: Public Sector Finance (4 credits)

This course prepares students to apply models from microeconomics, finance, and budgeting to public policy and public administration challenges, and explores the strengths and weaknesses of these models in real-world scenarios. Theoretical approaches to efficiency and equity are used as foundations for examining the roles of public, private and nonprofit organizations within the overall market for goods and services. Core concepts addressed in this course include: Market Failures, Externalities, Public Goods, Social Insurance, Income Redistribution, Taxation, Public-Private Partnerships, Public Finance Structures & Instruments, Scarcity, Equity, Efficiency, and Sustainability. In addition, this course exposes students to applied and theoretical tools and data sources for public sector budget management and analysis.

SUS7080: Information Management, Technology, and Policy (4 credits)

This course provides an overview of tools, techniques, and best practices for effective information management, technology, and policy (IMTP) in the public and nonprofit sector. Topics covered include: organizational mission, ethics, and information; technology's impact on human resources; Business Process Analysis (BPA); technology planning, investment, and financing; information security and accessibility; data governance; business intelligence; shifts in technology infrastructure, operations, and applications; Government 2.0+; Geographic Information Systems (GIS) and spatial analysis; IT project management; change control and Change Management; technology sprawl; Open Government; emerging laws, policies, and best practices in IMTP. In addition, this course explores ethical issues related to information access, transparency, privacy, and equity. Students are required to learn and directly apply IMTP tools to create improved systems sustainability within real-world agencies.

Note: This course is taught with purposeful emphasis on Experiential Learning (EL). Students are assigned to an EL team and an EL Host (public sector or nonprofit agency). Team members are expected to serve as Management Consultants (in training), responsible for understanding the EL Host's mission, goals, business processes, information dynamics, legal context, fiscal constraints, and technology needs. EL hosts and project timelines rely upon timely learning and deliverables; late assignments will not be accepted. Classroom learning in Business Process Analysis (BPA), Geographic Information Systems (GIS), and Business Intelligence (BI) will be directly applied to challenges in EL Host agencies; the final exam will include a formal presentation to Executives from EL Host agencies.

SUST6100: Systems, Sustainability, and Social Justice (4 credits)

This first term course helps students understand the context within which business and government operate and what is unsustainable about our practices, policies and mental models. The context includes understanding current events and trends in public policy, the myriad of complex social, environmental and economic issues facing society as well as some of the historical context of all of this. Students apply all of these concepts to a particular issue of their choice and do a deep study of that issue and the system within which it resides. As part of this process students develop and apply research methods, data analysis, stakeholder engagement strategies, systems thinking and presentation skills.

SUST6120: Economy and Society: Governance and Business (4 credits)

In order to change the world, we must first understand how it functions. With that in mind, this course begins by introducing students to the dominant political economic frameworks that have shaped and govern our world today. We will learn about the history of economic growth in the 20th and 21st centuries, including how it was made possible as well as the social and environmental costs of this growth. Looking forward, we will consider the many alternative frameworks, both old and new, that promise to create a more socially just, sustainable world.

SUST6140: Data, Information Literacy, and Decision Making (4 credits)

We live in a world overwhelmed with information and data. How can we find the information we need, and

how might we best make use of the data we have? This course challenges students to discover, evaluate, and utilize information and data to promote social justice and sustainability. We will learn where and how to find valuable data and how critically analyze the information we receive.

Prerequisite: Managerial Accounting; Statistics and Excel

Electives

SUS8502: Sustainable Energy Management (3 credits)

This course explores energy technologies and systems in a framework of enduring social and environmental stewardship on a global scale. The course begins with an overview of various energy sources. It then explores the fundamentals of current and future energy systems with focus on technologies with high development potential. The course uses a pragmatic hands-on, yet systemic, approach to the subject of energy management, including technological, environmental, economic, strategic, organizational, and public policy dimensions. Our emphasis will be on understanding and applying appropriate tools for developing sustainable energy systems including: technology, economic, planning, evaluation, and policy analysis. Student teams will work on a field study project to learn the current energy technologies and practices, and to explore relevant economic, policy and environmental factors in the industry and government.

SUS8600: Individual Research in Sustainable Management (3 credits)

In this honors level independent study course for which registration requires faculty approval, the student will conduct research or develop a case study in sustainable management with oversight by a Presidio faculty member. The research or case study will often be targeted for publication and will often be done in collaboration with business, nonprofit, or government organizations. Each student's customized syllabus in this course will need to address three or more of Presidio's MBA/MPA Program Learning Outcomes (PLOs). The student's independent research proposal should describe how the chosen PLOs and how they correlate to the subject matter of the research or case study. This course has no residency participation requirements. In the spirit of independent study, it is expected that the student and faculty advisor will arrange to meet either face-to-face or by phone/Skype periodically during the semester to discuss work content.

MBA/MPA IN SUSTAINABLE MANAGEMENT (Dual Degree) – San Francisco

The MBA/MPA Dual Degree is offered in the San Francisco Hybrid format. The MBA/MPA Dual Degree is a natural product of PGS's intersectoral approach to sustainable management. Our Dual Degree graduates emerge with the ability to both manage integrated bottom lines and to convene coordinated action in the public interest. With the skills and self-knowledge to thrive in the most challenging, dynamic, and complex organizational systems, PGS Dual Degree graduates can competently examine the array of potential solutions offered by each sector, and pragmatically choose the right sustainability solutions without sector-based confirmation bias. Dual Degree students follow a carefully designed 3-year course of study, covering each of the courses in the MBA and MPA programs. The Dual Degree culminates in an integrative capstone project that demonstrates skills attained in both programs. Dual Degree students are required to meet with an academic advisor to map their program of study.

Program Format: San Francisco Hybrid

The MBA/MPA Dual Degree is a 90-credit curriculum, with twenty-three required courses and one elective. The full-time MBA/MPA Dual Degree option is a 3-year program, with students registering for four courses per term. The part-time option is a 6-year program, with students registering for two courses per term.

The program is offered in the San Francisco Hybrid format, designed for working professionals and adult learners. PGS's San Francisco Hybrid format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

Each term, students and faculty meet monthly for 4-day residencies (Thursday through Sunday). On-site learning during residencies is combined with a robust, interactive distance learning component, including synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies.

The Hybrid MBA/MPA Dual Degree design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

The full-time MBA/MPA Dual Degree option is a three-year program, with students registering for four

courses per semester. The part-time option is a six-year program, with students registering for two courses per semester.

PGS currently offers the Hybrid MBA/MPA Dual Degree program at the San Francisco campus only.

EXPERIENTIAL LEARNING (EL) – San Francisco

MBA Experiential Learning Program

The MBA in Sustainable Management program provides an opportunity for students to learn and demonstrate sustainable business practices through practical experience. Using this “living case” methodology, students are able to gain experience in the workplace and learn how to apply the skills learned through the program. Teams of 3-5 students are paired with an organization and are challenged to apply both traditional management concepts and metrics, such as profitability and ROI calculation, as well as to integrate sustainability metrics that examine social and natural capital with partnering organizations. EL projects are embedded in the following courses:

- SUST6200: Marketing Management
- SUST6220: Operations and Supply Chain Management

A company, nonprofit or government organization that acts as a project sponsor is on a path toward being more sustainable in all aspects of providing its products and services. They provide the time of key staff members to guide student teams and make available internal organizational data as needed to maximize the business value of the project. The culmination of an EL project includes the creation of a sustainable business plan and student presentation to their class at the end of the semester.

The co-equal goal for the program is professional and career development for our students. The program helps students gain greater practical experience in areas they may wish to focus on after graduation. In addition, there is the opportunity to hone skills (e.g. communication with stakeholders, problem solving, inspiring and motivating others) that will be needed for bringing about transformational change.

MPA Experiential Learning Program

The MPA program promotes an Experiential Learning environment that encourages students to translate theory to practice, to develop skills critical to communicating with community stakeholders, to build professional experience by applying knowledge in government and non-profit organizations, and to master sustainable development planning by learning through collaboration with educational and community experts. The MPA program integrates Experiential Learning in several courses throughout the curriculum and concludes the plan of study with an EL Capstone course.

MBA AND CERTIFICATE PROGRAMS – SEATTLE

At its Seattle-area locations, Presidio Graduate School offers the Master of Business Administration (MBA) in Sustainable Solutions. See pages 19-26 for program details. Please note that PGS plans to offer Certificate programs at the Seattle campus in future years.

Seattle Metro MBA Program

The **MBA in Sustainable Business (Seattle Metro MBA)** is offered at the Seattle Learning Site at Impact Hub near Pioneer Square, with additional electives offered in the hybrid format. Courses are conducted mainly in person. Distance learning technology is used as an additional resource when helpful for course management and inclusion of guest speakers.

Please note: PGS will not be enrolling new students in the MBA in Sustainable Business (Seattle Metro MBA) in Fall 2018.

GRADUATE 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.

Graduate-level certificate programs include:

- Certificate in Sustainable Management – San Francisco
- Cleantech Certificate in Sustainable Energy Management – San Francisco and Seattle

Certificate in Sustainable Management

PGS's Certificate in Sustainable Management Program, offered in the San Francisco hybrid program, provides an opportunity for working professionals to become familiar with the language and tools of sustainable management and systems thinking. It enables students who may be already schooled in tools of conventional business management, especially if they already have an MBA, to come up to speed quickly in their familiarity with the language and tools of sustainability. Students can choose between five separate tracks allowing them to focus on a specific skill set or competency:

- Applied Sustainable Operations
- Applied Sustainable Leadership
- Applied Sustainable Marketing and Product Development

Applied Sustainable Operations

Applied Sustainable Operations requires *SUST6100: Systems, Sustainability, and Social Justice* and two additional courses, *SUST6220: Operations and Supply Chain Management* and *SUS6130: Implementation of Sustainable Practices* (or equivalent). *SUST6220: Operations and Supply Chain Management* explores the use of sustainability practices and analysis tools in optimizing the delivery of products and services, and demonstrates how principles of industrial ecology and life cycle assessment can be applied in the design of sustainable supply chains. Two particular areas of emphasis are networks of production and end of life remanufacturing. In this course, students engage in a team of 3-5 students in an Experiential Learning project in which they work within a company or nonprofit to develop a sustainable operations plan for the organization.

Required courses (11 units) include:

1. SUST6100: Systems, Sustainability, and Social Justice (4 units)
2. SUST6220: Operations and Supply Chain Management (4 units)
3. SUS6130: Implementation of Sustainable Practices (3 units) – *or equivalent*

Applied Sustainable Leadership

Applied Sustainable Leadership requires *SUST6100: Systems, Sustainability, and Social Justice* and completion of the three courses within the Leadership curriculum.

Required courses (13 credits) include:

1. SUST6100: Systems, Sustainability, and Social Justice (4 units)
2. LDR6100: Personal Development and Communication (3 credits)
3. LDR6200: Leadership and Team Performance (3 credits)
4. LDR6300: Organizational Leadership (3 credits)

Applied Sustainable Marketing and Product Development

Applied Sustainable Marketing and Product Development requires *SUST6100: Systems, Sustainability, and Social Justice* and two additional courses, *SUST6200: Engagement: Connecting Brands and Customers* and *SUS6090: Sustainable Products and Services*. *SUST6200: Engagement: Connecting Brands and Customers* introduces a framework for marketing within the context of sustainable management. Students engage in an exploration of the implications of sustainability for marketing and are challenged to critically analyze marketing strategies, plans, and decisions. Most importantly, students are taught the mindset of a marketer for sustainability—the ability to inquire into real needs of the individual and society, and to serve them. Students team up in this course to build a sustainable marketing plan for a company or nonprofit.

In 2018-2019, this program is available to Certificate-only students in San Francisco, and to MBA/MPA students in both San Francisco and Seattle.

Required courses (11 units):

1. SUST6100: Systems, Sustainability, and Social Justice (4 units) *
2. SUST6200: Engagement: Connecting Brands and Customers (4 units) *
3. SUS6090: Sustainable Products and Services (3 units) – *or equivalent*

* For Seattle campus students who entered the MBA in Sustainable Systems program in Fall 2017, the first-year integrated core courses (COR6510 and COR6520) fulfill the requirements for SUST6100. MKTG6561 fulfills the requirement for SUST6200.

Cleantech Certificate in Sustainable Energy Management

The Cleantech Certificate in Sustainable Energy Management explores energy technologies within a framework of social and environmental stewardship on a global scale. Students will work in teams to learn about current energy technology trends and relevant economic and environmental issues. They will learn about and apply appropriate management tools for developing sustainable energy systems including economic and policy analysis, planning, and evaluation. In 2018-2019, this program is available to Certificate-only students in San Francisco, and to MBA/MPA students in both San Francisco and Seattle.

Required Courses (7 units):

1. SUST6100: Systems, Sustainability, and Social Justice (4 units)*
2. SUS8502: Sustainable Energy Management (3 units)

* For Seattle campus students who entered the MBA in Sustainable Systems program in Fall 2017, the first-year integrated core courses (COR6510 and COR6520) fulfill the requirement for SUS6010.

Students will be able to:

- Demonstrate specific vocational knowledge in the rapidly evolving field of sustainable energy management.
- Occupy professional positions that the energy industry critically needs and is beginning to offer.
- Apply whole systems thinking to orient strategies toward sustainable management solutions
- Understand the interdependencies of social, economic and ecological problems and those of business, government and civil society, as well as how to develop integrated solutions.

COURSE SEQUENCES AND SCHEDULES

Students should take MBA or MPA courses in the recommended order; many courses have prerequisites.

Should students wish to take courses out of the recommended order, courses that require prerequisites must be completed first and the request must be approved by the Program Director with the knowledge of the Registrar. Students who choose to take courses out of the recommended order do so with the understanding that PGS may not be able to offer all courses when students need to take them and their graduation date may be delayed. If taken out of order, students are responsible for ensuring that all required courses are successfully completed before graduating from the program.

Detailed course sequences by program and cohort are available from the Registrar. Course schedules by term are published on the PGS website.

COURSE PREREQUISITES

Course prerequisites are listed in the Degree Programs section, under “Degree Requirements and Recommended Course Sequences.” Only in extenuating circumstances pre-approved by the Program Director will students be allowed to take courses out of order.

COURSE CONTENT

Syllabi, course outlines and lesson plans for courses in Presidio Graduate School programs are subject to change at the discretion of instructors. Students should not construe syllabi, et al., used in prior terms as an unalterable commitment of the instructor or of PGS.

Variations in the learning needs of students, inherent uncertainty in predicting exactly how material for a course should be covered, and an ambiguity in determining the most effective means of evaluating students, dictates that a design for instruction may need to be adjusted. Therefore, in order to be pedagogically responsible, PGS allows that reading assignments, written assignments, examinations, daily topics, and the means and weights involved in the instructor’s evaluation of students can change as needed after instruction has begun.

Faculty are encouraged to be as faithful as possible to published syllabi or lesson plans. However, if altering these is judged to be necessary and appropriate, faculty may do so but are requested to share with their students in a timely manner how the course syllabi or lesson plans have changed.

COURSE EQUIVALENCIES

The following table lists course equivalencies within MBA, MPA, Dual Degree and Certificate programs at Presidio Graduate School (PGS). Please see page 74 for more information on transferring between PGS programs and page 74 for more information on transferring from Certificate to MBA/MPA programs.

Please note that, in special circumstances, additional courses may be eligible for transfer from one PGS program to another. Please contact the Registrar with further questions regarding credit transfer among PGS programs.

New Course#	Equivalent to:	Prior Course # and Course Title
LDR6100	Equivalent to:	SUS6195: Effective Communication, Management, and Action
LDR6200	Equivalent to:	SUS6210: Leadership for Sustainable Management
MSS6200	Equivalent to:	SUS7020: Civic Leadership, Decision-Making, and Systems Thinking
MSS6220	Equivalent to:	SUS7025: Market Failures and the Regulatory Environment
MSS6240	Equivalent to:	SUS7100: Sustainable Urban Development, Economics, and Policy
MSS6300	Equivalent to:	SUS7030: Research Methods and Policy Evaluation
MSS6340	Equivalent to:	SUS7090: MPA Integrative Capstone
SUST6100	Equivalent to:	SUS6010: Principles of Sustainable Management
SUST6120	Equivalent to:	SUS6025: Micro- and Macro-economics
SUST6140	Equivalent to:	SUS6021: Quantitative Methods for Business and Public Administration
SUST6200	Equivalent to:	SUS6060: Managerial Marketing
SUST6220	Equivalent to:	SUS6110: Operations and Production
SUST6240	Equivalent to:	SUS6040: Managerial Finance

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions. Students planning to transfer credits to another institution should check with the receiving school's admission office regarding their credit transfer policies.

NON-MATRICULATED STUDENT OPPORTUNITIES

Non-matriculated students may be eligible to enroll in certain courses within PGS Seattle-area MBA and Certificate programs, with Registrar and faculty approval.

Tuition, Fees & Financial Aid

Chapter Three

TUITION & FEES 2018-2019

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. 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 room and board expenses around and during residencies. Presidio Graduate School does not assist students in finding housing. Students, both domestic and international, are responsible for their own meals, lodging and transportation during their course of studies. Students in San Francisco programs are responsible for own meals, lodging and transportation during residency weekends. Students in Seattle programs are responsible for transportation to and from IslandWood during residency weekends, and will be billed for IslandWood meals and lodging fees along with tuition.

2018-2019 Tuition & Fee Details: SAN FRANCISCO PROGRAMS	
Tuition	Tuition per Credit
MBA, MPA and Dual MBA/MPA programs	\$1160 per semester credit
Cleantech Certificate in Sustainable Energy Management	\$1160 per semester credit
Certificate in Sustainable Management	\$1160 per semester credit
Additional Fees (all programs)	Cost per Semester
Administrative Fee (per semester)	\$150 per semester
Classroom Materials Fee (per semester)	\$85 per semester
Technology Fee (per semester)	\$65 per semester
2018-2019 Tuition & Fee Details: SEATTLE PROGRAMS	
PROGRAM	Tuition per Credit
MBA programs	\$1160 per semester credit
IslandWood Room and Board per SEMESTER	Cost per Semester
Single Room with Meals	\$4600 per semester
Double Room with Meals	\$3700 per semester
Quad Room with Meals	\$2500 per semester
Meals Only (<i>requires permission of the Provost or Vice President of Operations</i>)	\$1300 per semester
Additional Fees	Cost per Semester
Administrative Fee (per semester)	\$150 per semester
Classroom Materials Fee (per semester)	\$85 per semester
Technology Fee (per semester)	\$65 per semester

INCIDENTAL FEES 2018-2019

Incidental Fees	Cost
Add/Drop fee per class	\$25
Incomplete fee (per class each term)	\$500
Incomplete Extension fee	\$500
Reinstatement (into academic program, charged upon registration) – Non-refundable	\$330
Late Tuition Payment Fee	\$110
Deferred Payment Plan Fee (per term)	\$200 per term
Late Deferred Payment Fee	\$110
Late Registration Fee	\$110
Loan Registration Fee	\$35
Finance Charge per month (on outstanding balance)	1.0% per month
Graduation Fee	\$95
Official Transcript Fee	\$10
Official Transcript Fee - RUSH	\$25
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
Alumni Course Audit	\$250 per credit

ANNUAL AND TOTAL CHARGES – DEGREE PROGRAMS

SAN FRANCISCO DEGREE PROGRAMS

MBA or MPA Program	
FULL-TIME: 30 credits/year over 1.5 years = 45 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 34,800 (30 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 35,400
PROGRAM TOTAL	
Total tuition for degree program *	\$ 52,200 (45 credits x \$1160/credit)
Total fees *	\$ 900 (3 semesters x \$300 per semester)
TOTAL Estimated Charges for Degree *	\$ 53,100*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	
PART-TIME: 15 credits/year over three years = 45 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 17,400 (15 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 18,000
PROGRAM TOTAL	
Total tuition for degree program *	\$ 52,200 (45 credits x \$1160/credit)
Total fees *	\$ 1,800 (6 semesters x \$300 per semester)
TOTAL Estimated Charges for Degree *	\$54,000*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	
MBA/MPA Dual Degree	
FULL-TIME: 30 credits/year over three years = 90 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 34,800 (30 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 35,400
PROGRAM TOTAL	
Total tuition for degree program *	\$104,400 (90 credits x \$1160/credit)
Total fees *	\$ 1,800 (6 semesters x \$300 per semester)
TOTAL Estimated Charges for Degree *	\$106,200*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	
PART-TIME: 15 credits/year over six years = 90 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 17,400 (15 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 18,000
PROGRAM TOTAL	
Total tuition for degree program *	\$104,400 (90 credits x \$1160/credit)
Total fees *	\$ 3,600 (12 semesters x \$300 per semester)
TOTAL Estimated Charges for Degree *	\$108,000*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	

SEATTLE PROGRAM

MBA Program	
FULL-TIME: 30 credits/year over 1.5 years = 45 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 34,800 (30 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
IslandWood meals/housing, 2018-2019	\$ 5,000 (2 semesters x \$2500 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 40,400
PROGRAM TOTAL	
Total tuition for degree program *	\$ 52,200 (45 credits x \$1160/credit)
Total fees *	\$ 900 (3 semesters x \$300 per semester)
IslandWood meals/housing	\$ 7,500 (3 semesters x \$2500 per semester)
TOTAL Estimated Charges for Degree *	\$ 60,600*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	
PART-TIME: 15 credits/year over three years = 45 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 17,400 (15 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
IslandWood meals/housing, 2018-2019	\$ 5,000 (2 semesters x \$2500 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 23,000
PROGRAM TOTAL	
Total tuition for degree program *	\$ 52,200 (45 credits x \$1160/credit)
Total fees *	\$ 1,800 (6 semesters x \$300 per semester)
IslandWood meals/housing, 2018-2019	\$ 15,000 (6 semesters x \$2500 per semester)
TOTAL Estimated Charges for Degree *	\$69,000*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	

TUITION AND FEES PAYMENT

Tuition and fees for Presidio Graduate School are billed and due in July/August for the fall semester, November/December for the spring semester and April for the summer term. Please see the Academic Calendar or the table below for specific dates for each semester. All checks should be made payable Presidio Graduate School.

Full tuition/fees are due by the published due date for each term. This option incurs no additional fees. Please also see "Tuition Deferments" below for further options. Please work with Student Business Services if you are applying for federal financial aid.

Due dates are shown on the 2018-2019 Calendars (pages 103-104), and are as follows:

TERM	TUITION/FEES DUE DATE
Summer Term 2018	May 11, 2018
Fall Semester 2018 (all programs)	August 2, 2018
Spring Semester 2019 (all programs)	December 20, 2018
Summer Term 2019	May 10, 2019

Please note that course fees (other than tuition) for some special elective courses such as ELC6569: Right Livelihood Quest and MGTC 565C: International Cooperative Field Study may have special due dates, to be disclosed when the course is arranged.

Billing and Student Account Contact

Students should contact PGS Student Business Services with any questions related to billing or student accounts at 415.561.6555 or sbs@presidio.edu.

Payment Options

Tuition payments can be made via credit card, ACH, wire or by mailing a check to:

Presidio Graduate School
Student Business Services
1202 Ralston Avenue, Suite 300
San Francisco, CA 94129

To pay by credit or debit card, please pay by Populi or call Student Business Services at (415) 655-8948.

Tuition Reimbursements

Students whose employers help cover tuition costs must submit Third Party Tuition Billing forms to sbs@presidio.edu.

If a student is applying for scholarships or tuition reimbursement, he/she may need proof of enrollment or documentation of grades by a certain date. Students should make such requests by contacting the Registrar at the beginning of the semester so that records may be sent out in a timely manner.

Late Registration

Any class that is added after the Add/Drop deadline must be paid in full before it can be added to a student's schedule and requires clearance from the Finance Office.

Late Payment and De-Registration

A \$110 late payment fee will be assessed for payments received after the due dates listed above and on the Academic Calendar. Students who fail to pay their tuition by the posted deadline may be de-registered from PGS. In order to have their schedule reinstated, students will be required to provide Presidio Graduate School payment in full, proof of guaranteed financial aid funds, or proof of enrollment in a payment plan with the Finance Department. In addition, any student who is de-registered for non-payment will be charged a mandatory \$330 reinstatement fee and will be responsible for any late fees associated with the original balance due.

No student may register for a subsequent term, be issued a diploma or transcript until all outstanding tuition, emergency loans or fees are paid in full. Non-payment of tuition or fees may result in referral of the delinquent account to an independent collection agency. If an account is turned over to an independent collection agency, the student will be responsible for all attorney's fees and other reasonable collection costs and charges necessary for the collection of any amount past due.

If the student obtains a loan to pay for this educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund. If the student defaults on a federal or state loan, both the following may occur:

The federal or state government or a loan guarantee agency may take action against the student, including applying any income tax refund to which the person is entitled to reduce the balance owed on the loan.

The student may not be eligible for any other federal student financial aid at another institution or other government financial assistance at another institution until the loan is repaid.

TUITION DEFERMENTS

Tuition deferments may occur under the following circumstances:

Outstanding Financial Aid

A student who has applied for Federal Direct Loans or any other loan in order to pay tuition must apply for a deferment agreement by the tuition deadline if the financial aid proceeds have not arrived by the tuition payment due date. An interim payment may be required. When PGS receives the funds, they are credited to the student's tuition account. Any excess credit balance on the student's account will be refunded based on the established timeframe, legal, and processing requirements.

The PGS Vice President of Operations is the only person authorized to approve deferment agreements or tuition adjustments not covered by current policy. The Vice President of Operations must approve all deferment agreements in writing. Students who defaulted on a previous agreement must reapply to the

Finance Office to be considered for an extension. In most cases, students who previously defaulted on an extension agreement will not be reapproved.

Deferred Payment Plans

To establish a deferred monthly payment plan, students must contact Student Business Services at least one week prior to the tuition due date. A late fee will be assessed if the first payment is not received by the tuition due date.

A Deferred Payment Plan must be completed by the student and approved by the Vice President of Operations in order to be valid. The payment schedule must reflect the most expeditious rate of payment possible, but never longer than the end of the current term. A \$200 Deferred Payment Plan fee will be assessed. Payments not made by the due date will be assessed a \$110 Late Deferred Payment fee.

Repeated late payments will nullify the agreement and all outstanding tuition immediately becomes payable in full. If financial problems arise, students should contact PGS Student Business Services immediately at sbs@presidio.edu. Defaulted payment plans from prior semesters may cause a student to become ineligible for future Deferred Payment Plans. Past due balances and tuition due from prior semesters may also disqualify students from future payment plans. Students who apply for a payment plan must have a source of funding for making the payments prior to agreeing to a payment plan. Unemployment, under-employment, ineligibility for financial aid, and loss of third party payers should be considered prior to making the determination to sign a payment plan. It is the student's responsibility to carefully determine whether or not they are able to meet the conditions of the agreement. Failure to complete the deferment agreement can result in de-registration; therefore, it is imperative that the student be able to complete their payment agreement.

MISCELLANEOUS FEES AND FINANCE CHARGES

Charges on a student account such as late registration are due and payable immediately. The account becomes subject to late fee assessment, after 30 days. If any such charge is in dispute, a student should advise PGS Student Business Services (sbs@presidio.edu) within 30 days, or the charge will be considered accurate and payable in full. Any financial disputes must be addressed in writing within one year of the charge or they will be considered accurate and payable in full.

TECHNOLOGY FEE

The Technology Fee is a component of student tuition that is used to provide technology-oriented resources to PGS students. Presidio Graduate School charges a \$65 fee to all students for the acquisition, upgrading and/or maintenance of technology for academic and student support activities.

CANCELLATION AND REFUND POLICY

Student's Right to Cancel

A student may cancel an Enrollment Agreement or withdraw from Presidio Graduate School at any time. The student has the right to cancel the enrollment agreement and obtain a refund of tuition paid through attendance at the first class session, or the seventh day after enrollment, whichever is later. The student has a right to a full (100%) refund of all tuition paid less the non-refundable fees if the student cancels during this time period.

If a student ceases attendance or provides written notice of cancellation or withdrawal after the start of the period charged, but before completion of 60% of the period charged, the amount charged for tuition (less non-refundable fees) for the completed portion of the course(s) shall not exceed the prorated portion of the total tuition charged. This portion is arrived at by multiplying the total tuition charged for the period by the ratio of the number of days attended to the total number of days in the period. No refund is made after 60% of the attendance period.

For the purpose of determining a refund under this section, a student shall be deemed to have withdrawn from a program of instruction when any of the following occurs:

1. The student notifies Registrar in writing of the student's withdrawal.
2. PGS terminates the student's enrollment for failure to abide by the rules and regulations of PGS; absences in excess of maximum set forth by PGS.
3. Failure to return from a leave of absence.

The amount owed equals the daily charge for the program (total institutional charge, minus non-refundable fees, divided by the days in the term), multiplied by the number of days scheduled to attend, prior to withdrawal. Students who have had an outstanding debt for 120 days or longer will be sent to an outside collection agency, at the discretion of PGS. Collection costs including attorney's fees, court costs, agency commissions, and other assessments incurred to collect your unpaid account balance will be added to your student account balance.

If any portion of the tuition was paid from the proceeds of a loan or third party, the refund shall be sent to the lender, third party or, if appropriate, to the state or federal agency that guaranteed or reinsured the loan. Any amount of the refund in excess of the unpaid balance of the loan shall be first used to repay any student financial aid programs from which the student received benefits, in proportion to the amount of the benefits received, and any remaining amount shall be paid to the student.

If the student has received federal student financial aid funds, the student is entitled to a refund of moneys not paid from federal student financial aid program funds.

If Presidio Graduate School cancels or discontinues a course or program, it will refund all charges and fees associated with the course or program. The notice of cancellation shall be in writing, and is effective upon Presidio Graduate School's receipt of the cancellation notice. The notice will be accepted in person, by mail to Presidio Graduate School mailing address (1202 Ralston St, Suite 300, San Francisco, CA 94129) or via email to registrar@presidio.edu. A student must complete the following steps in order to cancel their enrollment agreement, withdraw from the institution and obtain a refund:

1. Submit written notice to the Registrar to officially withdraw from course(s).
2. Complete an Add/Drop Form with the Registrar. The registrar will post announcements containing deadlines for add/drop regularly. For students receiving state or federal financial aid, refunds are not always made directly to the student. The official withdrawal date used for refund purposes is the date the student submits the Add/Drop form to the Registrar.
3. If a credit balance occurs on a student account, PGS has 45 days in which to return the excess credit balance to the student. Examples of how a credit balance may occur is as follows:

Example: A student completes 30 days of 125 days (17 week semester) and paid \$4500 for a course (less non-refundable fees), the pro rata refund to the student would be \$3,420.00 based on the calculation set forth below.

$$\begin{aligned} \$4,500 \text{ (tuition charged)} \div 125 \text{ days} \times 95 \text{ days remaining} = \\ \$3,420.00 \text{ (actual refund amount)} \end{aligned}$$

If the student ceases to attend Presidio Graduate School after completing 60% of the period charged (75 days), the student will be charged 100% of the tuition and charges applicable for all courses in the payment/academic period.

In conjunction with the tuition refund schedule above, there is a \$110 withdrawal fee if all courses are dropped. This fee does not apply to students taking an approved leave of absence. Students who withdraw from PGS and are recipients of student loans will have their costs and eligible loans prorated according to Title IV guidelines. PGS's tuition and refund policy begins on the first day of the term.

Please note that the Student Tuition Recovery Fund (STRF) non-refundable fee is zero. Please see below for more information on the STRF.

PAST DUE ACCOUNTS

Students are obligated for tuition and fees for each period of enrollment. Any student who is delinquent in payments due to PGS is subject to exclusion from school privileges including, but not limited to, receiving grade reports, issuing of transcripts, and participation in graduation ceremonies. Students whose accounts are past due are subject to dismissal and/or referred to a collection agency at the discretion of PGS.

THIRD PARTY OR SPECIAL BILLING

Special billing is available to students whose employers or other outside agencies pay their tuition, fees and expenses directly to Presidio Graduate School (PGS) regardless of the earned grade. Students whose company or agency reimburses them directly are NOT eligible for special billing.

Refunds of third party or special billing will be issued AFTER the funds have been received by PGS. No

refunds will be advanced to students until the funds are received, applied, and a credit balance, if any, occurs. At times, permission must be received by third party if refund is a result of a third party payment.

STUDENT TUITION RECOVERY FUND (CALIFORNIA STUDENTS)

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

FINANCIAL AID OVERVIEW

Presidio Graduate School (PGS) participates with federal, state and private agencies to make financial aid programs available to students. Students applying for financial assistance must complete the Free Application for Federal Student Aid (FAFSA). Applying for financial aid is a detailed process that requires careful completion of forms, attention to deadlines and quick response if additional information is required.

PLEASE NOTE: Aid cannot be calculated until the financial aid application packet is complete. It is the student's responsibility to check that the application has been received in its entirety.

Please direct all financial aid questions to: finaid@presidio.edu	Submit all written correspondence and financial aid materials to: Presidio Graduate School ATTN: Student Business Services 1202 Ralston Avenue, Suite 300 San Francisco, CA 94129
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Students receiving financial aid are responsible for reading and understanding the policies below. Financial aid policies and procedures are subject to change and may change without notice. Current information is published on the website at presidio.edu.

Financial assistance (financial aid) awarded through PGS may consist of a combination of institutional scholarships and grants, state aid programs, loans and/ or part-time work-study opportunities for those who qualify. These forms of financial aid are explained later in this section.

HOW TO APPLY

Students seeking financial aid must complete these steps to initiate and complete the financial aid application process:

1. Complete the Free Application for Federal Student Aid (FAFSA) at www.fafsa.ed.gov. You will need to have your Federal Tax information handy to complete the FAFSA. Presidio Graduate School's Federal School Code is 042355.
2. Determine Financial Aid Eligibility. See "Eligibility" under Financial Aid Policies below.
3. After PGS Student Business Services receives the results of the student's FAFSA, a budget will be created for the student based upon the information submitted in the financial aid application.
4. The student will be awarded an aid package based upon the qualifications that fit the student and the student's budget and resources.
5. Students will receive an email notification once they have been awarded financial aid.
6. Student must review and accept or decline the aid/award.

If the Federal Subsidized and/or Unsubsidized Direct Loans are part of the financial aid package, a loan entrance interview will be necessary. The student must also complete the Direct Loan Master Promissory Note and return it to the lender in order to receive Direct Loan funds.

If students have any questions regarding the financial aid policies, processes, or procedures, they should contact PGS's financial aid office at finaid@presidio.edu.

If the financial aid award is not sufficient to cover a student's educational expenses, the student must pay the difference in full by the payment deadline or sign up for a monthly payment plan. Students who have applied for financial aid and have been awarded aid are not required to make a payment by the payment deadline provided their aid is sufficient to cover their tuition charges and all required paperwork has been completed and received.

Students who do not have FAFSA confirmation and have not submitted all other requested financial aid documentation are required to make an initial payment of at least 33 percent by the payment deadline to secure their place in class. Upon receipt of a student's financial aid funds, any credit balance on the account will be stipended to the student within 14 days.

ESTIMATED COST OF ATTENDANCE (COA) BUDGET

The cost of attendance budget, also referred to as the cost of education, is an estimate of the total amount of money it will cost a student to attend school per academic year. In addition to helping a student project his/her total education costs, the cost of attendance budget is also used to determine the maximum amount of financial aid a student is allowed to receive for a particular period of enrollment.

PGS calculates the cost of attendance using rules established by the U.S. Department of Education. The cost of attendance budget includes tuition and fees, books and supplies, loan fees, an allowance for food, housing and transportation, as well as miscellaneous or personal expenses. Extraneous costs not directly related to the completion of a student's course of study, such as car payments and cell phone bills, are not included.

The cost of attendance (COA) budget varies, depending on the program of study and the length of enrollment. The table below shows a listing of estimated COA budgets per academic year for PGS students by program. These costs are effective in the 2018-2019 academic year and are subject to change.

SAN FRANCISCO PROGRAMS	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
Summer Term 2018	\$14,710 ¹	\$6,960		\$400		\$4,800	\$1,350	\$1,200	
MBA, MPA or Dual Degree, Full-Time: Fall 2018 and Spring 2019 combined	\$59,450 ²	\$34,800		\$1,600	\$600	\$14,400	\$4,050	\$4,000	
MBA, MPA or Dual Degree, half-time: Fall 2018 and Spring 2019 combined	\$42,410 ³	\$18,560		\$800	\$600	\$14,400	\$4,050	\$4,000	
Summer Term 2019	\$15,010 ⁴	\$6,960		\$400	\$300	\$4,800	\$1,350	\$1,200	
SEATTLE PROGRAMS	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
Summer Term 2018 (optional term)	\$14,710 ¹	\$6,960		\$400		\$4,800	\$1,350	\$1,200	
MBA, full-time: Fall 2018 and Spring 2019 combined	\$64,450 ²	\$34,800	\$5,000 ⁵	\$1,600	\$600	\$14,400	\$4,050	\$4,000	
Summer Term 2019 (optional term)	\$15,010 ⁴	\$6,960		\$400	\$300	\$4,800	\$1,350	\$1,200	

¹ Summer Term 2018 COA based on tuition for 6 credits total over 3 months

² COA based on tuition for 15 credits per semester/30 credits total over 2 semester/9 month enrollment

³ COA based on tuition for 8 credits per semester /16 credits total over 2 semester/9 month enrollment

⁴ Summer Term 2019 COA based on tuition for 6 credits total over 3 months

⁵ Based on quad occupancy and full meals at IslandWood

FINANCIAL ASSISTANCE

PGS participates with federal, state and private agencies to make various financial aid programs available to students. However, the primary responsibility for financing their PGS education rests upon the student.

TYPES OF FINANCIAL ASSISTANCE

Scholarships

Scholarships funds are provided by PGS and a variety of government, civic and professional organizations. Scholarships are awarded in recognition of outstanding student achievement in academics, community service, and demonstrated leadership abilities.

The scholarship selection process at PGS awards applicants with strong leadership capacity, community engagement skills and desire to become a change agent for a better future. Scholarship funds are provided by PGS. Scholarships apply to tuition only and do not apply to room-and- board costs or non-tuition related expenses. Scholarship recipients must maintain Satisfactory Academic Progress (SAP) and a minimum of full- time enrollment while receiving awards.

Basic Eligibility Requirements

- Students must be enrolled full-time in a PGS degree program.
- Students must maintain Satisfactory Academic Progress (see SAP requirements in this chapter).
- Students cannot be receiving financial aid from another institution.
- Students cannot be receiving full tuition reimbursement. If a student is eligible to receive partial corporate tuition reimbursement, they may still apply, but the award, if any, may be reduced proportionately.

Notification and Acceptance

PGS will notify students of scholarship awards by March 31, 2018 for Priority Applications and by May 31, 2018 for Regular Applications. We ask that applicants notify us as soon as they decide if they are accepting their offer of admissions and scholarship award. We ask that Priority Applicants notify us no later than May 18, 2018 and that Regular Applicants notify us by July 5, 2018. Scholarship recipients should respond no later than their appropriate deadline to accept their scholarship. If recipients do not accept their scholarship, the funds are redistributed to other applicants.

Loans

A loan is financial aid that must be repaid to the lending institution. Eligibility, interest rates, payment deferment periods (if any) and loan amounts vary by the type of loan the student obtains. Loans are available in several forms, as briefly explained below.

Federal (Title IV) Loans

- **Federal Unsubsidized Direct Loan:** This is a fixed rate loan, administered by the federal government, and is not based on need. PGS must certify the student's eligibility for the amount borrowed. Payments may be deferred while the student is enrolled; however, interest accrues on the loan during that time.
- **Federal Grad PLUS:** This loan is for students in the MBA and MPA programs who need additional funds and who meet Federal eligibility requirements. The interest rate is fixed, and interest accrues while the student is in school. There are credit requirements for this loan.

The loans described above are subject to borrowing limits.

Military Education Benefits

PGS will gladly accept VA education benefits, including but not limited to the Post 9/11 GI Bill. The federal Department of Veterans Affairs website is the best source for information about all VA Educational Benefits Programs.

APPLYING FOR FINANCIAL ASSISTANCE

The Free Application for Federal Student Aid (FAFSA) helps to determine the amount of assistance for which a student is eligible. The FAFSA is used to collect personal and financial information which is used to calculate financial need and determine eligibility for financial aid. This analysis takes into account factors such as income, assets, number of family members in the household and the number of family members enrolled in college.

All students who wish to be considered for financial aid assistance must establish financial aid eligibility on an annual basis. The financial aid year varies between programs as listed below. Determining financial aid eligibility includes completing the application process as outlined below and meeting the Satisfactory Academic Progress standards outlined on pages 52-55. Students must be enrolled at least half-time to be eligible for most types of financial aid.

Eligibility

A PGS student is eligible for financial aid if he or she:

- Is a US citizen, or eligible non-citizen;
- Signs a statement on the FAFSA certifying federal student aid will be used only for educational purposes;
- Is not in default on a federal student loan or has made satisfactory repayment arrangements;
- Does not owe money back on a federal student grant or has made satisfactory repayment arrangements;
- Has not borrowed in excess of the maximum allowed for federal loans;
- Has not been convicted for a drug offense that occurred while enrolled in school and receiving federal student aid;
- Is registered with Selective Service (males at least 18 years old);
- Has a valid social security number;
- Is enrolled at least half-time per term and maintain satisfactory academic progress in an eligible degree or certificate program at a school participating in federal financial aid programs;
- Is making Satisfactory Academic Progress (SAP – see pages 52-55 of this handbook for SAP policy).

Financial aid eligibility for need-based aid is determined using the following formula:

$$\begin{array}{r} \text{Cost of Attendance} \\ - \text{Expected Family Contribution} \\ \hline = \text{Financial Need} \end{array}$$

Financial need is the difference between what a family is expected to contribute toward the cost of the education and the actual cost of the education. For example, if the cost of education is \$20,000 per year including both tuition and living expenses in the local area, and the family is expected to contribute \$5,000, then the student's need is \$15,000. The aid students receive from all sources of aid (including non-need based aid) may not exceed their cost of attendance.

Half-time Status

Students must be enrolled at least half-time in order to be eligible for federal financial aid. PGS defines full-time as 6 credits and half-time as 3 credits. Students must be enrolled in at least 3 credits to be eligible for federal financial aid.

Steps to Apply

As detailed previously, these steps are required to initiate and complete the financial aid application process:

1. Obtain a Department of Education PIN Number. A PIN is necessary to electronically sign your FAFSA online. If you do not have one or have forgotten your PIN, go to www.pin.ed.gov to obtain one before starting the FAFSA online.
2. Complete the Free Application for Federal Student Aid (FAFSA) at www.fafsa.ed.gov. You will need to have your Federal Tax information handy to complete the FAFSA. Presidio Graduate School's Federal School Code is 042355.
3. Determine Financial Aid Eligibility. See "Eligibility" under Financial Aid Policies below.
4. After the PGS Financial Aid Office receives the results of the student's FAFSA, a budget will be created for the student based upon the information submitted in the financial aid application.
5. The student will be awarded an aid package based upon the qualifications that fit the student and the student's budget and resources.
6. Students will receive an email notification once they have been awarded financial aid.
7. Student must review and accept or decline the aid/award.

WHAT HAPPENS NEXT?

The Department of Education processes the student's FAFSA and sends the student a Student Aid Report (SAR). The Department of Education sends PGS a copy of the data called an Institutional Student Information Report (ISIR). The PGS Financial Aid Office uses the ISIR and Institutional Financial Aid Application to construct the student's financial aid package.

PGS will send the student's financial aid award letter to the email address listed on the student's record.

If the Federal Subsidized and/or Unsubsidized Direct Loans are part of the financial aid package, a loan entrance interview will be necessary. The student must also complete the Direct Loan Master Promissory Note and return it to the lender in order to receive Direct Loan funds.

FINANCIAL AID REFUND POLICY

All student financial aid credits will be stipended to students not more than 14 days after the:

- Date on which the funds causing the overage are applied to the account;
- First day of classes for the enrollment period for which the funds are intended; or
- Date the student requests the funds or rescinds permission for Presidio Graduate School to retain the funds¹

¹ Federal Student Aid funds are awarded to students to pay current year charges. If the student gives written permission, Presidio Graduate School may hold funds on their account. Students may rescind this permission at any time. Any remaining balance on Federal Student Aid loan funds must be returned to students by the end of the loan period and any other remaining Federal Student Aid program funds must be returned by the end of the

last payment period in the award year for which they were awarded. Students receiving federal financial aid who withdraw or drop below half-time will have any credit balance on their accounts returned to their lenders or to the appropriate financial aid program.

FINANCIAL AID REFUND REDISTRIBUTION POLICY

All students receiving financial aid who withdraw completely from the program may have to return any refund amount to the appropriate Student Financial Aid Program in accordance with the refund distribution schedule which follows:

1. Federal Unsubsidized Direct Loan
2. Federal Grad PLUS
3. Other federal, state, private or institutional aid programs, if required by the program
4. Students

PGS will return unearned aid within 30 days of the date if:

- The student officially withdraws
- The student is dismissed, or
- The institution determines the student's withdrawal date, in the case of an unofficial withdrawal.

RETURN TO TITLE IV: FINANCIAL AID WITHDRAWAL & REFUND POLICY

Return of Title IV Funds is a federally mandated policy that applies only to students who receive federal financial aid and who withdraw, drop out, are dismissed, or take a Leave of Absence prior to completing 60% of a term. The Return of Title IV Funds policy does not apply to students who reduce their units and remain enrolled. Return of Title IV Funds will be used to determine how much aid, if any, must be returned to Title IV programs. The Title IV funds considered in the policy are the Federal Direct Unsubsidized Stafford Loan, and the Federal Direct Graduate PLUS Loan. The policy does not apply to the Federal Work-Study program.

The Return of Title IV funds calculation identifies two types of federal aid, earned and unearned. The earned aid is based on a percentage calculated by dividing the number of days the student completed by the number of days in the payment period. A student who remains enrolled beyond the 60% point earns all disbursed (received) and disbursable aid. Disbursable aid includes aid received and the aid that could have been (but was not) disbursed as of the withdrawal date. If earned aid exceeds disbursed aid, a post-withdrawal disbursement may be made. Presidio Graduate School will first credit post-withdrawal disbursement not credited to school charges. Within 30 days of determination that the student withdrew, the student will be provided with a written notification of any post-withdrawal funds that are available to the student. No post-withdrawal disbursement will be made if the student does not respond within 14 days of the notification date.

Unearned aid is any disbursed aid that exceeds the amount of Title IV aid the student earned. The unearned aid amount is to be returned to the U.S Department of Education, a responsibility shared by Presidio Graduate School and the student. This may create a balance owed on a student's tuition billing account. The student is responsible to pay the amount owing on their billing account.

This policy is based on 34 CFR, Section 668.22 of Title IV of the Higher Education Act of 1964, as amended. The formula is prescribed in Section 484(b).

Any recipient of Title IV federal student financial aid, who withdraws or does not complete the term, must complete a clearance process, including a financial aid exit interview for students who have received educational loan assistance. The clearance and exit interview will explain students' rights and responsibilities as they pertain to tuition refunds, financial aid refunds and return of Title IV funds and educational loans.

New student deposits become tuition paid as of the first day of class and will be treated accordingly in any refund calculations.

Any refund calculated must be returned first to the Title IV programs. Refunds are allocated in the following order:

1. Federal Direct Unsubsidized Loan Program
2. Federal Direct Plus Loan Program

3. Any other Title IV program
4. Other federal, state, private, or institutional student financial aid programs

FEDERAL REFUND REQUIREMENTS VS STATE REFUND REQUIREMENTS

In addition to the Return of Title IV requirements for federal financial aid recipients, Presidio Graduate School is required by the State to calculate a prorated refund for all students who have completed less than 60 percent of their period of attendance, regardless of whether or not the student received Title IV funds. However, the federal formula for Return of Title IV funds may result in a larger refund than the state refund policy. In that case, Presidio Graduate School and/or the student must return the sum resulting in the larger of the two calculations to the appropriate Title IV program. Therefore, the student may, after Title IV funds are returned, owe a balance to PGS.

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.

It is important to note that all credits that a student attempts are used to determine SAP status, no matter how long ago the courses were taken. This includes transfer credits and repeated courses. For example, if a student receives a grade of F or NC (No Credit) for a three-credit course and subsequently repeats the course, all six credits will be considered in SAP calculation.

For students who change programs, SAP status will be determined based on credits attempted and grades earned that count towards the student's new program. For students who have completed one program and then enroll in another program in order to earn an addition credential (e.g., who have completed a Certificate and then enroll in an MBA program), SAP status will be determined based on credits attempted and grades earned that count towards the student's new program.

Courses dropped before the add/drop deadline will not be used to determine SAP status. See Calendars on pages 103-104 for add/drop deadlines.

PLEASE NOTE: SAP reviews for purposes of determining financial aid eligibility should not be confused with Student Evaluation and Review Committee (SERC) reviews conducted by PGS's academic programs. Please see SERC Policies in Chapter 6 for details.

SAP REQUIREMENTS

SAP is assessed at the end of each semester, following grade submission. Students who do not meet any of the standards will receive a letter from the Financial Aid Department placing them on "Warning" Status for purposes of financial aid eligibility. These students may continue to receive aid for one term, and have until the end of that term to meet the SAP eligibility standards. If, after the one term of warning status, these students have not met the standards of Satisfactory Academic Progress, they will be ineligible for federal financial aid for future semesters.

Students have the right to appeal financial aid suspension. The Financial Aid Office will consider appeals based on extenuating circumstances that prevented the student from successfully completing his/her last term of attendance. Some appeals may require that the student meet certain standards each term to remain eligible for financial aid. See below for "Steps to Complete an SAP Appeal."

Students in PGS programs which use the letter-grade/GPA policy detailed on pages 76-77 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.
- **Course Completion Rate:** Students must complete a minimum of 70% of all credit hours attempted at the end of each term to maintain satisfactory academic progress. Included below is a table outlining

the weight of each type of grade on a student's completion rate. In general, credits associated with grades of A, B, C, D, F, Incompletes, and 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 completion rate, whereas only the highest grade is included in the CGPA calculation. Credits excluded from the 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
AU – audit	No	No	No	No

- **Maximum Time Frame (MTF):** Students must complete their educational program within 1.5 times the standard program length except for a part-time dual degree program, which is defined by PGS as the total number of semester credits required to complete the program. The following maximum length of study will apply.
 - Maximum length for a full-time MBA or MPA degree will be 90 credits/3.0 years
 - Maximum length for a part-time MBA or MPA degree will be 90 credits/6.0 years
 - Maximum time for full-time dual MBA/MPA degree will be 135 credits/4.5 years.
 - Maximum time for part-time dual MBA/MPA degree will be 135 credits/7.0 years

Seattle Programs

Seattle students who entered the MBA in Sustainable Business or MBA in Sustainable Systems program prior to Fall 2018 are on the CR/NC grade scale. Students must complete a minimum of 70% of all credit hours attempted at the end of each term to maintain satisfactory academic progress.

SAP REQUIREMENTS SUMMARY TABLE

Program	Term	Grade Scale	Cumulative GPA	Ave Credits per Term	Minimum Completion Rate	Maximum Length of Study
MBA Sustainable Management, full-time ¹	semester	letter	3.0	15	70%	90 credits/3.0 years (150%)
MBA Sustainable Management, part-time ¹	semester	letter	3.0	7	57%	90 credits/6.0 years (150%)
MBA Sustainable Solutions, full-time ²	semester	letter	3.0	15	70%	67 credits/2 years
MBA Sustainable Solutions, part-time ²	semester	letter	3.0	7	57%	67 credits/4.5 years (150%)
MPA Sustainable Management, full-time ¹	semester	letter	3.0	15	70%	90 credits/3.0 years (150%)
MPA Sustainable Management, part-time ¹	semester	letter	3.0	7	57%	90 credits/6.0 years (150%)
MBA/MPA Dual Degree, full-time ¹	semester	letter	3.0	15	70%	135 credits/4.5 years (150%)
MBA/MPA Dual Degree, part-time ¹	semester	letter	3.0	7	57%	135 credits/7.0 years (150%)
MBA Sustainable Systems, full-time ³	semester	CR/NC	n/a	15	70%	90 credits/3.0 years (150%)
MBA Sustainable Business, full-time ⁴	semester	CR/NC	n/a	7	57%	90 credits/3.0 years (150%)

¹ Offered at San Francisco campus

² Offered at San Francisco and Seattle campuses

³ Offered at Seattle campus

⁴ Offered at Seattle campus (not enrolling new students in 2018-2019)

STUDENTS NOT MEETING SAP STANDARDS

If a student is unable to meet the SAP standards detailed above, the consequences are as follows:

WARNING	
Situation	A student has not successfully met SAP requirements at the end of the term. See above for SAP requirements by program.
Action	The student will be placed on Warning for one term, allowing the chance to improve academic standing. The student will receive a formal letter and be notified of the Warning on their @presidio email address. The student will be advised through the Student Evaluation & Review Committee (SERC) process and provided assistance in order to improve his/her CGPA and/or increase his/her completion rate. <i>The student is eligible for financial aid when on Warning.</i>
Reinstatement	If the student successfully meets SAP requirements in the term during which they are on Warning, the Warning status will subsequently be removed. If the student again fails to meet SAP requirements, the student will be placed on Suspension (see below).
SUSPENSION	
Situation	The student does not meet SAP requirements in the term during which they are on Warning.
Action	The student is placed on Suspension. The student will be advised through the Student Evaluation & Review Committee (SERC) process and provided assistance in order to improve his/her CGPA and/or increase his/her completion rate. The student will receive a formal letter and be notified of the Suspension via their @presidio email address. <i>The student is not eligible for financial aid while on suspension.</i>
Reinstatement	If student successfully meets SAP requirements in the term during which they are on Suspension, the Suspension status will be removed and the student becomes eligible for financial aid in the following term. SAP APPEAL: Student on Suspension may file an appeal to be placed on Probation. See below re: appeals.
PROBATION	
Situation	The student on Suspension has submitted an SAP Appeal and the appeal has been granted by the Financial Aid Office.
Action	The student will be placed on Probation for one term. The student will be advised through the Student Evaluation & Review Committee (SERC) process and provided assistance in order to improve his/her CGPA and/or increase his/her completion rate. <i>The student is eligible to receive financial aid while on Probation.</i>
Reinstatement	If the student successfully meets SAP requirements in the term during which they are on Probation, the Probation status will subsequently be removed. If the student fails to meet SAP requirements while on Probation, the student will again be placed on Suspension and will again have the right to appeal the Suspension.
ACADEMIC DISMISSAL	
Situation	Student fails to resolve the Suspension within one year.
Action	Student is no longer considered an enrolled student.
Reinstatement	Student must reapply for admission if s/he wishes to continue the degree program.

SAP APPEALS

As above, if a student is placed on Suspension and is consequently not eligible for financial aid, the student has the right to appeal the suspension. The Financial Aid Office will consider appeals based on extenuating circumstances that prevented the student from successfully completing his/her last term of attendance.

If the SAP appeal is granted, the student will be placed on Probation for one term. If the SAP appeal is denied, the student must successfully meet SAP requirements in the term during which they are on Suspension and must pay for tuition and fees without the benefit of financial aid. Once the student has met SAP requirements for one term, the student may re-submit the appeal to be considered by the Financial Aid Office.

Steps to Complete an SAP Appeal

Students wishing to appeal a Suspension must complete an SAP Appeal, as follows:

1. Complete the Satisfactory Academic Progress Appeal form, available from Student Business Services.
2. Provide a written explanation of the extenuating circumstance(s) that occurred during the prior term of attendance that prevented successful completion of all classes.
3. Provide supporting documentation. The Financial Aid Office will only review the materials that the student provides. It is the student's responsibility to thoroughly document the appeal. Appeals submitted without supporting documentation will take longer to review or will be denied.

The student will receive written notification of the decision from the Financial Aid Office via the student's @presidio email address. If the student's appeal is denied, the student may appeal that decision by contacting the Provost.

Please note that, if a student is waiting for a decision regarding an appeal and tuition and fees are due, the student must pay tuition and fees. Please see Payment Options on page 43 for more information.

REESTABLISHMENT AS A REGULAR (TITLE IV ELIGIBLE) STUDENT AND EXTENDED ENROLLMENT STATUS

Students who have been dismissed due to failure to maintain the qualitative and quantitative minimums outlined above may apply to continue their studies at the institution in an extended enrollment status.

During this time, the student is not eligible to receive financial aid or loans and must attempt to improve the deficient areas that led to the dismissal by retaking courses from which the student withdrew or which he/she failed. The student will be responsible for all costs incurred while on extended enrollment status and must make acceptable arrangements with the business office in order to continue.

Students on extended enrollment status remain in probationary status and will have their progress evaluated at the completion of each term by the Director of Academic Administration and the Registrar. Students on extended enrollment who do not make improvement may be dismissed from PGS. A student on extended enrollment who reestablishes satisfactory progress may return to a regular student status. If the Director of Academic Administration determines that the student has the academic ability and desire to successfully continue in the program, the student will meet with the Financial Aid Office to determine eligibility for Title IV aid. Reinstated students will be placed on probation for one term after reestablishing satisfactory progress.

Admissions & Enrollment

Chapter Four

Presidio Graduate School's admissions policy aligns with our mission. Our goal is to select a diverse group of students who have the highest potential to create sustainable change. We place emphasis on applicants' academic and professional credentials as well as their personal commitment to creating sustainable change. We encourage applicants with a wide range of ideas and backgrounds from every sector—public, private, and nonprofit.

OVERVIEW

Presidio Graduate School's admissions process is thorough and selective. While verifiable data such as GRE/GMAT scores, undergraduate GPA, work experience, and quantitative skills are important in assessing your candidacy for admission to our MBA, MPA, Dual Degree, or Certificate programs, what we are really looking for is your passion for our mission, and your clarity about how that integrates with and supports your personal mission.

In keeping with our academic philosophy, we take a “total systems” approach. Each component of your application is equally as important. For instance, we review quantitative skills used in your professional life and in your undergraduate studies to determine proficiency for the program. We weigh these components with more qualitative elements such as teamwork, self-motivation, and sustainability values to understand who you are and determine if you are, indeed, a Presidian.

We want to make sure that what you bring to your cohort and what you get out of PGS is mutually satisfying. Our goal is to ensure a good fit, and we take the time and effort necessary to achieve this goal.

Non-Discrimination Policy

Presidio Graduate School is non-discriminatory in its admissions, accepting qualified applicants regardless of age, gender, religion, marital status, disabilities, sexual orientation, or national or ethnic origin.

Admission Prerequisites

Applicants must have completed a bachelor's degree (no specific major required) from an accredited academic institution for admission to Presidio Graduate School. Applicants must demonstrate previous exposure to quantitative concepts and disciplines through coursework and/or professional experience. PGS offers instruction only in English for all its programs and courses.

Presidio Graduate School requires that applicants have a cumulative undergraduate grade point average (GPA) of 2.75 or higher on a 4.0 scale. Applicants must submit the GPA Exemption Form if their undergraduate cumulative GPA is below 2.75. This form allows applicants to provide a statement of exception, or submit additional material that would document their ability to perform in an intensive academic environment.

In addition to these requirements, applicants must meet specific prerequisite requirements for admission to the MBA, MPA and Dual Degree programs. The following prerequisite requirements must be demonstrated through an official transcript sent to PGS. The requirements can be fulfilled through undergraduate, online, or extension programs as long as they are from accredited institutions.

- Managerial and Financial Accounting
- Basic Statistics and Excel

Application Timelines

PGS encourages applicants to submit applications as early as possible. For current application deadlines, see [application requirements page](#) on presidio.edu.

FALL Term (August start) Application Deadlines*

- **Early Admit:** January 30
- **Standard Admit:** March 15
- **Final Admit:** June 1

SPRING Term (January start) Application Deadlines*

- **Standard Admit:** August 15
- **Final Admit:** December 1

* These dates are approximate and subject to change. Please visit [application requirements page](#) on presidio.edu for the most up to date deadlines.

PGS recommends applying early. Scholarships may not be available for final deadline applicants and are awarded based on available funds. Certificate program candidates may qualify for financial aid, however, they are not eligible for PGS scholarships. Newly admitted full-time students have first priority for all scholarships over part-time students and returning students. For more information on scholarships and financial aid, please visit the presidio.edu website [scholarship](#) and [financial aid](#) pages.

Fees & Deposit

The application fee for all PGS programs is \$90. This application fee is non-refundable. An admitted applicant must submit a new student deposit to hold their place in the class. The \$150 non-refundable deposit is due two weeks after the date of the letter of acceptance. If a response is not received by the specified date, the applicant's place may be offered to another applicant. A student who decides not to accept an offer of admission from PGS should notify PGS in writing as soon as possible so that PGS can open this place for another applicant.

Enrollment Agreement

In accordance with the Bureau for Private Postsecondary Education, all students are required to sign an enrollment agreement before they are eligible to matriculate at Presidio Graduate School. The Director of Admissions will provide an enrollment agreement to all students upon acceptance into any program.

Admission Requirements and Process

Applicants must have completed a bachelor's degree (no specific major required) from an accredited institution. PGS is looking for evidence of high intellectual capacity and leadership capability throughout these application materials.

Successful applicants should demonstrate the following qualities in their application materials:

- Proven history of self-motivation and direction
- Experience collaborating in teams and managing projects
- Strong written and oral communication skills
- Facility with numbers and quantitative analysis
- Effective use of business software and internet technology
- Aspiration to bring greater ethics and sustainability values into business leadership

Applicants without significant experience in the above areas who are otherwise excellent candidates for the program may be encouraged to prepare for the program by gaining more work experience or taking additional classes. It takes support, skill, and passion to live in the tension between the current reality of business, non-profit organizations, and government, and the vision for a more sustainable future. Therefore, it takes patience, wisdom and a sense of humor to complete a program that is both idealistic and practical at the same time.

Applicants complete an admissions essay, considering questions, ideas or projects they are interested in exploring through the program. PGS also requires applicants to interview with the admissions team prior to admittance to the program. By reviewing the applicant essay and the interview process, PGS ensures accepted students have the competencies and courage to implement their ideas.

PROGRAM APPLICATION

Application instructions and forms may found online at presidio.edu. Application includes:

1. **Online Application Form**
2. **Application fee** of \$90
3. **Personal Essay.** In other sections of this application, we learn about your academic and professional accomplishments. This essay allows us to discover what passion drives you as a leader towards career satisfaction and your definition of success. Please provide a response to the three following prompts and limit your essay to a total of 1500 words:
 - **Values:** Sustainability is a broad term that spans across a variety of industries. In your specific area of interest, current or future, briefly describe an idea or project you would like to pursue while at PGS and/or how you intend to contribute to solutions to the biggest challenges facing our society.
 - **Teamwork:** Describe a specific activity, business, or organization in which you were directly involved as a leader, collaborator, or activist. What challenges did you face, how did you resolve

them, what did the experience reveal as strengths and where did you discover opportunities for improvement?

- **Time Management:** Commitment to a graduate program at PGS requires sacrifices, support, and self-motivation. Please share your plan for balancing school, work, and personal commitments while enrolled in the program.

4. Current résumé or Curriculum Vitae (CV)

5. Quantitative Assessment.

Applicants must complete ONE of the following options for the quantitative assessment piece of the application:

- Graduate Management Admissions Test (GMAT) or Graduate Record Exam (GRE) results taken within the last five years. Submit scores to Presidio Graduate School (Code: Presidio Graduate School, 7388).

Please note: *PGS does not have minimum score requirements for the GMAT or GRE. PGS uses these scores as a diagnostic tool to help determine readiness for the program. The Admissions Committee may request the completion of quantitative courses such as Intermediate Algebra, Statistic, Accounting, and/or Economics prior to matriculation.*

- Completion of the online course, MBAmath.com with at least an 80% composite score. Please note that MBAmath.com is a third party resource pre-approved by the quantitative faculty at PGS as a pre-requisite to prepare incoming students.
- Submission of a one-page history and assessment of your quantitative skills, which includes:
 - 1) a list of any college-level quantitative courses taken, e.g., math, statistics, economics, finance, accounting, or operations, and the resulting grades, or, if none taken in college, list the grades received in high school math courses,
 - 2) quantitative and analytical skills regularly used in professional life, and,
 - 3) any plans you may have for refreshing your math/quantitative skills prior to enrolling in a PGS degree program.

Please note: *Depending on an applicant's one-page history and assessment of quantitative skills, mathmath.com, GMAT, GRE scores, or other courses may be required at the discretion of the admissions committee.*

6. Two Letters of Support.

PGS welcomes professional and academic letters of support that provide a well-rounded perspective of your ability to succeed at PGS. At least one letter should be a professional reference, ideally written by a supervisor.

As part of the application, you will be required to enter an email address and the recipient will automatically receive a form of recommendation via email to complete. The recipient has the option of completing the form or directly uploading a letter of support into the form. The form and/or letter should address the following areas:

- How you act on your values and ethics
- Your ability to work in teams
- Your ability to lead initiatives and manage projects
- Your communication skills
- Your business software and IT skills
- Your ability and willingness to succeed in graduate-level coursework

Alternatively, references may submit a personalized letter of support for the applicant by emailing it to admissions@presidio.edu and sending it from their personal account.

7. Transcripts.

Applicants must submit one official transcript from the institution where their bachelor's degree was awarded. The transcript must be sent to PGS directly from the undergraduate institution. For any courses taken at other institutions for which a degree was not conferred, PGS requires at least unofficial transcript records be submitted. Academic records include community college, summer sessions, extension courses and transfer units. Official transcripts must be sent directly from the institution(s) attended to PGS. If an applicant has completed graduate-level coursework, applicants must submit one official copy of any graduate transcript(s). The transcript(s) must be sent to PGS directly from the graduate institution.

GPA Exception Form (if applicable). Presidio Graduate School requires that applicants have a cumulative undergraduate grade point average (GPA) of 2.75 or higher on a 4.0 scale. Applicants who

meet all other requirements must submit the GPA Exception Form if their undergraduate cumulative GPA is below 2.75. This form allows applicants to provide a statement of exception, or submit additional material that would document their ability to perform in an intensive academic environment.

Foreign transcripts. Please see the Foreign Transcripts section below if your bachelor's degree was awarded at an institution outside of the United States.

8. Admissions Interview. PGS requires an in-person or phone interview with an Admissions representative prior to admission. Interviews are the most critical part of the evaluation process—for you and for us. Interviews are designed as a mutual conversation where our discussion focuses on three essential questions:

- Are you prepared to succeed in this program?
- Does this program fit your academic and career goals?
- What distinctive talents, skills, and expertise do you bring to our community?

TRANSCRIPT INSTRUCTIONS

To obtain official transcripts, the applicant will need to contact the registrar's office of the institution where their bachelor's degree was awarded to request an official transcript to be directly mailed or sent electronically to Presidio Graduate School.

Official transcripts must document:	<ul style="list-style-type: none"> • satisfactory completion of an undergraduate degree • courses completed • grades you received
Official transcripts must be:	<ul style="list-style-type: none"> • Issued and embossed by each school's registrar • Sealed by each of the issuing schools (opened or tampered envelopes are not acceptable) • Sent directly from the issuing school to Presidio Graduate School: electronically to admissions@presidio.edu by mail to: Presidio Graduate School Attn: Admissions 1202 Ralston Ave. Suite 300 San Francisco, CA 94129

Transcripts received with opened envelopes or having evidence of tampering or transcripts coming from any source other than directly from the school are not official and considered unofficial transcripts. Transcripts labeled as "issued to student" or "copy" are not official and considered unofficial transcripts.

FOREIGN TRANSCRIPTS (including Canada)

Degrees and Studies Outside the United States, including Canada		
	Official Transcripts Required	FIS/WES Evaluation Required
Undergraduate Degree	Yes	Yes
Non-Degree coursework	No	No
Study Abroad Programs	No	No

Undergraduate Degree Transcripts

If an applicant received an undergraduate degree from a school outside of the U.S. (including Canada), PGS requires that the transcript(s) be evaluated by a foreign education credential evaluation service agency such as World Education Services (wes.org) or the Foundation for International Services (fis-web.com). If the transcripts are not in English, an official translation is required. Send the evaluation directly to PGS via email or mail and include the following:

- Degree equivalency to a 4-year bachelor's degree from an accredited U.S. university
- U.S. semester credit and grade equivalent for each course and cumulative GPA on a 4.0 scale

Some schools outside the U.S. do not issue "official" transcripts as defined in Transcript Instructions above. If the school's policy differs from PGS's policy, the applicant will document the deviation and provide degree credentials to PGS as issued by the school. The applicant must exercise due diligence to request official transcripts from the school and provide any necessary documentation.

Official transcripts and/or foreign academic credentials (degree) will need to be evaluated by an approved agency recognized by the National Association of Credential Evaluation Services (NACES) such as FIS or WES to determine the degree equivalent within the U.S. educational system. The applicant will need to pay for and provide this evaluation. Please contact the Admissions Department for more information.

Non-Degree Coursework

If an applicant did coursework at a school outside of the U.S. (including Canada) which did not result in a degree, PGS requires at least unofficial transcripts to be submitted. PGS does not require evaluation of non-degree coursework.

Study Abroad Programs

If an applicant did coursework through a Study Abroad Program offered by an under-graduate school in the U.S., transcripts for the study abroad credits are not required as the credits are considered institutional credits (credits issued by a U.S. school). Courses should be included on the applicant's undergraduate transcripts with grades in U.S. equivalencies. PGS does not require evaluation of non-degree coursework.

ENGLISH LANGUAGE PROFICIENCY

International applicants whose bachelor's degree was not completed in English must provide evidence of English proficiency by taking the Test of English as a Foreign Language (TOEFL) or The International English Language Testing System Exam (IELTS).

- Minimum TOEFL iBT Total Score Requirement: 90. Minimum TOEFL PBT Total Score Requirement: 600.
- Minimum IELTS band score: 7.
- TOEFL and IELTS scores are valid for two years from the test date.
- Presidio Graduate School institution code is 7306.

International applicants with extensive work experience or previous study in the U.S. may be eligible for a waiver and may request to have the English Language Proficiency Requirement waived.

INTERNATIONAL STUDENTS

The U.S. government allows many foreign nationals to enroll in academic programs such as those offered by PGS if admitted to the U.S. for purposes other than solely for education. U.S. citizens, lawful permanent residents, temporary residents, asylees, refugees, and certain nonimmigrants (such as those in E-1, E-2, E-3, H, J-2, L, TD or TN status) are encouraged to apply.

PGS is authorized to grant I-20 forms to eligible non-immigrant students in the MBA in Sustainable Business program, which then may qualify them for "Academic Student" (F) visa status. Prior to receiving an I-20 form, international students must submit a Declaration of Finances, which certifies that they have sufficient funds to cover a full year of expenses, including tuition and living expenses.

PGS does not make any representation as to admissibility to the U.S. or eligibility to attend PGS programs for non-immigrants. It is the student's responsibility to resolve these issues.

NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT PRESIDIO GRADUATE SCHOOL

The transferability of credits you earn at Presidio Graduate School is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree or certificate you earn in Presidio Graduate School's San Francisco and Seattle programs is also at the complete discretion of the institution to which you may seek to transfer. If the credits or degree/certificate that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Presidio Graduate School to determine if your credits or degree/certificate will transfer.

Student Services

Chapter Five

ACADEMIC ADVISING

Program Directors and Leadership faculty serve as student academic advisors. Advisors are assigned prior to the start of the student's first semester.

The Registrar's office, in consultation with the Director of Academic Administration, provides advising regarding degree progress, course sequences, academic policies, registration, and graduation deadlines.

CAREER DEVELOPMENT

Overview

The Career Development team supports students and alumni by helping them define their career vision and by equipping them with the tools and knowledge they need to achieve success. From self-assessments to lifelong networking, we will work with you to build your story in order to transition into another industry, expand your role within your current organization and realize your leadership potential. As a current student, we encourage you to take advantage of individual career coaching, career development workshops, online resources and other services to realize your professional goals.

PGS's Career Development provides students with the resources needed to build successful, impactful, and meaningful careers in sustainability. Students have access to a variety of resources including career coaching, networking events, skill-building workshops and seminars, and job/internship postings. There are also abundant opportunities to participate in student leadership roles and clubs as well as initiatives that match your particular mission to extend your academic learning into real-world experiences. In this section you will find the services and support we offer our students and alumni.

Career Coaching

Career coaching appointments are designed to assist students in identifying their skills, interests, and values as they relate to career objectives and employment choices. Current MBA, MPA, Dual Degree and Certificate program students and alumni can sign up for 1-on-1 career coaching sessions to discuss a range of career related issues including job search strategies, interviewing and networking tips, cover letter and resume writing, and negotiating an offer. Students are encouraged to take advantage of 1-on-1 meetings throughout the year, which are available in person and by phone.

Career Workshops

Workshops help facilitate career exploration and skill building in an interactive and engaging way. Our career development workshops are especially tailored to the needs and interests of PGS students with a focus on careers in sustainability. Topics include refining your focus, leveraging your network, and developing a targeted job search strategy. Workshops are generally offered in conjunction with residencies.

Career Development Forum

The Career Development Forum on the PGS Learning Management System (LMS) provides information and updates regarding career-related events, skill-building workshops and additional resources to support students as they explore and map their career plans.

PGS Jobs Board

New listings for full and part-time positions, internships, and other opportunities can be found on the PGS Jobs Board at <https://groups.google.com/forum/#!forum/pgs-career-development>.

Professional Memberships

All current PGS students receive a complimentary membership to Net Impact (MBA) or American Society of Public Administration/ASPA (MPA) for the duration of their enrollment in the program.

Net Impact is a professional network of thousands of MBAs and professionals committed to leveraging business to create a better world. Net Impact chapters are located in over fifty countries and at top business schools around the country. Student volunteers act as PGS's Chapter Leaders each academic year to help coordinate and execute Net Impact events for PGS students.

ASPA has "been the nation's most respected society representing all forums in the public service arena" and is made up of "advocates for greater effectiveness in government—agents of goodwill and professionalism — publishers of democratic journalism at its very best—purveyors of progressive theory and practice and providers of global citizenship."

DISABILITY SERVICES

Presidio Graduate School is committed to diversity and inclusion of a diverse student body. PGS provides students with disabilities with reasonable accommodations and services to assist them in accessing the curriculum and school environment. Students with either permanent or temporary disabilities may be eligible for a variety of support services in accordance with the Americans with Disabilities Act (ADA) and Rehabilitation Act, Section 504.

Decisions regarding the exact accommodations to be provided are made on an individual basis. Accommodations are determined based on documentation, student collaboration, and essential functions of the curriculum. Students requesting accommodations must provide verification of disability at least three weeks before the accommodation is needed. Some services or accommodations require considerable review of student's documentation of a disability; therefore it is important for students to plan ahead.

Applying for Accommodations and Documentation

When a student requests accommodations and services from PGS, there is a system in place to determine appropriate and reasonable accommodations to support a student's learning. Students who think that they might need disability-related accommodations should begin this process as soon as possible. Students should be aware that the process for accommodations might take time to be established and implemented (approximately 2-3 weeks). The first step is to contact the Disability Services Coordinator ("Coordinator", currently the Director of Professional Development and Career Services) to make an official request for accommodations. This will initiate an interactive process between the student and PGS.

Accommodations will be determined based on student disclosure, discussion with the Coordinator, and documentation from a trained professional qualified to assess the disabling condition in question. All accommodations are considered on a case-by-case basis.

It is standard practice for schools to require documentation of disabilities when an individual puts the disability at issue. PGS has the right to request documentation of any disability, disabling condition or nature of functional limitations due to the disability, but may choose not to exercise this right in some instances when a disability is readily visible and the student is able to describe the functional limitations. A professional qualified to diagnose the disability must provide documentation. PGS reserves the right to request for further documentation at any time.

The professional writing the letter of documentation should be qualified to diagnose the condition for which the student is requesting accommodations. For example, a chiropractor could not document a learning disability, although the chiropractor might diagnose and recommend accommodations for a physical disability. Please consult the Coordinator to determine the best individual to document a disability.

Please note that Presidio Graduate School has the right to determine accommodations through an interactive process with the student. Recommendations from the professional will be taken into consideration but may not necessarily be implemented.

The following are needed to document a disability:

- the qualifications of the evaluator
- testing procedures followed
- instruments used to assess the disability
- test results and interpretation of the test results, which includes a diagnosis of a specific learning disability.

Such documentation must reflect the individual's present achievement level, be as comprehensive as possible, and adequately measure cognitive abilities and academic achievement skills. For assessment of learning or attention disabilities, the achievement test should sample reading, math, and writing. It must include test results for at least the following characteristics: intelligence, vocabulary, reading rate, reading comprehension, spelling, mathematical comprehension, memory, and processing skill.

Documentation should state the disability or disabling condition that impacts the student's academic functioning. This should include the methodology used. This may include but is not limited to tests, assessments and/or clinical information.

It is always preferable to have recent documentation. Many students who were tested in elementary and high school have received services throughout their education, and reasonably can be assumed to continue to have the disability. Nonetheless, more current documentation may be requested.

Documentation should include current level of functional limitations. This should include how the disability impacts student major life functions. These limitations should substantiate the student's request for accommodations. This should include a description of the expected progression or stability of disability.

Documentation should include current and past accommodations, services, and applicable medications. This might include adaptive devices, assistive technology, and compensatory strategies.

If there is no documented record of a disability but the student feels there is one, the student may pursue an evaluation at his or her own expense. The Coordinator can assist you in finding an appropriate professional to perform an evaluation for a learning disability. However, the Coordinator is not responsible for the quality and nature of any subsequent evaluation.

Records and Privacy

PGS will maintain confidential records related to the disability within PGS's the Student Lifecycle and Engagement department relating to academic adjustments and accommodations based upon the student's disability. The records will include documentation submitted to verify the disability, documentation requests for reasonable accommodations, and correspondence with the Disability Services Coordinator (currently the Director of Professional Development & Career Services). Information will only be released on a need to know basis such as clarify accommodation requests or in the case of grievances. The records are subject to FERPA/HIPAA rules and regulations.

STUDENT GOVERNANCE

PGS students are a primary stakeholder and an important voice in the PGS community. Students are encouraged to contact the administrative staff with new ideas, concerns and questions at any time. In addition, students have these important channels of communication:

1. The student survey is an extremely important and valuable tool for students, faculty and, administrative staff to communicate with each other about the most current events in PGS. This survey is conducted in addition to the course evaluations administered at the end of the term. The student survey is an opportunity for students to provide feedback to faculty and staff on what they find most effective and fulfilling, and to raise questions as well as offer ideas on ways to improve the program, such as ideas for guest speakers, feedback to faculty, information about how the residencies are going, and if there are any pressing problems that need to be addressed. Students are strongly encouraged to complete the survey each mid-term to give faculty valuable feedback in advance of the end-of-course survey.
2. **Student Representatives (San Francisco):** San Francisco students elect representatives or "reps" from the current student body to act as liaisons between the student body and the administrative staff. Student representatives are responsible for synthesizing feedback from students and providing the administration with an overall perspective on the most pressing issues or concerns among the students. All reps may be contacted at studentreps@presidio.edu.

Students may contact reps to ask questions, provide feedback or seek solutions to problems. If students have problems with a representative, they are encouraged to contact the Community Engagement Manager. Student reps meet regularly among themselves and monthly with the administrative staff to discuss student issues or concerns and to receive feedback on how these issues are being addressed. These monthly meetings are comprised of agenda items from key stakeholder groups, including faculty, staff and the student body.

3. **Kaizen (Seattle):** Kaizen is the Japanese term for continuous improvement. Kaizen is held monthly at IslandWood to facilitate the continuous improvement of PGS and its programs. Given that time during class is full, Kaizen provides an opportunity to raise concerns or topics that might otherwise go without dialogue. Issues range from curriculum evolution to ethics and diversity awareness to graduation plans and school growth. Many Kaizen sessions allow for topic choices by students, while others rely on full community engagement. A group of students plans each Kaizen session.

STUDENT ACTIVITIES

Presidio Graduate School (PGS) offers a variety of co-created student activity programs. A number of these extracurricular activities, which are the result of student-led initiatives, reflect PGS's mission as a socially responsible business and public administration school. PGS Administration supports these activities.

San Francisco Student Clubs

PGS encourages students to self-organize into interest-based clubs to facilitate the development of specific priorities and interests. The Senior Manager of Community Engagement approves clubs. Once a club is approved, the Student Lifecycle and Engagement team provides a certain level of oversight through a minimal amount of funding for any external speakers invited to present material to the club. In some instances, the administration will co-sponsor an event with a club.

Clubs are restricted in the use of the PGS logo on any club materials, in line with marketing policies. In addition, the Director of Information Technology monitors each club's forum on the PGS Learning Management System, and alerts the Senior Manager of Community Engagement to any potential issues.

Student Lifecycle and Engagement staff is available to provide guidance to the clubs in establishing their goals and planning events. The Student Lifecycle and Engagement team conducts a yearly review of the clubs. The review includes an evaluation of the clubs' forum activity, and a request is made to each club point person to submit a summary report of the previous year's events, future planned events and any leadership/membership changes in order to determine which charters are still active and which have disbanded.

Seattle Campus Student Activities

Active committees and clubs for Seattle students include:

Diversity and Social Justice Committee (Seattle)

The mission of the Diversity and Social Justice Committee is to assist PGS Seattle in becoming a more welcoming community to diverse populations and to ensure that the school is meeting its mission and vision of a curriculum that infuses social justice into every course. The Committee's vision is that PGS Seattle becomes a leading example of racially mixed and economically integrated community that joins together to solve the business challenges of our time.

Kaizen (Seattle)

Kaizen is the Japanese term for continuous improvement. Kaizen is held monthly at IslandWood in the Seattle MBA program to facilitate the continuous improvement of PGS and its programs. A group of current students plans each Kaizen session.

Mascots (Seattle)

Mascots are selected in the Seattle MBA program to uphold the unique spirit of PGS Seattle.

Policies

Chapter Six

STANDARDS OF ENGAGEMENT

By accepting Presidio Graduate School's offer of admission and when registering for courses, students agree to abide by the policies and procedures of Presidio Graduate School.

Graduate students are expected to act with professional competence and demeanor at all times, and to meet and uphold the ethical standards of the professional world. Presidio Graduate School reserves the right to define professional competence and demeanor and advocates the following community-wide Standards of Engagement:

1. We commit to act with and practice high standards of professionalism and leadership.
2. We take action to produce fulfillment of our shared commitment to learning for the sake of producing a world that is sustainable and socially just.
3. We take responsibility for situations of breakdown, dissatisfaction, and disagreement and view them as opportunities for leadership, and we act to: initiate the missing conversations; have people's concerns listened to; and produce resolution.
4. We hold ourselves and other members of the PGS community to standards of interaction that are: respectful and promote dignity; collaborative and cooperative; attentive to, and honoring of, our roles.
5. We commit to address situations in which there is disconnection from our shared care and commitment as a community, including those that involve: gossip, bad moods, and assessments made without grounding.
6. We recognize the difference between making promises and having expectations, and when expectations are unfulfilled move to make requests, offers and proposals that produce shared promises.
7. We commit to clarify promises and who the customers are for them, keeping in mind that:
 - Students are customers for the promises made by the mission, vision, values and overall educational model of PGS and for the promises made by the faculty for their courses.
 - Faculty are customers for the engagement of the students in the learning practices of their course and in meeting the standards of learning of the course.
 - Administration is the customer for the members of the community meeting standards for community collaboration, dialogue and honoring the policies of PGS.

ACADEMIC & REGISTRATION POLICIES

Updating Student Contact Information

If a student's contact information changes, he/she is required to notify the Registrar's Office. In addition, students are responsible for updating their personal contact information in Populi, the Presidio Graduate School (PGS) Student Information System.

Attendance

Attendance policies are in accordance with the course format. In all cases, attendance is mandatory and students must make every effort possible to inform faculty prior to missing a class session. It is up to the student (not the instructor) to take responsibility for making up any missed class lectures or materials. Students may ask other class members if they are willing to share notes, slides or assignment details for the day(s) missed. Faculty are required to include an attendance policy in their syllabus.

Please also see "Religious Holidays" below.

Attendance Policy (San Francisco and Seattle)

Attendance at monthly residencies is required. Any student who misses more than one residency class session per term will not qualify to pass the course. Exceptions can only be made in extenuating circumstances. In the case where a student must miss part or all of a residency, the class instructor must be informed prior to the absence. It is up to the student (not faculty) to take responsibility for making up any missed class lectures or materials. Students may ask other class members if they are willing to share notes, slides or assignment details for the day(s) missed. Faculty are required to include an attendance policy in their syllabus.

Students in Experiential Learning courses are required to attend the first residency.

PGS courses also include required weekly online or in-person evening class sessions. Students who miss more than three weekly class sessions per term may not be eligible to pass the course. Exceptions can only be made in extenuating circumstances. It is up to the student (not faculty) to take responsibility for making up any missed class lectures or materials delivered during online class sessions. Students may ask other class members if they are willing to share notes, slides or assignment details for the day(s) missed. Faculty are required to include an attendance make-up policy in their syllabus.

Religious Holidays

PGS respects and embraces the cultural diversity throughout the entire learning community and does sincerely regret when a conflict occurs with the residencies. For all students, faculty, and staff who wish to observe holy days that are relevant to their spiritual practice (and that coincide with residencies), PGS will make the appropriate accommodations. For students, please contact the faculty member who teaches the course to make specific arrangements.

Withdrawal Policies

Adding/Dropping Courses

Adding a course after the term begins is subject to space availability and faculty permission.

Students who wish to add or drop courses must notify the PGS Registrar (registrar@presidio.edu). To add or drop a course, students must complete the Add/Drop Form within the add/drop period (see the Academic Calendar for specific dates) and submit it to the Registrar to be processed. If the change is approved, the Tuition and Refund Policy will apply.

International students with F-1 visa status must confer with the Registrar (registrar@presidio.edu) before dropping courses. Domestic students with financial aid must confer with the Financial Aid office (finaid@presidio.edu) before dropping courses. A student who stops attending a course without following the official drop procedure by the end of the add/drop period will receive a grade of F or No Credit. If the student does not submit drop paperwork to the Registrar's office within the timeframe for tuition refunds, the student may not be eligible for any refund of tuition or fees.

If a student drops a course on or before the add/drop date, no record of the course will appear on the

student's transcript. If a student drops a course after the add/drop date, a "WD" will appear on the student's transcript. See Refund Policy on pages 71-72 for details. Students are responsible for notifying the Registrar of any registration changes by submitting a Change of Registration Form by the established deadline. A \$25 add/drop fee will be charged for each course change.

Withdrawal from Course

Add/drop deadlines are specified in the Academic Calendar as published in this handbook, on the Student Life Portal and at presidio.edu. If a student withdraws from a course by the add/drop date, no record of the course will appear on the transcript. If a student withdraws from a course following the add/drop date, a "WD" will appear on the transcript. Only in rare circumstances will withdrawal notices be accepted after the close of the term. To withdraw from a course, the student must submit a Change of Registration Form to the Registrar.

Students are also responsible for contacting the Financial Aid office regarding the status of their accounts and financial aid eligibility due to the course withdrawal.

Due to privacy requirements, students are responsible for communicating to their teammates and classmates regarding their withdrawal from a course.

Withdrawal from Program

Withdrawals may be effectuated by the student's written notice or by the student's conduct, including, but not necessarily limited to, a student's lack of attendance.

Students withdrawing from PGS must inform the Registrar (registrar@presidio.edu) and are required to participate in an exit interview with the Director of Academic Administration and/or their advisor. Students who receive financial aid and wish to withdraw must also contact the Financial Aid office (finaid@presidio.edu). Students will be responsible for completing a Change of Registration form and submitting it to the Registrar as well as contacting the Financial Aid office regarding the status of their accounts. Clearance from Financial Aid must be obtained prior to withdrawal. Students withdrawing from all courses after the Add/Drop period will be subject to the Refund Policy on pages 71-72. If the withdrawal occurs after the add/drop deadline for the term, a grade of "WD" for each course will be entered into the student's permanent record. An administrative withdrawal fee of \$110 is charged for any withdrawal. To withdraw in good standing, students must meet all obligations to PGS.

Due to privacy requirements, students are responsible for communicating to their teammates, classmates and the community regarding their departure.

After the withdrawal has been processed, the students' individual Presidio Network and PGS email account access privileges will be closed after 30 days. Therefore, it is recommended that students manage this change in access accordingly.

In the event that the student needs to fully withdraw from the term but intends to return to the program, see the Leave of Absence policy below.

Hardship Withdrawal Policy

Students may petition the Director of Academic Administration and the Registrar in writing for a Hardship Withdrawal if they are unable to complete a course due to physical or mental debilitation or unusual or extenuating circumstances beyond their control which prevented them from dropping the course by the Add/Drop date. Notices must be filed promptly after the occurrence of the event that gave rise to the need to drop a course, preferably prior to the end of the term. Only in rare circumstances will notices be accepted after the close of the term in which the withdrawal is being petitioned. Students who have completed the requirements for the course are generally not eligible for a Hardship Withdrawal. The student must submit the Hardship Withdrawal form to the Registrar, along with supporting documentation. The Registrar reserves the right to verify the authenticity and details of the documentation.

If a Hardship Withdrawal is offered, the student will receive a grade of "HW" in the course and standard Withdrawal policy will apply. Once the course is retaken, the grade for the retaken course will replace the HW. Tuition credits or refunds related to a Hardship Withdrawal are handled on a case-by-case basis. Refer to the Refund Policy on pages 71-72 and the Calendars on pages 103-104 for specific deadlines.

In the event that the student needs to fully withdraw from the term but intends to return to the program, see the Leave of Absence policy below.

Leave of Absence

A student may request a Leave of Absence (LOA) by contacting the Registrar and completing an LOA request form. PGS is committed to working with students who have health, financial, and/or personal difficulties that are generally beyond the control of the student. However, an LOA is not automatically granted. By taking a Leave of Absence (LOA), the student forfeits all scholarship support that may have been awarded by Presidio Graduate School. When they return from an LOA, they will have to re-apply for scholarship support, and may not receive a scholarship award.

Students requesting an LOA must be in good academic and administrative standing or have been granted a waiver of these requirements due to extenuating circumstances. An LOA will be reviewed and approved by the Director of Academic Administration and the Registrar. An LOA may be granted for a specified period of time and not more than one academic semester. If an LOA is requested after registration has occurred, the student is responsible for dropping their classes and paying applicable fees.

If the approved period for the leave of absence is exceeded and the student does not contact the Registrar to request an extension of the LOA by the first residency of the semester immediately following the end of the LOA, the student must reapply to the program and will be considered for readmission as a new applicant.

Students who are absent from PGS for a term, and who have not requested an official LOA, will be sent a warning letter after one semester of no enrollment. After one year of no enrollment, the student will be administratively withdrawn and must request reinstatement if they are ready to continue their studies. Upon registering for classes, the student will be charged a \$330 reinstatement fee.

Students need to be aware that there are consequences if they have obtained financial aid and subsequently request an LOA. Students requesting an LOA must therefore demonstrate that they have contacted the Financial Aid office to understand their responsibilities and how an LOA may affect loan deferment.

Students who are on LOA will retain their PGS email and access to the Student Life Portal on Canvas. Access to other PGS platforms such as Zoom and Populi will be suspended while the student is on LOA.

A Leave of Absence does not change the time limits for degree completion.

Cancellation and Refund Policy

Student's Right to Cancel

A student may cancel an Enrollment Agreement or withdraw from Presidio Graduate School at any time. The student has the right to cancel the enrollment agreement and obtain a refund of tuition paid through attendance at the first class session or the seventh day after enrollment, whichever is later. The student has a right to a full (100%) refund of all tuition paid less the non-refundable fees if the student cancels during this time period.

If a student ceases attendance or provides written notice of cancellation or withdrawal after the start of the period charged, but before completion of 60% of the period charged, the amount charged for tuition (less non-refundable fees) for the completed portion of the course(s) shall not exceed the prorated portion of the total tuition charged. This portion is arrived at by multiplying the total tuition charged for the period by the ratio of the number of days attended to the total number of days in the period. No refund is made after 60% of the attendance period.

For the purpose of determining a refund under this section, a student shall be deemed to have withdrawn from a program of instruction when any of the following occurs:

1. The student notifies, in writing, the PGS Registrar of the student's withdrawal.
2. PGS terminates the student's enrollment for failure to abide by the rules and regulations of PGS; absences in excess of maximum set forth by PGS.
3. Failure to return from a leave of absence.

The amount owed equals the daily charge for the program (total institutional charge, minus non-refundable fees, divided by the days in the term), multiplied by the number of days scheduled to attend, prior to withdrawal. Students who have had an outstanding debt for 120 days or longer will be sent to an outside collection agency, at the discretion of PGS. Collection costs including attorney's fees, court costs, agency commissions, and other assessments incurred to collect your unpaid account balance will be added to your student account balance.

If any portion of the tuition was paid from the proceeds of a loan or third party, the refund shall be sent to the lender, third party or, if appropriate, to the state or federal agency that guaranteed or reinsured the loan. Any amount of the refund in excess of the unpaid balance of the loan shall be first used to repay any student financial aid programs from which the student received benefits, in proportion to the amount of the benefits received, and any remaining amount shall be paid to the student.

If the student has received federal student financial aid funds, the student is entitled to a refund of moneys not paid from federal student financial aid program funds.

The student's notice of cancellation of their Enrollment Agreement shall be in writing, and is effective upon Presidio Graduate School's receipt of the cancellation notice. The notice will be accepted in person, by mail to Presidio Graduate School mailing address (1202 Ralston St, Suite 300, San Francisco, CA 94129) or via email to registrar@presidio.edu. A student must complete the following steps in order to cancel their enrollment agreement, withdraw from the institution and obtain a refund:

1. Submit written notice to the Registrar to officially withdraw from course(s).
2. Complete an Add/Drop Form with the Registrar. The registrar will post announcements containing deadlines for add/drop regularly. For students receiving state or federal financial aid, refunds are not always made directly to the student. The official withdrawal date used for refund purposes is the date the student submits the Add/Drop form to the Registrar.
3. If a credit balance occurs on a student account, PGS has 45 days in which to return the excess credit balance to the student.

Example: A student completes 30 days of 125 days (17 week semester) and paid \$4500 for a course (less non-refundable fees), the pro rata refund to the student would be \$3,420.00 based on the calculation set forth below.

$$\begin{aligned} &\$4,500 \text{ (tuition charged)} \div 125 \text{ days} \times 95 \text{ days remaining} = \\ &\$3,420.00 \text{ (actual refund amount)} \end{aligned}$$

If the student ceases to attend Presidio Graduate School after completing 60% of the period charged (75 days), the student will be charged 100% of the tuition and charges applicable for all courses in the payment/academic period.

In conjunction with the tuition refund schedule outlined above, there is a \$110 withdrawal fee if all courses are dropped. The \$110 fee does not apply to students taking an approved leave of absence. Any student who withdraws from PGS and is a recipient of student loans will have his or her costs and eligible loans prorated according to Title IV guidelines. PGS's tuition and refund policy will always begin on the first day of the term.

If Presidio Graduate School cancels or discontinues a course or program, it will refund all charges and fees associated with the course or program.

Timeframe for Program Completion

The standard timeframe for completing the MBA or MPA program is two years for full-time students and four years for part-time students. All MBA and MPA students are expected to complete their program of study within five years. Extension of the time to degree completion beyond five must be approved by the Director of Academic Administration. Students will be required to submit updated application materials.

The standard timeframe for completing the Dual MBA/MPA program is three years. All Dual MBA/MPA students are expected to complete their program of study within seven years. Extension of the time to degree completion beyond seven years must be approved by the Director of Academic Administration in consultation with the Registrar, and students will be required to submit updated application materials.

The standard timeframe for completing PGS Certificate programs is one year. All Certificate students are expected to complete their program of study within two years. Extension of the time to degree completion beyond two years must be approved by the Director of Academic Administration and students will be required to submit updated application materials.

Change of Program and Program Transfer

Students may be eligible to change from one degree program to another (MBA, MPA or Dual Degree) or from one campus to another, with approval of the Director of Academic Administration and the Registrar. Note that all courses may not transfer into the new degree program. Please see "Credit Transfer Between MBA Programs" for the policy regarding transfer of course credit between programs.

Faculty Change Policy

Course faculty may be changed prior to the term in which the course is offered.

Program or Course Cancellation

Occasionally it is necessary to cancel a program or course when registration for the course is not sufficient to create the desired learning environment. When a program or course is cancelled, registered students will be notified by PGS and offered assistance in selecting an alternate program or course. In the event that an alternate program or course is not selected, all tuition paid for the course will be refunded.

Transfer Credit, Waiver and Substitution Policy

General Standard

PGS degree programs are intended as a unique and integrated experience. Therefore, acceptance of transfer credit is rare. When requesting transfer credit, students must provide clear evidence that the standards set forth below have been met.

Credits Eligible for Consideration

PGS will consider the transfer of academic credits only for equivalent graduate-level courses from institutions accredited by agencies recognized by the United States Department of Education. Such credits must have been earned within 3 years prior to the student's first term at PGS, and the student requesting transfer credit must have received a grade of B or higher in earning those credits.

A maximum of 8 semester credits of graduate coursework will be accepted into Presidio Graduate School degree programs.

Undergraduate-level courses and work experience cannot be transferred or substituted for PGS courses.

As of June 30, 2018, Presidio Graduate School has not entered into an articulation or transfer agreement with any other college or university.

Standards for Evaluating Transfer Credits

The Director of Academic Administration and the Registrar shall review each request for transfer credit application and decide whether to approve the requested transfer. In making this decision, the Director of Academic Administration shall consult with the faculty member who teaches the course for which transfer credit is requested to substitute, and any other person who may be helpful in making the decision.

The Director of Academic Administration and Registrar shall approve transfer credit if:

- The breadth and depth of transfer credit curricular content is comparable or exceeds that of the PGS curriculum, at the topic and concept level;
- The quality or rigor of the transfer credit is at least equivalent to that of PGS;
- The depth and integration of sustainability into the credit requested for transfer is at least equivalent to those in the corresponding PGS course;
- The PGS course for which transfer credit is requested does not include an Experiential Learning (EL) project*; and
- Approving the transfer credit does not jeopardize the academic integrity of the PGS degree program(s) or institution.

* If the PGS course for which transfer credit is requested includes an EL project, but the credits

requested to transfer do not include an EL component, transfer credit may be granted if the student also completes an EL or equivalent client-related project under the supervision of a faculty member.

Transfer Credit Limit

No student may transfer more than 8 credits.

Transfer Credit and Grade Point Average

Transfer credits are not included and do not impact the student's PGS cumulative grade point average.

Exceptions

It is within the Director of Academic Administration's and/or Provost's discretion to make an exception to these transfer standards. In such cases, the Director of Academic Administration will:

1. Write a complete account of the reasoning for the exception and place the written account in the file of the student requesting transfer;
2. Present this account to the Program Directors at a Program Directors meeting; and
3. Obtain unanimous approval of the Program Directors to authorize the transfer credits, as evidenced in approved minutes of a Program Directors meeting.

Transfer Credit Application Procedure

A student seeking transfer credit must apply with the Director of Academic Administration and the Registrar by the end of their first semester. Exceptions to this deadline can be considered by the Director of Academic Administration and Registrar at their discretion.

In the transfer credit application, the student must provide the Director of Academic Administration and Registrar with the following:

1. One official, sealed transcript evidencing the transfer credit. The transcript must be sent directly from the institution(s) attended to PGS. Transcripts issued to a student will not be considered official. If the transcript was provided to PGS during the admissions process, the student shall notify PGS that PGS already has the relevant transcript on file.
2. A completed Transfer Credit Worksheet, available from the PGS Registrar.
3. Course description and syllabus associated with the transfer credits from the academic institution where the course was completed.
4. A paper, project or other work product deliverable evidencing the sustainability dimensions of the transfer credit course material. (A plan by the student with approval of a PGS faculty advisor to complete this work product following acceptance of the transfer credit may also be accepted upon approval by the Director of Academic Administration.)

PGS will notify the student of the decision regarding transfer credit within 30 days of application.

Credit Transfer Between MBA Programs

Credits earned in courses in either the Seattle Hybrid MBA program or Seattle Metro MBA program may be transferable between these MBA programs. Transfer of credits between MBA programs is subject to approval by the Director of Academic Administration and Registrar. Please note that all elective courses offered in either Seattle Metro or Seattle Hybrid format satisfy elective requirements in both programs.

Credits earned in courses in San Francisco programs or Seattle programs may be transferable between these programs. Transfer of credits between programs is subject to approval by the Director of Academic Administration and Registrar.

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 are not automatically matriculated into the degree program. Certificate program students and graduates are welcome to apply for admission to the degree programs following the same application and admission procedures for all degree program applicants.

Ineligible for Transfer Credit

Credits earned for a program for which a degree was earned are not eligible for transfer credit. In rare

circumstances, students may request to use these to satisfy PGS requirements, and additional electives or Independent Study must be taken to fulfill the required number of credits for the MBA, MPA or Dual Degree. See “Waiver of Required Course(s) - Prior Academic Learning” below for further details.

Presidio Graduate School does not award credit for non-academic learning or life experience. In rare circumstances, students may request to use these to satisfy PGS program requirements, and additional electives or Independent Study must be taken to fulfill the required number of credits for the MBA, MPA or Dual Degree. See below for “Waiver of Required Course(s) - Prior Professional Experience” policy.

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.

As above, 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 or Independent Study 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 (registrar@presidio.edu). The waiver request must be approved by the Director of Academic Administration and/or Provost and the Registrar before the required course waiver is granted and included on the student's transcript.

Notice Concerning Transferability of Credits and Credentials Earned at Presidio Graduate School

The transferability of credits you earn at Presidio Graduate School is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree or certificate you earn in Presidio Graduate School's San Francisco and Seattle programs is also at the complete discretion of the institution to which you may seek to transfer. If the credits or degree/certificate that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Presidio Graduate School to determine if your credits or degree/certificate will transfer.

Distribution of Book Lists and Curriculum

Course book lists including all required texts and pre-readings is communicated to current students at least four weeks prior to the start of the term.

Students can contact other students who have completed coursework in previous semesters to obtain past versions of syllabi or reading lists. However, PGS does not guarantee the curriculum will remain unchanged for the following semester, as faculty are engaged in an ongoing revision and update of the curriculum to reflect the dynamic and evolving nature of the field of sustainable management.

Audit Policy

Matriculated and non-matriculated students may, on occasion, audit a PGS course. Please note that only specific courses are open to auditors. The decision to allow an auditor will be made by the Registrar in consultation with course faculty. Auditors register on a space-available basis, after all matriculated students have registered. Auditors will have access to the online course page, and they will be able to view course information, receive postings and post in the forums for the class they are auditing. No grade will be issued for courses taken in audit status. Courses taken in audit status cannot be changed to a graded system. Students will receive an “AU” (Audit) on their transcript.

Participation

A maximum of five auditors will be allowed in eligible courses. Admission as an auditor is subject to space availability in the course. Upon successful application, registration, and tuition payment, the auditor will receive notice of access to the course page. Auditors are encouraged to participate in class during

residency sessions, but will not turn in class assignments or receive grades. Faculty are not obligated to provide feedback or coaching to auditors. 80% in-class attendance is required for auditors. Failure to attend 80% of classes will be a consideration for approval of subsequent audit requests.

Cost of Auditing

The cost to audit a degree-program class is \$250/credit for alumni and \$500/credit for non-alumni. All auditors are subject to all fees. The standard policies for dropping courses and for tuition refunds remain in effect for auditors.

Record of Completion

The audited course will be recorded on the official transcript with a grade of AU (designating an audit). If the alumna or alumnus has not met the attendance requirement to audit the course, the course will be removed from the auditor's transcript. The course credits associated with the audited class will not be added to the earned units at PGS. Alumni will be able to request an official transcript from PGS with a record of the course for the cost of \$10/transcript. Alumni may audit any degree-program class regardless of whether they have completed the course in the past.

Grades

Presidio Graduate School (PGS) uses the A through F letter-grade/GPA-based grading system for all San Francisco programs, including: MBA in Sustainable Management; MPA in Sustainable Management; Dual MBA/MPA in Sustainable Management; Certificate in Sustainable Management; and Cleantech Certificate in Sustainable Energy Management.

In 2018-2019, students who entered in Seattle's MBA programs in 2016-2017 or 2017-2018 will be on the Credit/No Credit grading system. New students entering Seattle's MBA program in Fall 2018 or later will be on the A through F letter grade/GPA-based grading system, consistent with San Francisco programs.

Grade Reporting

Instructors report a grade for credit when all requirements for the course have been completed. The Registrar must receive grades from instructors no later than the date published in the Academic Calendar. After a grade has been reported to the Registrar, the grade will not be changed unless a written grade change and an acceptable reason for the change are submitted to the Registrar by the instructor with prior approval from the Director of Academic Administration.

Grades are posted in Populi, PGS's Student Information System. Course grades will be available to students no more than five days following the faculty grade submission deadline as published on the Academic Calendar.

Throughout the term and especially prior to grade submission following the end of the term, if a student has questions about their performance and grade in a class, the student should speak directly with faculty before grades are posted. Once grades are officially recorded, a change of grade becomes a serious appeal process that involves faculty members, the appropriate Program Director, the Director of Academic Administration, and the Registrar's office. Please see Grade Appeal Process below for further details.

We advise that students consult with their faculty on grades throughout the term.

Letter Grades, Quality Points and Grade-Point Average (GPA) System

For each credit in which the student is enrolled, the student receives grades and quality points as follows:

Grade	Quality Points	Definition
A	4.0	Exemplary performance. The student has demonstrated a level of high quality work that exceeds the formal requirements showing a clear indication of initiative and mastery of the subject.
A-	3.7	
B+	3.3	Proficient performance. The student has demonstrated a level of good quality work that meets the formal requirements showing initiative, comprehension and clear ability to handle ideas.
B	3.0	
B-	2.7	

C+	2.3	Average performance. The student has demonstrated a level of work that meets the formal requirements and demonstrates comprehension of the subject with a reasonable ability to handle ideas. NOTE: <i>C- is the minimum passing grade.</i>
C	2.0	
C-	1.7	
D+	1.3	Below average performance. The student has demonstrated a level work that is below expectation and provides an inadequate demonstration of comprehension of the subject and ability to handle ideas. Minimum requirements have not been met and these grades are not passing grades.
D	1.0	
D-	0.7	
F	0.0	Failure. The student has not met the minimum requirements.
I	0.0	Incomplete. Given only in extenuating circumstances. Work must be complete within 30 days of the end of the term in which the Incomplete was granted. See Incomplete Grade Policy below for full details.

A student's grade point average (GPA) is obtained by dividing the total number of quality points earned by the total number of credits attempted. Some transfer credits are not counted in calculating a student's GPA on the transcript. All PGS credits counted toward a degree are used in calculating the cumulative GPA.

Non-Credit Grades

Non-credit grades shown on transcripts which are not counted in a student's GPA include:

Grade	Quality Points	Definition
IP	0.0 <i>not counted towards GPA</i>	In Progress. Course is currently in progress. Marking used on transcripts produced during a current semester.
W	0.0 <i>not counted towards GPA</i>	Withdrawal. Grade given to students who withdraw from a course after the add/drop deadline. See Withdrawal Policies above for further details. See Academic Calendars for add/drop dates.
HW	0.0 <i>not counted towards GPA</i>	Hardship Withdrawal. Granted in rare circumstances. See Hardship Withdrawal Policy above for further details.
AU	0.0 <i>not counted towards GPA</i>	Audit. Non-credit enrollment in a specific course. See Audit Policy above for further details.

Credit/No Credit Grading System (Seattle continuing students only)

In 2018-2019, students continuing from 2017-2018 in PGS Seattle programs receive the following grades:

Grade	Definition
CR	Credit. CR denotes successful completion of a course with performance at an A or B level.
NC	No Credit. NC indicates that a student did not satisfactorily complete required coursework.
IP	In Progress. Course is currently in progress. Marking used on transcripts produced during a current semester.
I	Incomplete. Given only in extenuating circumstances. Work must be complete within 30 days of the end of the term in which the Incomplete was granted. See Incomplete Grade Policy below for full details.
W	Withdrawal. Grade given to students who withdraw from a course after the add/drop deadline. See Withdrawal Policies above for further details. See Academic Calendars for add/drop dates.
HW	Hardship Withdrawal. Granted in rare circumstances. See Hardship Withdrawal Policy above for further details.
AU	Audit. Non-credit enrollment in a specific course. See Audit Policy above for further details.

Grades Required for Graduation

Students in PGS San Francisco programs and students entering PGS Seattle programs in 2018-2019 must maintain a cumulative 3.0 GPA. It is the responsibility of the student to monitor his or her academic

progress while at PGS. For more information on grade requirements, please see the Satisfactory Academic Progress policy in Chapter 3. If a student requires academic assistance, he or she should contact the Director of Academic Administration for academic advising services.

In 2018-2019, programs using the A through F letter grade/GPA grading system and requiring a minimum 3.0 GPA include:

- MBA in Sustainable Solutions (San Francisco)
- MPA in Sustainable Management (San Francisco)
- MBA/MPA in Sustainable Management Dual Degree (San Francisco)
- Certificate in Sustainable Management (San Francisco)
- Cleantech Certificate in Sustainable Energy Management (San Francisco)
- MBA in Sustainable Solutions (Seattle – new students entering in Fall 2018 or later)

Students who entered Seattle MBA programs in 2016-2017 or 2017-2018 will be on the CR/NC grading system and must complete each course with a grade of CR.

Incomplete Grade Policy

Students may request an Incomplete grade from course faculty if the student has completed at least 75% of the course assignments by the end of the term. Granting an Incomplete grade requires both faculty and Director of Academic Administration approval.

To document an Incomplete request, the student must submit a Request for an Incomplete Work Plan Contract (available from the Registrar) to faculty and the Director of Academic Administration for review before the end of the term. This allows time for negotiating the agreement before the grade submission deadline. When approved by student, faculty, and Director of Academic Administration, the form must be submitted to the Registrar by the student, accompanied by payment of the Incomplete fee of \$500. If the student neglects to submit an Incomplete contract before the grade deadline, the student will receive a failing grade for the course, which may be changed to an Incomplete upon receipt of the agreed-upon Incomplete Work Plan.

Incomplete work must be finished no later than 30 days from the end of the term in which the Incomplete was granted. The Incomplete grade converts to F or No Credit if the faculty does not submit an alternate grade by the grade submission due date for the subsequent term. Students wishing to extend an Incomplete Work Plan Contract beyond 30 days must request such an extension in writing from the Director of Academic Administration and the Registrar prior to the grade submission due date. An Incomplete Extension fee of \$500 will be assessed. Students with 6 or more Incomplete credits will be put on Academic Hold (see Academic and Financial Holds below).

Grade Appeals Process

In general, grades represent the faculty member's professional judgment of a student's performance in a course, and, as such, are final. However, students have the right to ask an instructor for an explanation of any grade received. Grade appeals can be made only in instances where procedural issues or biased, arbitrary, or capricious grading are in question, specifically:

1. An obvious error in calculation.
2. The instructor has applied more exacting standards to the particular student.
3. The grade was given on some other basis than performance in the course.
4. The grade represents a substantial departure from the instructor's announced standards.

Appeals must be filed within six weeks of PGS's notification of the final grade. Students needing assistance at any step in appealing or filing a complaint may contact the Director of Academic Administration ("Director"). Students are encouraged to talk to their course faculty before beginning this process to attempt to resolve the matter informally.

Grade appeals will be reviewed in the following manner:

Step 1: A written petition will be submitted by the student to the faculty for the class. This petition should contain the nature of the problem, relevant information that supports the appeal and the remedy sought. The student should retain a copy for his/her records. Within two weeks, the faculty member(s) will respond to the student in writing. If the student is not satisfied with the response provided by the faculty, he/she may proceed to Step 2. In cases where the Director is the faculty member whose grade is being appealed,

the student shall proceed to Step 3.

Step 2: A written petition will be submitted by the student to the Director with a copy to the faculty member(s), no later than two weeks after receiving the faculty's response in Step 1. This petition should contain the nature of the problem, a statement that an attempt was made to resolve this issue directly with faculty (including the original written petition and faculty's response), relevant information that supports the appeal, and the remedy sought. The student should retain a copy for his/her records. The student, faculty member(s) and Director may meet to discuss the complaint. Within two weeks, the Director will respond to the student in writing with a copy to the faculty member(s) for the class. Generally, the Director makes the final decision; however, in unusual cases, the student may proceed to Step 3.

Step 3: The written petition and all supporting documentation are submitted to the Provost. The Provost may make a final determination or may convene a Grades Appeals Committee, which shall serve in an advisory capacity to the Provost. The manner and appointment and number of members on the Grade Appeals Committee shall be determined within PGS. The Provost shall appoint the chairperson of the Grade Appeals Committee, and the committee shall have the right to all relevant instructor records. Within two weeks, the chairperson of the Grade Appeals Committee will make a recommendation to the Provost, who will respond to the student in writing of the decision reached, with a copy to the Director of Academic Administration. This decision is final.

Note: If at any step a PGS representative fails to review and/or respond within the time limits provided, the student may proceed to the next step. If the student fails to respond within the time limits provided, the appeal shall be deemed to have been withdrawn.

Satisfactory Academic Progress (SAP)

Please see Satisfactory Academic Progress policies as detailed in Chapter Three, pages 52-55.

Academic and Financial Holds

Academic and Financial Holds prevent students from registering and prevent the release of academic records (grades, transcript or diploma). A Financial Hold is placed on a student's record if the student has an outstanding financial obligation to Presidio Graduate School. An Academic Hold is placed on a student's record if the student has not met a particular enrollment requirement or if a student has 6 or more Incomplete credits on their current record (see Incomplete Policy).

Students are notified individually if there is a hold on their records. A hold is not removed until the student resolves the problem by satisfying the financial obligation or fulfilling the academic requirements.

Only directory information (see page 83 for details) can be released if there is a hold on a student's record. Academic information and transcripts cannot be released.

Registration Procedures

All Presidio Graduate School (PGS) students are responsible for understanding current PGS course offerings, tuition and fees, deadlines and academic policies.

For incoming new students, final registration for PGS courses requires completion of the Enrollment Agreement and payment of tuition and fees by the tuition deadline.

Students in the MBA, MPA, Dual Degree and Certificate programs will self-register in Populi. Registration deadlines are available in the Calendars section of the handbook, on the website at presidio.edu and on the Student Life Portal. Please note that a late fee may be assessed if registration is received after the registration deadline. Please see presidio.edu for a complete listing of fees.

Students registering for MBA and MPA courses are given registration priority in this order:

- Continuing and entering MBA, MPA and Dual Degree students
- Eligible Certificate students (must meet MBA admission requirements)
- Matriculated auditors
- Alumni
- Eligible non-matriculated auditors

Updates to PGS course offerings, tuition and fees, deadlines and academic policies are posted on the Student Life Portal on the LMS. The Registrar will send registration reminders each term. Students are also

responsible for maintaining current contact information. Address changes can be made in Populi, PGS's Student Information System.

Change of Degree Program

Students wishing to change programs must receive approval from the Director of Academic Administration and the appropriate Program Director, and must discuss their decision with their advisor. If the Director of Academic Administration and the Program Director of the new degree program approves the student's request, the student will complete a Change of Program form and file it with the Registrar's office.

The maximum timeframe for a student who changes from one degree program to another is adjusted by subtracting the earned course credits that are common to both degree programs from the total credits in the new degree program and multiplying that number by 1.5. The Registrar will evaluate a student's academic progress and transfer all relevant courses. All transferred courses will be counted in the completion rate and used in computing the cumulative GPA. Students must be transferred into the new degree program by the end of the add/drop period of the term applicable. Students may request a change of degree program no more than twice during their enrollment at PGS.

Definition of Full-Time and Part-Time Students

PGS defines a full-time semester-based student as one who is registered for 6 or more credits and a half-time student as one who is registered for 3 to 5 credits.

PLEASE NOTE: Full-time students in the semester-based MBA and MPA programs typically take four courses per semester for a total of 15 credits per semester. Part-time students typically take 2 courses (7 or 8 credits) per semester. Part-time students must complete a year of part-time status before changing to full-time. A full-time student may change to part-time in any semester.

Please note that changing status may extend the graduation date, as there is no guarantee that required classes will be available outside of the standard two or four classes per semester schedule. Due to pre-requisites and other registration requirements, it may be necessary to take fewer than four classes in subsequent semesters. For more information on scheduling an academic advising session, please contact the Director of Academic Administration or Registrar.

Students may make no more than two changes in Program Status during their time enrolled at PGS. Requests for changes in Program Status must be submitted to the Registrar no later than 6 weeks prior to the first day of class. Final decisions regarding requests for changes in Program Status rest with the Director of Academic Administration.

Cancellation of Registration

PGS reserves the right to cancel the registration of any student who does not comply with PGS rules, regulations, or policies.

Identification (ID) Cards

All registered students receive a student number and student ID card. ID cards are free and must be validated for each year of enrollment. ID cards are issued shortly after the beginning of the term in which a student is first enrolled. Students must provide a digital high resolution headshot to the Registrar. ID cards are produced once per term. A \$15 fee will be assessed for a replacement ID card.

Graduation

The awarding of degrees is not an automatic process. All students are required to apply for graduation one term prior to their anticipated graduation date. The Registrar will distribute the graduation application to students. A non-refundable graduation fee of \$95 will be charged to your account.

All MBA, MPA and Dual Degree candidates who wish to graduate must:

1. Submit an online graduation application to the Registrar by the deadline.
2. Complete all degree requirements.
3. Maintain a minimum GPA of 3.0
4. Achieve all credit requirements for their program.

If degree requirements are not completed on time, a graduation application for the subsequent term must be submitted to the Registrar.

Students in the MBA and MPA degree programs have five years from the date of enrollment to complete their degree. Students within the MBA/MPA Dual Degree program have seven years from the date of enrollment to complete their degree. Any student who fails to complete degree requirements within these timeframes must reapply for admission and meet degree requirements as outlined in the latest handbook.

Commencement Exercises

Commencement exercises are held once per academic year in June in both San Francisco and Seattle. Students who have completed their degree requirements in the previous 12 months may participate in the ceremony. MBA, MPA, and Dual Degree students may participate if they will have completed at least 90% of the required credits as of the semester during which the ceremony is held. Students may only participate once. Participation in the commencement ceremony does not guarantee graduation.

PGS board members, faculty, continuing students, graduates and guests are invited to the commencement ceremony. Degree candidates must appear in appropriate regalia at the commencement exercises.

Diplomas and Certificates

A student may elect to receive, at the discretion of Presidio Graduate School, a degree or certificate using current requirements or the requirements in place at the time of the student's initial enrollment.

Diplomas and certificates are mailed to the address listed on the graduation application 6-8 weeks following the commencement ceremony as long as there are no holds on the graduate's account. Diplomas include degree title, student name and date of issuance.

Teach-Out Policy

In the event that Presidio Graduate School must close, sufficient faculty will be retained and resources maintained to teach the final cohorts of students through degree completion. The following efforts will be undertaken:

Pre-Closure Activities

- Review all possible options at the time
- Announce impending closure to all stakeholders upon Board decision to close institution
- Stop recruiting and enrolling new students

Internal Teach-Out Option

To implement an internal teach-out plan, PGS will undertake the following efforts:

- Implement a gradual teach-out by continuing to teach already enrolled students so that they can complete their programs;
- Provide a teach out educational program that meets acceptable quality standards as previously accredited and continues to be reasonably similar in content, structure, and scheduling, and that meets all obligations to its existing students;
- Continue to operate with minimal disruption to current students, enabling them to complete their programs at a location that meets similar standards to the current location and does not require unreasonable additional travel or moving to a new location;
- Provide student services, including financial aid and student records, until the last student graduates.
- Seek funding to enable PGS operations through the teach-out period.

External Teach-Out Option

- For students preferring to transfer to other institutions, PGS will establish arrangements with other universities to accept PGS credits, to ensure the least disruption possible to students' degree completion plans.

Post-Closure Activities

- In the event of closure of the institution, PGS will establish procedures for the pro- rata refund of all monies paid.
- Upon closure, student transcripts and records will be transferred to the designated Custodian of Records.

STUDENT RECORDS AND PRIVACY

Notification of Students' FERPA Rights

Presidio Graduate School (PGS) education records are defined as records that are directly related to a student and maintained by PGS or by a party acting for PGS. Education records are not: sole possession records, law enforcement unit records, employment records, medical records or post-attendance records.

The Family Education Rights and Privacy Act (FERPA) is a federal law that facilitates students' access to their education records and protects the privacy of student education records. FERPA covers currently enrolled students only, not auditors, applicants, graduates or students who have withdrawn. PGS is required by law to notify all students of their rights, as outlined below. Please refer to the Student Life Portal and to the PGS website at presidio.edu for updates to Student Records and Privacy notices.

Under FERPA, PGS students have:

- 1. The right to inspect and review their education records within 45 days of the day PGS receives a written request for access.**

A student should submit a written request to the Registrar that identifies the record(s) the student wishes to inspect. The Registrar will make arrangements for access and notify the student of the time/place the records may be inspected. A student record includes any document maintained by PGS that is directly related to the student.

- 2. The right to request amendment of education records that the student believes are inaccurate, misleading or otherwise in violation of privacy rights under FERPA.**

A student who wishes to ask PGS to amend a record should write to the school official responsible for the record, clearly identify the part of the record the student wants changed and specify why it should be changed.

If PGS decides not to amend the record as requested, PGS will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

- 3. The right to provide written consent before the school discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent.**

PGS discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official has a legitimate educational interest if they need to review an education record in order to fulfill professional responsibilities for PGS.

School officials include: persons employed by PGS in an administrative, supervisory, academic, research or support position (including law enforcement personnel and health staff); persons or companies with whom PGS has contracted as its agent(s) to provide a service instead of using school employees or officials (e.g., attorney, auditor or collection agent); contractors, volunteers or others performing institutional functions; persons on the Board of Trustees; accreditation review team members; or students serving on official committees, such as a disciplinary or grievance committee, or assisting a school official in performing his or her tasks.

If PGS determines that there is an "articulable and significant threat" to the health or safety of a student or others, PGS may disclose information from educational records to "any person whose knowledge of the situation is necessary to protect" the health or safety of the student or others.

If the student is under 21 at the time of the disclosure, FERPA allows disclosure to parents if the student has violated any Federal, State or local law, or any PGS rule or policy, governing the use or possession of alcohol or a controlled substance.

Upon request, PGS discloses education records without consent to officials of another school in which a student seeks or intends to enroll. NOTE: PGS will make a reasonable attempt to notify the student of the records requested.

Additionally, PGS will, in limited circumstances, disclose education records without prior consent when the education record is deemed “directory information. Please see “Release of Directory Information” below for further details.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by PGS to comply with FERPA requirements.

The name and address of the government office that administers FERPA is: Family Policy

Compliance Office

U.S. Department of Education

400 Maryland Avenue, SW Washington, DC 20202-5901

Release of Directory Information

Presidio Graduate School takes student privacy seriously and, in order to build a strong community, adheres to a strict sense of privacy. Students wishing to authorize the release of confidential records to a third party should contact the Registrar.

Directory information is information that is generally not considered harmful or an invasion of privacy if released.

As above, FERPA requires that PGS, with certain exceptions, obtain the student's written consent prior to the disclosure of personally identifiable information from the student's education records. However, PGS may disclose appropriately designated “directory information” to outside organizations without written consent, unless the student has advised PGS to the contrary in accordance with PGS procedures. Each year, the Registrar notifies enrolled students about their option to block the release of directory information to a third party. Student responses and decisions about release of information are maintained by the Registrar.

Directory information includes:

- student name
- identification number (NOT social security number)
- address
- phone number
- email address
- dates of attendance
- degrees received
- course schedule
- last school attended
- photo
- video image
- written testimonials

PGS does not give or sell ANY directory information that would in any way compromise personal privacy, personal security or the integrity of the community. As a general rule, PGS does not give out directory information to a person who is not a PGS administrator, employee, faculty, student, or alum without the student's prior approval.

Transcripts

A transcript is a complete record of a student's academic achievement. In accordance with FERPA, official transcripts are issued only upon the written request of the student. Unofficial transcripts are provided free of charge and are available from the Registrar and in Populi, the PGS Student Information System. Requests for official transcripts may be emailed or mailed to the Registrar. The Transcript Request Form is available from the Registrar. Transcript requests are processed within 3-10 business days via first class mail or can be rushed in one business day plus overnight shipping. Fees for these services are on page 83.

The graduation date indicated on transcripts and diplomas reflects the term when all work was completed, rather than the date of the commencement exercise.

The Online Learning Community and Privacy

PGS's Learning Management System (LMS) exists for students to communicate with faculty, staff and other students. It is a key component of the PGS experience and facilitates learning during the time between classes. PGS's use of this technology allows student names and email addresses to be visible on the LMS. Since the LMS is a secure website, this will not increase the risk of identity theft or spamming for anyone in the program. Students concerned about visibility of names or log-ins should contact the Registrar.

The LMS also allows students to maintain their own directory information and determine the degree to which they choose to share it. This information is maintained by the student and not by the administration. PGS asks that each member of the community respect the privacy of others and not use any directory information without permission.

Types, Locations, and Custodians of Education Records

Record Category	Location	Custodian
Admission Records	Admissions Office for applicants Registrar's Office for admitted students	Admissions Director or Registrar
Cumulative Academic Records (current students)	Registrar's Office	Registrar
Cumulative Academic Program Records (former students)	Registrar's Office	Registrar
Transcripts & Supporting Documentation	Registrar's Office	Registrar
Disciplinary Records	Director of Academic Administration's Office	Director of Academic Administration
Financial Aid Records	Financial Aid Office	Financial Aid Administrator
Financial Records	Student Business Services	Director of Finance and Student Business Services
Records for Students with Disabilities	Disability Services	Disability Services coordinator (currently the Director of Professional Development & Career Services)

INSTITUTIONAL POLICIES AND STATEMENTS

Emergency Operations

In the event of inclement weather or other emergency conditions, Presidio Graduate School (PGS) will comply with all local and regional emergency plans, keeping the safety of the community and orderly operations as the highest priorities. Students, faculty and staff should assume that PGS schedules, as published, shall remain in effect unless updates are communicated.

The San Francisco main phone number is 415.561.6555, and the Seattle main phone number is 206.855.9559. Responsible emergency practice requires us to keep this line free as much as possible, so such calls should be brief and few during emergency situations. Please keep in mind that the line may also be needed for outgoing emergency calls.

Drug and Alcohol Abuse Prevention Policy

Presidio Graduate School is dedicated to maintaining a healthy community. In order to meet this end and to comply with the Drug-Free Schools and Communities Act of 1989, Presidio Graduate School strictly prohibits the unlawful manufacture, distribution, dispensing, possession, use, sale, purchase, transfer, consumption, or being under the influence of a controlled substance on Presidio Graduate School property or as part of any PGS- sponsored activity. PGS also prohibits the abuse of prescription drugs as well as the illegal use, purchase, sale or attempted sale of prescription drugs. The use of alcoholic beverages during scheduled class time, including meals and breaks, is prohibited. Note that alcohol consumption may be permitted when authorized by the President, Vice President of Operations, or Director of Academic Administration for approved PGS functions. However, being under the influence of alcohol at any PGS function is prohibited.

Using or being under the influence of unauthorized drugs while attending Presidio Graduate School approved functions is also prohibited. Violation of this policy will constitute grounds for disciplinary actions. **This includes marijuana, which is illegal under federal law.**

PGS will impose appropriate sanctions on students and employees, consistent with local state and federal laws, up to or including dismissal from enrollment or termination of employment, as well as referral for prosecution for contravention of this policy. Each incident will be reviewed on a case-by-case basis and disciplinary actions will be applied as appropriate.

To understand more fully the health risks associated with drug and alcohol abuse, and to research treatment options in your area, please contact a local treatment facility or refer to The Center for Substance Abuse Treatment and Referral Hotline (1-800-662-HELP).

Alcoholic Beverages and Drug Use at IslandWood

PGS and IslandWood prohibit the consumption of alcoholic beverages and use of at IslandWood except when served by trained IslandWood staff in designated locations and during hours when IslandWood hosts a bar. This is both WA State law and IslandWood policy. IslandWood maintains the right and obligation to check I.D.s and to deny service to anyone who does not provide proper I.D. or who appears intoxicated. Self-service consumption of alcohol and/or outside alcohol is prohibited at all times.

Smoking tobacco, vaping tobacco and e-cigarettes are not allowed on site at IslandWood except in two designated areas near the main campus parking lot. All other forms of tobacco (such as chewing tobacco and snuff) are prohibited on IslandWood property.

Smoking, vaping tobacco and e-cigarettes, or tobacco use of any kind is not permitted in any building, in the vicinity of children, in the forest, or on the trails.

Illegal drugs are prohibited on IslandWood premises. An illegal drug is any drug that is either illegal under federal, state, or local law, or illegal under the Federal Controlled Substances Act. **This includes marijuana, which is illegal under federal law.**

If an individual is charged with breaking the rules and the Director of Academic Administration determines that the charge is valid, consequences are:

- **Once:** The student will meet with the Director of Academic Administration to discuss the charge and

will receive an oral and written warning, which will be placed in the student's file.

- **Twice:** The student will receive a written censure in his/her file and will be required to stay off campus at his/her own expense. No refund will be provided for lodging. The student will not be allowed to consume alcohol at IslandWood.
- **Three times:** The student will be placed on probation during which time the student may be excluded from participation in PGS programs and activities.
- **Four times:** The student will face suspension and exclusion from participation in all PGS programs, academic and extracurricular.

It should be noted that infractions that are traced to a particular room at IslandWood will result in individual citations for everyone in that room.

Because behavior is not always traceable to an individual, the PGS student body at IslandWood as a whole may be held responsible. For example, if outside alcohol containers are found at IslandWood's Friendship Circle, outside or in lodge common rooms at IslandWood, this may be considered a group infraction. This applies to all infractions that cannot be traced to an individual, so community members should hold fellow community members accountable for their actions. Group consequences include:

- **Once:** We will serve only one beverage at a time to one person; no bottles of wine.
- **Twice:** We will not serve any alcohol on Saturday.
- **Three times:** There will be no alcohol at IslandWood for the remainder of the year.

Consequences and Response Sequence for Contravention

In the interests of Presidio Graduate School and the PGS community, the developers of this policy hope that the policy set forth above remains untested; i.e., community members will choose not to violate, and members of the community will help to discourage violations. Should this idea prove unsuccessful in terms of preventing others from violating this policy, further action will be required.

Individuals who do not abide by the policy face justice procedures as outlined above. This should include steps appropriate to the circumstances, and sufficient to effectively correct the situation going forward, up to or including suspension or termination from Presidio Graduate School.

In addition to individual consequences, community-wide sanctions might include "dry weekends" without alcohol service following any observed violation of this policy.

Compliance Norms and Agreements

Drug and alcohol policy discussion will begin with student orientation, adding this topic to the introduction to community norms.

Code of Student Academic Conduct

Presidio Graduate School is committed to principles of scholastic honesty. Its members are expected to abide by ethical standards both in their conduct and in their exercise of responsibility towards other members of the community. These include adherence to behavioral norms that foster an atmosphere of trust, sustain a spirit of community and enhance the educational experience. Upon admission to PGS, students accept an unqualified commitment to adhere to such standards and to conduct themselves in a manner that fosters trustworthiness, reflects pride in themselves and PGS and supports the highest ethics and moral values of the PGS community.

This Code of Student Academic Conduct is established to lend greater definition and meaning to the principles of scholastic honesty and integrity and to outline standards that will guide the actions of the academic community. Any student who violates the Student Academic Code of Conduct will be subject to sanctions up to and including dismissal from PGS. A student accused of a violation is guaranteed an impartial hearing and the right to an appeal. Procedures and guidelines for the hearings and the appeals are described in this section. Students must also be in compliance with the Standards of Engagement on page 68 of this Handbook, and with the Code of Student Conduct on pages 91-92.

Students

As it is with other members of the academic community, each student's conduct is expected to be in accordance with the standards of PGS. Students bear the responsibility not only for their own academic

integrity, but also for bringing instances of suspected violations of the Academic Code of Conduct to the attention of proper School authorities.

Faculty and Administration

Faculty, teaching assistants and administration are obligated to PGS and to the students they teach and serve to uphold the ethical standards. They must deal fully and fairly with instances of academic misconduct. Any evidence that a faculty member has intentionally acted in a manner not consistent with this policy (including failure to report instances of suspected misconduct) will be subject to a referral to the Provost and Director of Academic Administration for appropriate action.

Acts of Academic Misconduct

The Academic Code of Conduct prohibits certain acts of academic misconduct by students enrolled at Presidio Graduate School. Other School policies and procedures may also apply. Depending on the circumstances, the acts of academic misconduct described below may be considered as either a violation or an infraction.

Students who engage in conduct that disrupts the orderly functioning of PGS may be subject to probation or dismissal from the program as set forth in the Academic Code of Conduct and Standards of Engagement.

Violations

The following acts are examples of academic violations:

1. **Examination Behavior.** Any intentional giving or use of external assistance during an examination without the express permission of the faculty member giving the examination.
2. **Fabrication.** Any falsification or invention of data, citation or other authority in an academic activity.
3. **Plagiarism.** PGS has identified plagiarism as an especially serious act of misconduct, which deserves particular procedures in addition to our general academic code of conduct. Plagiarism is any passing off of another's ideas, words, or work as one's own. In cases where students feel unsure about a question of plagiarism involving their work, they are obliged to consult their instructors on the matter before submission. Any work found to be plagiarized will receive a grade of zero. If plagiarism is suspected, the following process shall apply:
 - a. **Report to Student Evaluation and Review Committee (SERC):** When a faculty member suspects a student of plagiarism they must report it to the Director of Academic Administration.
 - b. **SERC Meeting and Determination:** The accused student must meet with SERC to discuss the infraction.
 - c. **Multiple infractions:** Any student found guilty of plagiarism by the SERC committee on more than one occasion will be expelled from the program.
 - d. **Group Work:** When working in groups students are responsible for all collective work. If a portion of group work is suspected to be plagiarized all members of the group share equal responsibility.
4. **Unauthorized Collaboration.** Collaboration in any academic exercise unless the faculty member has stated that such collaboration is permitted.
5. **Theft of Resource Materials.** Any unauthorized taking of resource material such as course materials, library materials, computer software or media equipment.
6. **Previously Submitted Work.** Presenting work prepared for and submitted to another course.
7. **Unauthorized Access.** Any unauthorized access to any person's files or computer account.
8. **Alteration or Misuse of School Documents.** Any alteration or misuse of School documents, including acts of forgery and/or furnishing false information.
9. **Disruption of Academic Activity.** Disruptive behavior, willful disobedience, profanity or vulgarity, or the abuse of School personnel which continues after a warning has been given.
10. **Acts or Threats of Physical Harm.** Any act or threat of physical abuse, assault and/or battery upon any member of PGS community, including faculty, students and staff.
11. **Violations Defined by Faculty Member.** Any other intentional violation of rules or policies established by a course faculty member.
12. **Assisting other Students in Acts of Academic Misconduct.**

Infractions

The following acts are examples of academic infractions. Students found to have committed these acts are subject to sanctions described, as applicable, for infractions in the Sanctions section.

1. Any unintentional act that, if it were intentional, would be a serious violation.
2. Any serious violation of the rules or policies established for a course or academic exercise.

Note: Under certain exceptional circumstances involving serious violations listed above which pose a threat to the health and safety of PGS community, disciplinary procedures administered by the President and/or Provost may replace the procedures outlined below. These include circumstances in which a matter has been referred by the Director of Academic Administration.

Process and Procedures

The following process and procedures apply to suspected instances and allegations of academic misconduct. Pending resolution of the matter and any permitted appeal regarding the matter, the student's status as a student remains unaltered except in cases in which there are reasons relating to the physical or emotional welfare of the student or of others, or reasons involving the safety of persons or property.

Violation Determination Phase

1. **Investigation.** When a faculty member directly observes or otherwise determines (based on other evidence) that an act of misconduct may have been committed by a student, it is the responsibility of that faculty member to undertake as thorough and reasonable an investigation as possible under the circumstances.
2. **Communication with the Student of Potential Violation.** If this investigation suggests to the faculty member that there may have been misconduct, the faculty member must promptly contact the student suspected of the misconduct in order to provide an opportunity for the student to discuss the matter directly with the faculty member. The faculty member may call upon the Director of Academic Administration to be involved in a discussion with the student. Following this contact between the faculty member and the student, the faculty member must determine whether no action of misconduct has occurred, an infraction has occurred, or a serious violation has occurred.
3. **Report to the Director of Academic Administration ("Director").** In all cases in which an act of misconduct has been determined by the faculty member to have occurred, the faculty member shall report this determination to the Director in a timely manner so that he/she may determine appropriate action under the terms of this policy. The faculty member shall include in the report to the Director the following: a description of suspected misconduct (including the date, time and circumstances); a summary of the investigation conducted; the finding and to whether the act of misconduct should be considered as an infraction or a serious violation; and a recommendation as to the sanction to be imposed. Pending a final determination, the faculty member gives a grade of Incomplete if the semester ends before the matter is resolved.
4. **Determination by the Director of Academic Administration ("Director").** After making a review and recommendation, the Director shall notify the student in writing (personal delivery or delivery requiring a signature) within 10 business days from receipt of the report whether the circumstances warrant preliminarily the imposition of a sanction or that a sanction is determined to be unnecessary or inappropriate under the circumstances. If a sanction is determined preliminarily to be necessary and appropriate under the circumstances, the notice to the student must include specific allegations of misconduct, the sanction proposed to be imposed, a copy of the report by the faculty member and the recommendation of the Director. The student must be informed that he or she has 10 business days from receipt of the notice to (1) respond in writing to the allegations and report, or (2) to request in writing a meeting with the Director. After considering the material and information presented by the student or after the lapse of 10 business days without a student response, the Director or his/her designee shall make a final determination as to whether an act of misconduct has occurred, and if so, whether that act of misconduct is considered an infraction or a serious violation and the sanction. The student will be reminded of the right to appeal. The Director's decision is final unless it is appealed as provided below, except in the case of an expulsion. In the case of an expulsion, the case is automatically referred to the Director for mediation, appeal or both.

Appeals Phase

All requests for appeals must be made in writing to the Director of Academic Administration ("Director") within 30 days of receipt of the final determination of the Director.

1. **Mediation:** A student wishing to appeal the determination of the Director may request a mediation session with the Provost, the Director and the faculty member. The student may bring a friend or family member to the mediation session. If the session does not result in a resolution acceptable to all parties, the Provost shall, upon request from the student, appoint an Appeal Board to hear the appeal as expeditiously as possible.
2. **Appeal Process:** The Appeal Board will review the entire record of the case preliminarily, including the report prepared by the faculty member, the Director, and any response prepared by the student. If necessary, the Appeal Board may request that the faculty member and the student provide clarification with respect to the record of the case. Following its preliminary review, the Appeal Board shall determine how the procedures specified below will be utilized during their review of the case. The student shall be afforded the right to ask questions of the faculty member and other witnesses in the presence of the Appeal Board.
3. **Appeal Board:** The Appeal Board shall be appointed by the Provost and shall be composed of two faculty members, an administrator and two students. The Provost will choose one member of the PGS Board of Directors to act as chair. The chair of the Appeal Board shall be responsible for assuring compliance with the terms of this policy during the course of the appeal process. The Appeal Board will establish the time and place of the hearing and will be responsible for notifying the student about all aspects of the appeal process. No person who has a conflict of interest may participate as a member of the Appeal Board. Any individual who discovers a conflict of interest must withdraw immediately. Upon withdrawal, the Provost shall appoint a substitute board member. The Appeal Board is an advisory to the Provost and recommends actions on an appeal.

Intellectual Property Rights

By definition, students' work, including the contributions of faculty/advisors, has a copyright, as a default, that is shared between all the stakeholders. This means that any member of the team is welcome to use the material, with exceptions, in any enterprise of their choosing. Exceptions arise when sponsors or project leaders contribute significant/specific proprietary information to the advancement of the project that is critical to the conduct and success of the project. The intellectual property rights of such sponsors/project leaders are to be governed under a separate formal agreement. PGS's support should also be acknowledged. Presidio Graduate School retains the right to publish and/or communicate these works, except where confidential materials are involved. It is the responsibility of the students, advisors, sponsors and/or faculty to identify confidential materials as such.

If work is for hire, any intellectual property rights will be governed under a separate formal agreement.

As above, if the work is associated with a sponsor, intellectual property rights associated with that work will also be governed under a separate formal agreement. The default agreement of the Action Learning Projects is that the sponsor company has the right to use the work produced, but that the students, faculty, advisors and PGS retain the rights to publish and use anything that is not confidential.

PGS has the right to publish or otherwise publicly disclose information gained in the course of the project. To avoid loss of potential patent rights as a result of premature public disclosure of patentable information or the disclosure of any confidential information supplied by the sponsor, PGS will submit any prepublication materials to the sponsor for review and comment at least fifteen (15) days prior to planned submission for publication. The sponsor shall notify PGS within such time period of any inventions or discoveries subject to the parties' rights or disclose any confidential information subject to protection. PGS shall have the final authority to determine the scope and content of any publications.

As students initiate projects, it is each student's responsibility to communicate any concerns that they may have regarding the default copyright shared by all the stakeholders. At that point, the stakeholders will need to initiate a conversation to define the potential rights issues of concern. A more formal agreement may be appropriate depending on the outcome of the conversation(s).

Notice of Non-Discrimination Policy

Presidio Graduate School admits students of any race, religion, color, gender, gender orientation, sexual orientation and national or ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the school. PGS does not discriminate against students or potential students on the basis of race, creed, color, national or ethnic origin, religion, gender, gender orientation, sexual orientation, veteran or military status, socioeconomic status, marital status, or the presence of any sensory, mental, or physical disability or the use of a trained guide dog or service animal by a person with a disability in administering its education policies, admission policies, scholarship and loan programs and other school-administered programs.

Sexual Harassment Policies

PGS has a strict policy against sexual harassment and prohibits all forms of sexual harassment, by males or females. Sexual harassment violates state and federal law and will not be tolerated by this institution.

An individual in violation of this policy will be subject to informal or formal disciplinary action up to and including termination of employment or dismissal from PGS.

Sexual harassment is defined as the use of one's authority or power, either explicitly or implicitly, to coerce another into unwanted sexual relations or to punish another for refusal, or as the creation by a member of the PGS community of an intimidating, hostile or offensive working or educational environment through verbal or physical conduct of a sexual nature.

Prevention of Discrimination and Sexual Harassment

All members of the PGS community are responsible for maintaining an education and work environment free from discrimination and sexual harassment.

Therefore, each member must be fully aware of the provisions of this policy and prepared to report to proper campus authority any apparent policy violation. Any PGS employee to whom discrimination or harassment is reported, or who becomes aware of or suspects harassment of a member by any member of the PGS community, is responsible for taking immediate steps to end the discriminatory practice and/or for reporting the harassment to administrators with authority to take such action.

In support of PGS's Non-Discrimination and Sexual Harassment Policy, PGS promotes preventative educational measures to create greater awareness of unlawful discriminatory practices and sexual harassment, among faculty, staff and students. Administrative officers, directors and supervisors are responsible for making certain that all employees are informed fully of the types of conduct that may be classified as discriminatory, including sexual harassment, and that such conduct is prohibited. PGS policy is described in the handbook and in faculty and staff handbooks.

If you believe you are being harassed, seek help as soon as possible by contacting the Director of Academic Administration.

Amorous Relationships Affecting Employees and Students

Amorous relationships that might be appropriate in other circumstances are not permitted, whether consensual or otherwise, when they occur between a faculty member, teaching assistant or employee of Presidio Graduate School and a student or employee for whom that faculty member, teaching assistant or employee has a professional supervisory responsibility.

PGS policy requires that all faculty, teaching assistants and employees maintain professional relationships with students and supervisees. It is the responsibility of PGS faculty, teaching assistants and employees to make explicit arrangements for their withdrawal from participation in evaluative decisions that may reward or penalize a student or employee with whom the faculty, teaching assistant or employee has or has had an amorous relationship.

Code of Student Conduct

Conduct Jurisdiction

Presidio Graduate School strives to create an environment that endorses academic achievement and integrity. PGS seeks a professional community that is respectful of the rights and welfare of students, faculty, staff, and guests of PGS. Presidio Graduate School's faculty and administrative staff are committed to act in accordance with the same professional and ethical standards as students to co-create an environment that does not threaten the physical or mental health or safety of members of the PGS community.

PGS reserves the right to take necessary action to protect the safety and well-being of the PGS community and to protect its facilities and programs. All students, regardless of where they live, are members of the academic community with the same basic rights and responsibilities. All students are subject to the Code of Conduct. PGS may deal with violations whether they occur on or off campus.

Students are expected to observe administrative deadlines listed in the Academic Calendar, including registration, add/drop dates and withdrawal and tuition payment deadlines. Students are responsible for ensuring that all financial aid information is complete and accurate. Failure to abide by any of the above constitutes grounds for probation or dismissal from PGS.

In addition, students are expected to abide by all applicable laws including the laws of the State of California (San Francisco students), the laws of the State of Washington (Seattle students), and the federal laws of United States of America. Students who violate the law may incur penalties prescribed by civil authorities. In such cases when PGS's interests are involved, the authority of PGS may be asserted. The President or designee will determine if the interests of PGS are involved and if legal and/or disciplinary action is necessary.

Violation of a PGS regulation, which is also a violation of civil law or criminal law, shall be procedurally handled as a PGS disciplinary situation regardless of whether there is a prosecution under law. Disciplinary action at PGS will not be subject to challenge on the grounds that criminal charges involving the same incident have been dismissed or reduced. Finally, the implementation of PGS disciplinary authority does not protect the student from, nor does PGS necessarily consider it to be a substitution for, civil process or criminal prosecution.

Student organizations (e.g., clubs) formally approved by PGS are subject to the same regulations as individual students. Cases will be considered if a significant number of students involved in the alleged offense belong to an organization, or if planning and leadership responsibility for an alleged offense came from student members of an organization. Sanctions for organization misconduct may include probation, withdrawal of official recognition or limitations on the use of facilities and privileges afforded by PGS, as well as other appropriate sanctions as provided in this code.

In general, PGS, by its disciplinary authority, attempts to promote:

1. concern with matters that impinge upon academic achievement and standards, and the personal integrity of students;
2. protection of property;
3. interest in the mental and physical health and safety of members of its community;
4. concern for preserving the peace, for ensuring orderly procedures, and for maintaining student morale;
5. responsibility for character development, for maintaining standards of decency and good taste, and for providing an appropriate moral climate on the campus; and
6. protection of its good relations with the surrounding larger community.

Conduct Regulations

A student who is found in violation of any of the following regulations is subject to the sanctions authorized in this Handbook. The implications of some violations are so serious that a single incident would require a sanction at or near the maximum. Other violations become significant through repetition or if they are committed intentionally or recklessly.

A violation will be regarded as more serious if it is done because of race, gender, color, religion, national origin, disability or sexual orientation of another individual or group of individuals. Academic misconduct,

including all forms of cheating and plagiarism, is outlined in the Code of Student Academic Conduct. The following conduct is prohibited:

- Actual or threatened physical assault or intentional or reckless injury to self, persons or property.
- Any violation of federal, state or local law.
- Offensive or disorderly conduct, which causes interference, annoyance or alarm, or recklessly creates a risk of harm.
- Interference with the freedom of any person to express his/her views, including invited speakers.
- Interference with entry into or exit from buildings and areas or free movement of any person.
- Behavior or activities that endanger the safety of oneself or others.
- Violation of any of the restrictions, conditions, or terms of a sanction resulting from prior disciplinary action.
- Failure to provide identification upon demand by or to comply with other directions of School staff members or the staff of contractual affiliates of PGS acting in the performance of their duties.
- Misuse of School documents including but not limited to forging, transferring, altering or otherwise misusing a student ID card, or other PGS identification.
- Possession, sale, use, transfer, purchase, delivery of drugs, or being in the presence of drugs, or drug paraphernalia, except as expressly permitted by law.
- Making false statements in any application for admission, petition, request, or other official PGS document or record.
- Forcible entry into a building or other premises.
- Unauthorized presence in a building or other premises.
- Possession or use of firearms, fireworks, dangerous weapons, ammunition, or possession of chemicals when not authorized or possession or use of realistic looking toy weapons that can be used to threaten people.
- Starting fires, or explosions; false reporting of a fire, bomb, incendiary device, or other explosive, or any false reporting of an emergency.
- Tampering with fire or safety equipment.
- Theft, damage, destruction, tampering or defacement of personal, PGS or PGS affiliates' property.
- Obscene, lewd or indecent conduct.
- Illegal gambling.
- Unauthorized use of School property or property of members of PGS community or PGS affiliates.
- Violation of published School policies, rules and regulations, including, but not limited to alcohol use, smoking, and verbal and/or written harassment.
- The misuse of telephone, communication and/or computer equipment, including electronic mail.
- Use of School facilities for commercial purposes.
- Children in classrooms. PGS students are not permitted to bring children to class. Many topics discussed in PGS classrooms are inappropriate for children, and having children in the classroom is often a distraction that takes away from the educational experience. Please make other arrangements for childcare.
- Animals in a Campus Building or Classroom. PGS students are not permitted to bring non-service animals inside campus buildings or classrooms. These animals can be disruptive, non-hygienic, and potentially unsafe. This policy acknowledges the rights of individuals with disabilities to use service animals and distinguishes between service animals, including seeing-eye dogs, and non-service animals.
- Behavior that clearly violates community norms in the judgment of the Director of Academic Administration and/or Provost.

Disciplinary Procedures

PGS has distinct disciplinary procedures to ensure a fair hearing. Complaints involving discrimination will follow the procedures outlined in the sections titled Non-Discrimination Policy and Student Grievance Policy. Other incidents will be processed according to the following disciplinary procedures.

Disciplinary Charge(s)

1. Any member of PGS community may bring charges against any student. Such charges must be in writing and filed with the Director of Academic Administration and/or their designee.
2. A complaint filed in writing must be received within 90 calendar days of the infraction. This time for filing can be extended up to one calendar year by the President or Provost based upon unforeseen information or circumstances.
3. The Director of Academic Administration and/or their designee will direct the charges to the appropriate hearing officer.

Disciplinary Process

1. The accused student(s) or organization officers will be provided written notification of the time, place, and date of the hearing. Sufficient notice is defined as at least five calendar days. The notice will include the charges that will be reviewed and other pertinent information about the hearing. An extension may be requested within two days of receipt of the notice.
2. The student(s) or organization representative(s) has/have the right to have a friendly advisor present at the hearing that may be a faculty member, student or staff member. Attorneys may not be present.
3. The hearing will be closed to the public, except for the immediate members of a student's family and for his/her advisor or witnesses. PGS reserves the right to review individuals participating in hearing procedures based upon the involvement with the incident.
4. Oral or written testimony by the accused student(s) or witnesses involved may be presented.
5. Accused students will be afforded an opportunity to hear all testimony against them and question witnesses testifying against them.
6. Student witnesses may be subject to charges of dishonesty within PGS disciplinary system if their testimony is deemed to be intentionally inaccurate.
7. Prospective witnesses, other than the accuser and accused student(s), may, at the discretion of PGS hearing officer, be excluded from the hearing during the testimony of other witnesses.
8. Any person, including the accused student(s), who disrupts a hearing, may be excluded from the proceedings.
9. The hearing will be conducted in a fair and impartial manner, although strict rules of evidence do not apply. A suggested order for the hearing is as follows:
 - a. Introductions
 - b. Disciplinary philosophy of PGS
 - c. Charges (in the presence of the accused)
 - d. Evidence in support of the charge
 - e. Witnesses in support of the charge
 - f. Evidence in support of the accused
 - g. Witnesses in support of the accused
 - h. Review of the evidence and testimony
 - i. If an accused student fails to appear at a scheduled hearing without a valid excuse, PGS hearing officer will proceed to a decision based upon the evidence presented.
 - j. Hearings must be recorded on audiotape or other reliable means of making a record as determined by PGS hearing officer. The record must be maintained in the Academic Affairs department for two years or until such time as all School appeal procedures are exhausted.
 - k. Pending action on any charges, the status of the student will not be altered, except in cases involving interim suspension and only in accordance with the procedures for such suspensions.
 - l. The accused has the right to receive in writing the decision of the hearing officer which must contain the reasons for the action, findings of fact, and an explanation of the sanction(s).
 - m. PGS hearing officer shall prepare this notification in a timely manner, but no longer than 30 calendar days after the hearing.

Disciplinary Sanctions

The following disciplinary sanctions comprise a range of official action, which may be imposed for violation of regulations. One or more sanctions may be imposed. When a student has been suspended or dismissed from PGS for disciplinary reasons, tuition refunds are not available. Additionally, students who violate federal, state, or local laws also may be referred to the criminal justice system for prosecution. For students found to be using drugs or be in violation of the alcohol use policy, a condition of continuance at PGS may include the completion of an appropriate education or rehabilitation program.

Sanction	Consequences
Warning	This written action is taken when the individual's conduct or involvement merits an official admonition. The student is warned that further misconduct may result in more severe disciplinary action.
Censure	A serious form of reprimand that is fitting for the type of violation or repeated violations as designated for a certain period of time by PGS hearing officer. The student may, if it is deemed appropriate, represent PGS in activities and hold office in student organizations during the time stipulated as probationary. The student is notified that further infractions of any PGS regulation may result in more stringent restriction being placed on his/her
Probation	The most serious level of disciplinary sanction short of suspension from PGS. The student remains enrolled at PGS under circumstances defined by PGS hearing officer. The student may not represent PGS in any official capacity or hold office in any student organizations. The student is, however, still considered to be in "good standing" academically. Representing PGS in an official capacity includes participating in recognized student organizations or holding office as a student representative. This probation level indicates to the student that further violations of any PGS regulations will result in more stringent disciplinary action, including but not limited to, dismissal or suspension from PGS. Additional restrictions may be placed on the student while on probation, such as restriction from campus events and activities.
Interim Suspension	<p>The President or designee may suspend a student for an interim period pending full disciplinary proceedings whenever there is evidence that the continued presence of the student on the campus poses a substantial threat to the safety or well-being of any person or persons, PGS property, or the property of others. An interim suspension may become effective immediately without prior notice. A student suspended on an interim basis will be given an opportunity to appear personally before a hearing officer within 10 or fewer calendar days from the effective date of the interim suspension.</p> <p>During an interim suspension, the student will be barred from all or part of PGS premises. Any student under interim suspension who returns to the portion of campus to which he/she is barred without permission from the President will be subject to dismissal and arrest for trespassing.</p>
Suspension	This sanction is one of involuntary separation of the student from PGS for a designated period of time. After this period of time, the student is eligible to return. PGS hearing officer may establish additional requirements, which must be fulfilled to his/her satisfaction, prior to reinstatement. Permanent notation of suspension will appear on the student's transcripts and academic history. The student shall not participate in any School-sponsored activity and may be barred from School premises during suspension.
Mandatory Leave of Absence	A student is recommended for Mandatory Leave of Absence in circumstances in which the academic work or professional development, in the opinion of the Director of Academic Administration, requires serious remediation that necessitates withdrawal from PGS and a required leave of absence in order to complete the necessary remediation. In all cases, the required leave of absence causes the student loans to go into a repayment status, with no recourse for loan deferment. Financial aid recipients who are placed on a Mandatory Leave of Absence may ask lenders for forbearance.
Dismissal	This sanction is one of involuntary and permanent separation from PGS. Notice of permanent dismissal will appear on the student's academic history and transcript. The student will also be barred from PGS activities and premises.

Sanctions of Student Organizations

As stated above in Conduct Jurisdiction, student organizations (e.g., clubs) formally approved by PGS are subject to the same regulations as individual students. Cases will be considered if a significant number of students involved in the alleged offense belong to an organization, or if planning and leadership responsibility for an alleged offense came from student members of an organization. Sanctions for organization misconduct may include probation, withdrawal of official recognition or limitations on the use of facilities and privileges afforded by PGS, as well as other appropriate sanctions as provided in this code.

Sanctions specific to student organizations include:

Sanction	Consequences
Suspension of Organization Recognition	This sanction consists of the withdrawal for a stated period of time of all or part of the official recognition of an organization. Such action may include conditions for reinstatement or recognition. Total removal of recognition results in complete suspension of the organization.
Revocation of Organization Recognition	This sanction is permanent cancellation of the official School recognition and privileges of an organization and causes the organization to disband and its activity to end.

Appeal Procedures

Formal appeal of a decision reached by PGS hearing officer must be made to Director of Academic Administration ("Director") and/or their designee in writing within five days of the receipt of the outcome of the hearing. Failure to submit the appeal in writing within the allotted time will render the original decision final. An appeal must be based upon one or more of the following conditions:

1. Errors in interpretation or implementation of procedures for conduct violations were so significant as to effectively deny the student a fair hearing;
2. New and significant evidence, which could not have been discovered by diligent preparation for presentation at the initial hearing, is now available; or
3. Lack of substantial evidence in the record to support the outcome below.

The Director and/or their designee will limit his/her inquiry to the record of fact from the hearing. The Director and/or their designee must respond to an appeal in writing within 10 calendar days. The Director may reject, amend or modify the action taken by the hearing officer, or grant a new hearing with him or her. Should a hearing be granted, the student will receive notification of the time, place and date. The hearing is informal and no record will be made.

Student Grievance Policy

If a student has a non-grade related problem or dispute concerning the program, curriculum or an individual (staff member, faculty, or fellow student), the following procedure should be followed.

Introduction

Presidio Graduate School is committed to maintaining an atmosphere of acceptance, civility, and mutual respect for the rights, duties, and sensibilities of each individual. Occasionally, however, complaints or concerns arise, the timely resolution of which is important to maintaining the desired School atmosphere. PGS will treat each complaint or concern seriously, and attempts to resolve issues quickly and effectively using informal processes. PGS encourages the prompt reporting of complaints so that a rapid response can be made and appropriate action taken.

Students should use the guidelines and policies that follow if problems arise with PGS staff, student support services, administrators, faculty, or other students. The principles that underlie this policy and its related procedures are that:

- All students should receive fair and equitable treatment.
- Relationships among members of the community will be conducted with respect, professionalism and honesty.
- Most problems can be resolved informally. Mistakes or omissions occur on occasion and need to be corrected. Often problems can be resolved quickly by identifying them to the appropriate person for correction or resolution.

- Students should take appropriate action as soon as they have a concern that is not being dealt with through the normal channels set up to address the area(s) of concern.
- Confidentiality will guide the grievance process to the extent practical and appropriate under the circumstances.
- These guidelines and PGS's values obligate everyone to proceed in candor and good faith at all times.
- No students will be penalized for good faith efforts to resolve problems or concerns by using these guidelines and policies.
- PGS prohibits all forms of harassment and/or discrimination on the basis of race, national origin, color, creed, religion, sex, age, marital status, disability, medical condition, veteran status, sexual orientation, gender identity or associational preference. Grievances or complaints that are based on one of these areas need to be reported to the Director of Academic Administration, the Provost, or the President.

These guidelines and policies are not intended to replace administrative judgment or academic freedom, but instead serve to facilitate the decision-making process in areas of concern or complaint. Additionally, there are formal policies and procedures for certain issues, such as appeals about grades (see pages 78-79 of this Handbook) that are governed by specific processes that should be followed.

Informal Actions to Achieve Problem Resolution

The following steps represent PGS's informal dispute resolution process and, as such, outside legal or other counsel may not be present for either the respondent or the complainant. If outside legal counsel becomes involved, the informal problem solving process ceases.

1. **Step One:** Students should first attempt to solve the problem through direct discussion.
PGS encourages discussion between the parties directly involved in a dispute, especially in the early stages. When first faced with a concern or problem regarding academic or administrative policy, procedure, decision, or conduct, students should first make a good faith attempt to resolve the problem through one or more discussions about the problem with the person(s) most directly involved.
2. **Step Two:** If discussion does not solve the problem, help should be sought.
If direct discussion does not solve the problem, or if the student would like additional help or support in continuing the resolution process, or needs advice about how to engage in a discussion about difficult issues, or just feels unsure about what next step to take, the Director of Academic Administration should be consulted.

The Director of Academic Administration ("Director") will assist students with this process. The Director will work to understand the problem and then will do one or more of the following:

- Provide consultation about next steps or assist in contacting the Provost or the Vice President of Operations, if appropriate.
- Provide direct assistance if the problem is administrative.
- Refer the student to an appropriate academic advisor or administrator, or work with the student to get access to appropriate academic assistance or consultation if the issue is academically related.
- If multiple issues are involved, the Director can work to assemble all the appropriate parties to address the issue.
- If discrimination or harassment is involved, the Director can assist with any safety issues, and ensure that the problem is reported appropriately.

The Director is responsible for working collaboratively with students to identify the appropriate PGS resources to help them, and in administrative areas may be able to provide direct support. The Director or others being worked with may request that information be provided in writing to assist with the resolution of the issue. A good faith effort should be made to resolve the issues at an informal level before filing a formal grievance.

The table below shows the various people who can provide help and support:

Individuals Who May Help	Areas of Responsibility
Senior Manager of Community Engagement	<ul style="list-style-type: none"> • Communications with staff • Environmental issues, which may include questions about diversity and inclusion • Respectful treatment among community members
Director of Regulatory Affairs and Financial Aid	<ul style="list-style-type: none"> • Safety and security
Residency Coordinator	<ul style="list-style-type: none"> • Facilities needs
Registrar	<ul style="list-style-type: none"> • Registration • Academic Policies • Grading Policies • Graduation • Degree Progress
Student Business Services	<ul style="list-style-type: none"> • Financial Aid • Student Business Office • Tuition and billing
Director of Academic Administration	<ul style="list-style-type: none"> • Academic performance • Academic progress • Evaluation issues (excluding grades) • Unethical behavior • Problem solving, including problems that aren't getting solved • Communication regarding problems • Finding answers to complex or difficult questions • Facilitating difficult conversations • Discrimination • Harassment • Basic service issues
Provost ¹	<ul style="list-style-type: none"> • Any of the above • Discrimination² • Harassment³
Vice President of Operations ¹	<ul style="list-style-type: none"> • Any of the above • Discrimination² • Harassment³
<p>¹ Any student may also contact the Director of Academic Administration.</p> <p>² Issues regarding discrimination can also be reported to the Office of Civil Rights of the U.S. Department of Education, or the California Department of Fair Employment and Housing.</p> <p>³ Harassment complaints can also be made to the President, Vice President of Operations, or Director of Academic Administration.</p>	

Formal Complaint Mechanism: Filing a Grievance

Students have the right to file a grievance, either initially or preferably after first having attempted to resolve the problem after using the steps and the various resources described above. All grievances must be filed within 180 calendar days of the alleged violation or the time at which the person making the complaint (the complainant) knew (or should have known) of the alleged violation. Failure to file a formal grievance within the 180-calendar-day period constitutes waiver of the right to file a grievance.

The student should discuss the grievance with the Director of Academic Administration ("Director"). She/he will assist the student in determining whether the matter is of grievance, and if so, in determining the appropriate grievance officer to address the matter. Grievance issues include:

- Unfair or unreasonable treatment by a staff or faculty member in relation to the discharge of PGS-related duties;
- Violation of a duly adopted PGS policy as described in the PGS Student Handbook or other publications;
- Illegal discrimination under federal, state or local law;
- Unethical conduct according to recognized professional standards. The following issues are not reviewable through the grievance process:

- An issue that would dispute the legitimate exercise of professional judgment by PGS faculty, administration, or staff;
- The content of any policy or procedure currently in force at PGS¹;
- A student performance evaluation, or grade for a course or field placement or for independent academic work under the supervision of a faculty member (grade appeals process applies);
- A decision regarding a student's academic status made by a duly designated administrative officer or committee;
- A procedural or final decision of a previous complaint or grievance;
- Any action taken more than 180 calendar days prior to a complaint or grievance.

¹ *If the issue concerns a policy that is allegedly unfair, the complaint should be raised through the problem solving processes described here.*

The Director will generally seek assistance from other PGS personnel in making a determination that the issue is of grievance, and will normally inform the student of that decision within 10 business days except when PGS is closed (e.g., for official holidays). If the grievance is against a faculty member, the Director will refer the complaint to the Provost.

If the problem is not permitted to be reviewed through the grievance policy or other PGS policies that may apply, the Director will either review the complaint or refer the complaint to the appropriate authority, generally, the Provost or Vice President of Operations. The Director will notify the student in writing of that referral. The PGS official designated to review the complaint will normally issue a ruling regarding the complaint within 20 business days and will provide the student in writing of the ruling. If more time is needed, the person handling the complaint will notify the student to that effect. The ruling on a complaint that is not reviewable in the grievance process is final and cannot further be appealed.

If the complaint concerns the Director, the complaint should be filed with the Provost who will serve as the reviewing or referral authority.

After determining that the student's concerns are a grievance issue, the Director will ensure that the grievance is forwarded to the appropriate PGS administrator who will then become the Grievance Officer, that is, the person responsible for reviewing and deciding the outcome of the grievance. In general, Grievance Officers will be assigned based on the type of concern that has been raised:

Area of Grievance	Grievance Officer
Administrative Matters	Director of Academic Administration and/or Vice President of Operations
Academic Matters	Director of Academic Administration and/or Provost
Discrimination or Harassment	Provost and/or Vice President of Operations

If the complaint concerns one of the designated Grievance Officers, it will be forwarded to the person's supervisor, who then becomes the Grievance Officer for the case. Complaints regarding violation of professional ethical standards will be referred to the relevant committee on ethics. When a valid grievance is in process, any related action will normally be stayed until the grievance procedure is completed. However, when, in the opinion of the Grievance Officer, there is reasonable cause to believe that immediate action is needed for the health, safety, or welfare of the complainant or other members of the community or to avoid disruption of the academic process, the Grievance Officer will work with appropriate parties to take immediate interim appropriate actions. All parties will be informed in a timely manner and in writing of any such interim actions.

Roles and Responsibilities of the Grievance Officer:

- Records the date of the grievance as the date the complaint was determined to be reviewable as a grievance.
- Provides the person against whom the grievance has been filed (“the respondent”) with a copy of the grievance and a copy of the grievance processing procedures.
- Provides a copy of the grievance procedure to the complainant and assists the complainant with information regarding the complainant’s right and responsibilities in the process of filing a grievance.
- Provides copies of the grievance to appropriate PGS personnel in a confidential manner for recordkeeping purposes only. When the person against whom the grievance is filed is another student, a copy of the complaint is filed with the Director. When the respondent is a staff member, a copy of the complaint is filed with the Human Resources Office.
- Appoints a three-person panel to hear the grievance. The panel shall consist of one student, one faculty member, and one non-faculty employee, all chosen at the discretion of the Grievance Officer. All panel members must be full-time in their respective roles, and must have worked or been a student at PGS for at least one full year. A hearing panel member must withdraw from participation if a conflict of interest is (or should be) anticipated.
- Makes requests for all documents relevant to the complaint, and ensures (subject only to privacy laws) that all information is distributed to all parties. Documents not deemed relevant to the complaint by the Grievance Officer will not be forwarded to the grievance panel or the parties.
- Establishes a date (that can be no later than 30 calendar days after the grievance was determined to be reviewable as a grievance) for the grievance-hearing panel to meet. All parties will be given reasonable advance written notice of the hearing. This notice of the grievance hearing will include a brief statement of the factual basis of the complaint, the time and place of the hearing, and the names of the panel members. Either party to the complaint may request a new panel member on the grounds of conflict of interest but must submit the request directly to the Grievance Officer prior to the hearing date so that an alternate panel member can be identified. Requests for new panel members, which in the exclusive judgment of the Grievance Officer do not have an appropriate basis, will not be approved.

Rules for Investigating the Complaint

- Retaliation, harassment, or discrimination against a student filing a grievance or participating as a witness in the investigation will not be tolerated. Any incidents of retaliation should be reported immediately to the Grievance Officer or Director. Allegations of alleged discrimination or harassment should be reported to the Director, Provost or President.
- Only those who have an immediate need to know, including the individual to whom the report is made, the accused, and any witnesses or other involved parties, are permitted to know the identity of the complainant. Persons contacted in the course of the investigation will be advised that all parties involved in a charge are entitled to respect and that any retaliation against an individual who has made a complaint, or who has provided evidence in connection with a complaint is a separate actionable offense as provided below. Confidentiality is to be maintained throughout the investigation to the extent practical and appropriate under the circumstances.
- If any party fails to cooperate with a PGS-sponsored investigation, he or she will be subject to appropriate discipline.
- If the investigation results in a finding that the complainant falsely, knowingly or in a malicious manner accused another of violating PGS policies, the complainant will be subject to appropriate sanctions, up to and including dismissal from PGS.
- Both parties shall receive copies of all documents developed or utilized in the investigation of the complaint (in so far as is consistent with privacy laws).
- PGS will maintain a confidential written record of the grievance and how it was investigated and resolved by the appropriate Grievance Officer. This record will be retained for six years from the date of resolution of the grievance unless new circumstances dictate that the file should be kept for a longer period.

Roles and Responsibilities of the Hearing Panel

The Hearing Panel:

- Has the discretion to establish reasonable procedures for the hearing.
- Discusses testimony, hears issues, and considers all available evidence pertaining to the charge(s). Any relevant evidence may be admitted if it is the sort of evidence on which reasonable and responsible persons are accustomed to relying in the conduct of serious affairs. This is true regardless of the existence of any common law or statutory rules that might otherwise make improper the admission of the evidence.
- Evaluates the relevancy and weight of testimony and evidence and makes its finding of fact, limiting its investigations and decisions to the formal charge(s). Accusations not specifically related to the alleged violation will not be considered.
- Conducts the hearing in a fair, dignified, and orderly manner.
- Makes an adequate record of the proceedings using tape recording or other appropriate means since all evidence becomes part of the overall record of the grievance.
- Renders a decision no later than ten (10) School working days after the hearing is completed and notifies the Grievance Officer in writing.

Hearing Rules

- Grievance hearings are closed except for the parties involved and their advisors, and any relevant witnesses.
- Witnesses may be excluded from the hearing except while giving testimony.
- Any member of the panel may ask questions.
- The panel may call other “expert” witnesses for assistance, whether or not the parties present testimony from experts at the hearing.
- Anyone who disrupts the hearing may be excluded.
- Representation by outside legal counsel is not permitted. However, each party may choose a non-legal advisor to assist in the presentation of evidence. Advisors are not permitted to participate directly at the hearing. Consultation at the hearing may occur only with the consent of the hearing panel.

Outcome and Notification

- Within 15 working days of the grievance hearing, and subject to any legal restrictions on the disclosure of disciplinary actions and appeal rights, the Grievance Officer will notify in writing the parties involved in the grievance of the findings of the hearing panel.
- Any PGS staff or administrator found to be responsible for offenses in violation of School policy would be subject to appropriate disciplinary action up to and including dismissal. The severity of the disciplinary action will depend on the circumstances of the infraction.
- Any student found to be responsible for offenses in violation of School policy would be subject to appropriate disciplinary action up to and including suspension or dismissal. The severity of the disciplinary action will depend on the circumstances of the infraction.
- The notification will include information about the right to appeal the decision.

Issues

The findings of a grievance-hearing panel may be appealed only on the following grounds:

1. Errors in interpretation or implementation of grievance procedures were so significant as to effectively make a fair hearing of the issues impossible;
2. Presentation of new and significant evidence that could not have been discovered by diligent preparation for presentation at the initial hearing is now available;
3. Lack of substantial evidence in the record to support the outcome.

Appeals concerning academic matters other than those involving faculty members (in which case the Faculty Handbook provisions apply) are made to the Director. The Director may designate someone else to serve as the Appeal Officer because of a conflict or other constraints. The identified person becomes the Appeal Officer.

The request for appeal must be made within 10 working days of the original decision. The Appeal Officer will determine whether the grounds for appeal have been met. If not, the complainant will be so informed and no appeal process will take place.

If the Appeal Officer determines that the grounds for appeal have been satisfied, s/he will conduct a thorough review of the evidence, and issue a written decision to the parties within 10 working days of the receipt of the appeal. The decision of the Appeal Officer is final except when the Appeal Officer's behavior in the appeal is itself at issue, in which case the Provost is the reviewer and final appeal authority.

Any questions regarding this Handbook that have not been satisfactorily answered by Presidio Graduate School may be directed to:

*Bureau for Private Postsecondary Education (BPPE)
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833
website: www.bppe.ca.gov
phone(s): (916) 431-6959, (888) 370-7589
fax: (916) 263-1897*

-and/or-

*Washington Student Achievement Council (WSAC)
917 Lakeridge Way SW
Olympia, WA 98502
website: www.wsac.wa.gov
email: info@wsac.wa.gov
phone: (360) 753-7800
fax: (916) 263-1897*

Calendars

Chapter Seven

2018-2019 ACADEMIC CALENDAR

San Francisco Programs

Summer 2018 (electives): May 19 through August 11	Dates	Day(s)
<i>Last day to register for Summer Term without paying a late fee</i>	April 30	Monday
<i>Last day for payment of tuition and fees</i>	May 11	Friday
Summer Term 2018 Begins	May 19	Saturday
<i>Last Day to Drop with 100% Tuition Refund</i>	May 25	Friday
<i>Last day to add/drop classes for Summer Term</i>	June 1	Friday
Summer Term 2018 Ends	August 11	Saturday
Summer Term grades due to Registrar	August 15	Wednesday
Summer Term grades available online	August 17	Friday
Fall 2018: August 16 through December 19	Dates	Day(s)
Fall 2018 Registration opens	July 2	Monday
Fall 2018 Registration due *	July 19	Thursday
Fall 2018 Tuition/fees due *	August 2	Thursday
Orientation: Attendance is mandatory for new students	August 15	Wednesday
Fall 2018 Semester Begins	August 16	Thursday
First Residency – San Francisco	August 16-19	Thursday - Sunday
<i>Last day to add/drop classes for Fall 2018 **</i>	August 30	Thursday
Second Residency – San Francisco	September 20-23	Thursday - Sunday
Third Residency – San Francisco	October 18-21	Thursday - Sunday
Fourth Residency – San Francisco	November 15-18	Thursday - Sunday
THANKSGIVING BREAK	November 19-25	Monday - Sunday
Fifth Residency – San Francisco	December 13-16	Thursday - Sunday
Fall 2018 Semester Ends	December 19	Wednesday
Fall 2018 grades due to Registrar	January 2	Wednesday
Fall 2018 grades available online	January 7	Monday
Spring 2019: January 10 through May 8	Dates	Day(s)
Spring 2019 Registration opens	November 19	Monday
Spring 2019 Registration due *	December 6	Thursday
Spring 2019 Tuition/fees due *	December 20	Thursday
Orientation. Attendance is mandatory for new students.	January 7-9	Monday - Wednesday
Spring 2019 Semester Begins	January 10	Thursday
First Residency – San Francisco	January 10-13	Thursday - Sunday
<i>Last day to add/drop classes for Spring 2019 **</i>	January 31	Thursday
Second Residency – San Francisco	February 7-10	Thursday - Sunday
Third Residency – San Francisco	March 7-10	Thursday - Sunday
SPRING BREAK	March 25-31	Monday - Sunday
Fourth Residency – San Francisco	April 4-7	Thursday - Sunday
Fifth Residency – San Francisco	May 2-5	Thursday - Sunday
Last day Spring 2019 Classes - San Francisco	May 8	Wednesday
Spring 2019 grades due to Registrar	May 22	Wednesday
Spring 2019 grades available online	May 28	Tuesday
COMMENCEMENT CEREMONY – San Francisco	JUNE 2	Sunday
Summer 2019 (electives): May 16 through August 9	Dates	Day(s)
<i>Last day to register for Summer Term without paying a late fee</i>	April 30	Tuesday
<i>Last day for payment of tuition and fees</i>	May 10	Friday
Summer Term 2018 Begins	May 16	Thursday
<i>Last Day to Drop with 100% Tuition Refund</i>	May 24	Friday
<i>Last day to add/drop classes for Summer Term</i>	May 31	Friday
Summer Term 2018 Ends	August 9	Friday
Summer Term grades due to Registrar	August 14	Wednesday
Summer Term grades available online	August 16	Friday

* Late fee applies if not received by this date.

** Please refer to the "Tuition Refund" section in the Student Handbook. Classes dropped after this date will receive a "W."

2018-2019 ACADEMIC CALENDAR

Seattle Programs

Summer 2018 (electives): May 19 through August 11	Dates	Day(s)
<i>Last day to register for Summer Term without paying a late fee</i>	April 30	Monday
<i>Last day for payment of tuition and fees</i>	May 11	Friday
Summer Term 2018 Begins	May 19	Saturday
<i>Last Day to Drop with 100% Tuition Refund</i>	May 25	Friday
<i>Last day to add/drop classes for Summer Term</i>	June 1	Friday
Summer Term 2018 Ends	August 11	Saturday
Summer Term grades due to Registrar	August 15	Wednesday
Summer Term grades available online	August 17	Friday
Fall 2018: August 16 through December 19	Dates	Day(s)
Fall 2018 Registration opens	July 2	Monday
Fall 2018 Registration due *	July 19	Thursday
Fall 2018 Tuition/fees due *	August 2	Thursday
Fall 2018 Semester Begins	August 16	Thursday
Orientation: Attendance is mandatory for new students	August 22	Wednesday
First Residency – Seattle	August 23-26	Thursday - Sunday
<i>Last day to add/drop classes for Fall 2018 **</i>	September 6	Thursday
Second Residency – Seattle	September 13-16	Thursday - Sunday
Third Residency – Seattle	October 11-14	Thursday - Sunday
Fourth Residency – Seattle	November 8-11	Thursday - Sunday
THANKSGIVING BREAK	<i>November 19-25</i>	<i>Monday - Sunday</i>
Fifth Residency – Seattle	December 6-9	Thursday - Sunday
Fall 2018 Semester Ends	December 19	Wednesday
Fall 2018 grades due to Registrar	January 2	Wednesday
Fall 2018 grades available online	January 7	Monday
Spring 2019: January 10 through May 8	Dates	Day(s)
Spring 2019 Registration opens	November 19	Monday
Spring 2019 Registration due *	December 6	Thursday
Spring 2019 Tuition/fees due *	December 20	Thursday
Spring 2019 Semester Begins	January 10	Thursday
Orientation: Attendance is mandatory for new students	January 14-16	Monday - Wednesday
First Residency – Seattle	January 17-20	Thursday - Sunday
<i>Last day to add/drop classes for Spring 2019 **</i>	January 31	Thursday
Second Residency – Seattle	February 14-17	Thursday - Sunday
Third Residency – Seattle	March 14-17	Thursday - Sunday
SPRING BREAK	<i>March 25-31</i>	<i>Monday - Sunday</i>
Fourth Residency – Seattle	April 11-14	Thursday - Sunday
Fifth Residency – Seattle	May 9-12	Thursday - Sunday
Spring 2019 Semester Ends	May 15	Wednesday
Spring 2019 grades due to Registrar	May 22	Wednesday
Spring 2019 grades available online	May 28	Tuesday
COMMENCEMENT CEREMONY – Seattle	May 12	Sunday
Summer 2019 (electives): May 16 through August 9	Dates	Day(s)
<i>Last day to register for Summer Term without paying a late fee</i>	April 30	Tuesday
<i>Last day for payment of tuition and fees</i>	May 10	Friday
Summer Term 2018 Begins	May 16	Thursday
<i>Last Day to Drop with 100% Tuition Refund</i>	May 24	Friday
<i>Last day to add/drop classes for Summer Term</i>	May 31	Friday
Summer Term 2018 Ends	August 9	Friday
Summer Term grades due to Registrar	August 14	Wednesday
Summer Term grades available online	August 16	Friday

* Late fee applies if not received by this date.

** Please refer to the "Tuition Refund" section in the Student Handbook. Classes dropped after this date will receive a "W."

2018-2019 ACADEMIC CALENDAR

Administrative Holidays

*offices closed, no classes **

Administrative Holidays	Dates	Day(s)
Memorial Day 2018	May 28, 2018	Monday
Independence Day 2018	July 4, 2018	Wednesday
Labor Day	September 3, 2018	Monday
Indigenous Peoples Day	October 8, 2018	Monday
Veterans Day observed	November 12, 2018	Monday
Thanksgiving	November 22-23, 2018	Thursday-Friday
Winter Holiday	December 24, 2018 through January 1, 2019	Monday through Tuesday
Martin Luther King, Jr. Day	January 21, 2019	Monday
Presidents' Day	February 18, 2019	Monday
César Chávez Day observed	April 1, 2019	Monday
Memorial Day 2019	May 27, 2019	Monday
Independence Day 2019	July 4, 2019	Thursday

** Please note that students have additional breaks during Thanksgiving Break (November 19-25, 2018), Winter Break (December 20, 2018, through January 9, 2019) and Spring Break (March 25-31, 2019).*

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Addendum I

December 13, 2018

2018-2019 Presidio Graduate School Student Handbook

ADDENDUM I

December 13, 2018

Please note the following revisions to the 2018-2019 Presidio Graduate School Student Handbook.

CHAPTER 1: COMMUNITY & PURPOSE

BOARD OF DIRECTORS

The Board of Directors on page 7 is replaced with the following:

Presidio Graduate School's Board of Directors exemplifies and supports PGS's mission and vision. The PGS Board is responsible for PGS's overall mission impact, strategic direction and finances. They bring a wealth of insight and expertise to its responsibilities.

Officers

Aseem Chauhan, Chair
Suzanne Farver, JD, First Vice-Chair
Gurinder Singh, PhD, Second Vice-Chair
Malcolm S. Walter, Secretary
Aashish Bindra, Treasurer

Members

Saskia Feast, PhD, MBA,
Sabrina Watkins, MBA

FACULTY ACADEMY

The second paragraph under **Faculty Academy** on page 8 is replaced with the following, which corrects the academic year.

The Faculty Academy of Presidio Graduate School comprises distinguished faculty and practitioners from around the world. They share a passion for and expertise in leadership, personal development and environmentally and socially responsible business, grounded solidly in their respective disciplines. In the 2018-2019 academic year, the Faculty Academy consists of academics with extensive teaching and/or business experience and practitioners with extensive business experience.

Adjunct Faculty, 2018-2019

The following changes are made to the **Adjunct Faculty** list on pages 9-10.

ADD the following faculty:

MARK BÜNGER

Innovative Organizations – Intrapreneurship
BBA, University of Texas

LINA CONSTANTINOVICI

Integrative Capstone (MBA); Entrepreneurship
MBA, Presidio Graduate School

MONICA GUERRA

Economy and Society: Governance and Business
PhD, University of California, Berkeley
MA, University of Michigan
BA, University of California, Los Angeles

MEGAN MORRICE

Finance (San Francisco)
MBA, Presidio Graduate School
BA, University of Southern California

RON NAHSER

Integrative Capstone (MBA)
PhD, DePaul University
MBA, Northwestern University
MA, Loyola University Chicago
BA, Notre Dame University

SHARMILA SINGH

Innovation – Entrepreneurship and Intrapreneurship
MBA, Presidio Graduate School
BA, University of Wisconsin

NANCY SOUTHERN

Organizational Leadership
EdD, University of San Francisco
MBA, St. Mary's College
BA, Sonoma State University

Remove the following faculty:

BEAU GIANNINI

AARON GREENE

AUDRA JUNG

ADMINISTRATION

Replace **Administration** on page 11 with the following:

Office of the President

Interim President and Board Chair

Suzanne Farver, JD

Provost

Dariusz Rafinejad, PhD

Strategy Advisor to the Provost

Dwight Collins, PhD

Director of Development

Geoffrey Trotter

Director of Partnerships

Pamela J. Gordon

Governance, Finance and Operations

Vice President of Operations

Eric Cetnarski, MBA

Director of Finance and Student Business Services

Laura Ludwig

Director of Regulatory Affairs and Financial Aid

Divya Srinivasan, MBA

Senior Manager for International Programs and Global Integration

Neha Hora, MBA

Senior Manager of Online Learning Programs

Connor O'Farrell

Veteran Affairs Coordinator

Brett Denbow

Operations Coordinator

Willie McDonald

Marketing and Communications

Vice President of Marketing and Communications

Robert Coombs, MBA

Manager of Sales and Marketing

Scott Oltmann, MBA

Information Technology

Director of Information Technology

Nader Abdallah

Librarian and Instructional Services Manager

Kate McDill, MLIS

Admissions

Director of Admissions

Kari Dorth

Admissions Coordinator, San Francisco

Basma Khairy

Admissions Coordinator, Seattle

Sonja O'Claire, MBA

Academics and Student Lifecycle

Director of Academic Administration

Steven Crane, PhD

Registrar and Director of Institutional Research

Lynn Braun, MSFS

Associate Registrar

Cathy Huie

Director of Professional Development and Career Services

Sharmila Singh, MBA

Senior Manager of Community Engagement

Sally Jernigan-Smith

Associate Manager of Community Engagement

Alexi Molinari

Residency Coordinator – Seattle

Meredith Stone

Master of Public Administration Program

Program Director, MPA Program

Donna LaSala, MPA

MPA Program Manager

Ema Phelps, MPA, MBA

MPA Program Coordinator

Avi Kruley, MPA, MBA

CHAPTER 2: ACADEMIC PROGRAMS

The following changes are made to Chapter 2: Academic Programs.

DEGREE AND CERTIFICATE PROGRAMS

Replace “DEGREE AND CERTIFICATE PROGRAMS” on page 19 with the following:

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 2018-2019, degree programs at Presidio Graduate include:

- MBA in Sustainable Solutions – San Francisco and Seattle
- MPA in Sustainable Solutions – San Francisco
- Dual MBA/MPA Degree in Sustainable Solutions – San Francisco
- MBA in Sustainable Management (International) – Seattle

In 2018-2019, graduate-level certificate programs at Presidio Graduate School include:

- Certificate in Sustainable Management – San Francisco and Seattle
- Cleantech Certificate in Sustainable Energy Management – San Francisco and Seattle

MBA IN SUSTAINABLE SOLUTIONS – San Francisco and Seattle

Degree Requirements and Suggested Course Sequences: MBA in Sustainable Solutions

Replace “Degree Requirements and Suggested Course Sequences: MBA in Sustainable Solutions” on page 22 with the following.

All courses listed below are required, for a total of 45 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MBA in Sustainable Solutions degree. Students may enroll in the MBA in Sustainable Solutions program in either the Fall or Spring semester.

PLEASE NOTE: *Course sequences, especially for part-time students, are subject to change.*

Full-time MBA in Sustainable Solutions – San Francisco and Seattle, Fall or Spring Start		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		15
SEMESTER 2		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6220	Operations and Supply Chain Management	4
SUST6240	Financial Systems	4
LDR6200	Leadership and Team Performance	3
Total Semester 2 Credits		15
SEMESTER 3		Credits
Concentration	Concentration Course 1*	4
Concentration	Concentration Course 2*	4
Concentration	Concentration Course 3*	4
LDR6300	Organizational Leadership	3
Total Semester 3 Credits		15
TOTAL PROGRAM CREDITS		45

Full-time MBA in Sustainable Solutions – San Francisco and Seattle, Fall or Spring Start		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
Total Semester 1 Credits		8
SEMESTER 2		Credits
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 2 Credits		7
SEMESTER 3		Credits
SUST6220	Operations and Supply Chain Management	4
LDR6200	Leadership and Team Performance	3
Total Semester 3 Credits		7
SEMESTER 4		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6240	Financial Systems	4
Total Semester 3 Credits		8
SEMESTER 5		Credits
Concentration	Concentration Course 1*	4
LDR6300	Organizational Leadership	3
Total Semester 3 Credits		7
SEMESTER 6		Credits
Concentration	Concentration Course 2*	4
Concentration	Concentration Course 3*	4
Total Semester 3 Credits		8
TOTAL PROGRAM CREDITS		45

* Concentrations include:

- Civic Leadership and Social Justice
- Energy, Climate and Social Responsibility
- Innovation – Entrepreneurship and Intrapreneurship
- Multisector Solutions
- Sustainable Finance

Course Descriptions

Under “COURSE DESCRIPTIONS” on pages 23-26, note the following changes:

SUST6120: Data, Information Literacy, and Decision Making (page 23) is updated to **SUST6140: Data, Information Literacy, and Decision Making**.

SUST6140: Economy and Society: Governance and Business (page 23) is updated to **SUST6120: Economy and Society: Governance and Business**.

The sections “Concentration Courses: Energy, Climate, and Social Responsibility;” “Concentration Courses: Multisector Solutions”; and “Concentration Courses: Sustainable Finance” are replaced as shown below. Additionally, the section for “Concentration Courses: Civic Leadership and Social Justice” is added.

Concentration Courses: Energy, Climate and Social Responsibility

ECS6300: Energy Systems for Sustainability (4 credits)

This course explores energy technologies and systems in a framework of enduring social and environmental stewardship on a global scale. The course explores alternate energy generation technologies, consumption patterns, and energy efficiency. The emphasis will be on renewable energy generation, energy storage, microgrids, and emerging system operations including demand management. On the consumption side we focus on buildings and the transportation sector.

ECS6320: Global Energy Markets and Policy (4 credits)

In this course, we examine the evolution of the energy markets and regulatory environment in the US and the world vis-a-vis environmental, economic, national security dimensions. We explore the economics

and market potential of renewable energy technologies, and assess strategies for market penetration of renewable sources and efficiency technologies. The students will carry out a field study project to explore contemporary drivers in the industry and the government.

ECS6340: Climate and Social Responsibility (4 credits)

This course prepares the students to assume the responsibilities of a sustainability and climate leader within corporations and the government. We discuss the root causes of global climate change, its consequences, and the imperative corporate responsibility. We explore technological, economic and public policy strategies for global warming mitigation, and strategies for adaptation through resilience and risk management. Students will learn the standard and emerging metrics for assessment, monitoring, and disclosure of corporate climate action plan.

Concentration Courses: Multisector Solutions

MSS6300/FIN6340: Multisector Strategic Partnerships and Financial Solutions (4 credits)

This course examines opportunities and challenges that policy-makers and administrators experience in developing, implementing, and managing Public-Private Partnerships (PPPs). Students examine financing tools, risk analysis, legal processes, regulation, and case studies focused on global transportation, housing, smart-cities, and other infrastructure projects. As part of this course, students are offered the opportunity to complete a PPP Certificate sponsored by the United Nations. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework.

MSS6320: Planning, Policy, and Sustainable Economic Development (4 credits)

This course focuses on the systemic aspects of economics and policy driving sustainable development. The course introduces students to theoretical and practical perspectives useful for community planning, development, coalition building, environmental politics, local government leadership, sustainable development and urban development, with students being exposed to literature from economic development, policy design, sustainable development, and urban planning to deepen their theoretical knowledge. This course also covers master planning, strategic planning, sustainable development, policy process and evaluation, civic education and leadership, and citizen participation in government. It explores global issues in the context of the urban community. In addition to the course lecturers, class guest speakers will be used to build dialogue with community planning leaders and to provide translation from theory to practice. The course is designed for mid-level to advanced-level practitioners of public administration.

MSS6340: Capstone Specialization: Implementation Practicum (4 credits)

The Integrative Capstone Plan is a highly rigorous fieldwork implementation project that requires students to work closely with an advisor, the course instructor, and a public, private, or non-profit organization to implement meaningful change in the financial, environmental, and social sustainability. The project design takes place over the course of several semesters and the final implementation of the project occurs during the final semester of the student's plan of study. In addition to implementing their final project, students are required to submit a journal article for publication, an online video that provides an overview of the product, and a formal evaluation plan and preliminary evaluation of project efficacy. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework who have maintained a GPA of 3.0 or higher.

Concentration Courses: Sustainable Finance

FIN6300: Sustainable Investing for Measurable Impact and Profit (4 credits)

Investing for measurable impact and profit remains a contentious aspiration for most investors today. Tremendous evidence that shows investors and society benefit from solving human, social, and environmental issues in for-profit portfolios. Yet portfolios that are extractive of people, planet, and trust remain the norms from biases and myths of recent decades – thus, new MBAs must learn how to craft sustainable, impactful portfolios to benefit society and finances. This course focuses on the fundamentals of value creation in a diversified portfolio across all asset classes, and an investment process to achieve net positive impact while pursuing attractive risk-adjusted returns. Students will learn how to craft investment policy statements (IPs), diversify for impact themes (environmental and social) as well as risk-return expectations, evaluate securities (stocks, bonds, funds, private issuances), construct portfolios, and measure the outcomes on stakeholders and society. The course will also cover back-testing and simulations, impact reporting, and engagement with advisors and fiduciaries of family offices, foundations, institutional investors, and retirement plans. *Prerequisite SUST6240*

FIN6320: Capital Structures + Technology for Impactful Financial Markets (4 credits)

Sustainable solutions can be financed by traditional and innovative capital structures, whether a business, civil society NGO, or government. Technological innovations, new platforms, and online communities empower organizations seeking capital to connect with a wider reach of investors, at lower cost, and customized engagement. This course focuses on the building blocks of financing – known as the “capital stack”—to fund the operations, expansion, and impact of entities across the business, social, and government sectors; and the technologies that enable new securities (e.g. social impact bond), structures, and sources of capital. Students will learn how to think and act like a chief financial officer to issue securities (equity, debt, convertible, revenue-based securities) and evaluate sample “term sheets.” In addition, students will learn about tech-enabled innovations (e.g. crowd-funding, crypto-currencies, blockchain) in financial systems, processes, products, and providers. *Prerequisite SUST6240*

MSS6300/FIN6340: Multisector Strategic Partnerships and Financial Solutions (4 credits)

This course examines opportunities and challenges that policy-makers and administrators experience in developing, implementing, and managing Public-Private Partnerships (PPPs). Students examine financing tools, risk analysis, legal processes, regulation, and case studies focused on global transportation, housing, smart-cities, and other infrastructure projects. As part of this course, students are offered the opportunity to complete a PPP Certificate sponsored by the United Nations. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework.

Concentration Courses: Civic Leadership and Social Justice**MSS6200: Civic Leadership, Diversity, and Systems Thinking** (4 credits)

This course uses systems-thinking rubrics, decision-making frameworks, inclusion models, and real-world case studies to examine the rights, roles, and leadership interrelationships across business, government, and civil society. Students apply theoretical models to a portfolio of experiential learning assignments that require direct civic engagement and civic leadership, stakeholder partnerships and alliances, policy analysis, and evaluative research to develop skills for civic engagement and civic leadership in the workplace, neighborhood, city, county, state, nation, global organization, profession, sector, et cetera. The course provides a foundation for future applied coursework for the Master of Public Administration (MPA) degree and Master of Business Administration (MBA): Multisector Solutions and Partnerships Concentration. Note: This course uses experiential learning in the field to test and reflect upon theoretical models. Students are expected to conduct themselves at the level of a program manager (or above) in a public, private, or non-profit organization operating at the organizational, local, national, or global level. Considerable emphasis is placed on working as part of a practitioner team, developing work plans, and completing work assignments on-time and on-budget.

MSS6300/FIN6340: Multisector Strategic Partnerships and Financial Solutions (4 credits)

This course examines opportunities and challenges that policy-makers and administrators experience in developing, implementing, and managing Public-Private Partnerships (PPPs). Students examine financing tools, risk analysis, legal processes, regulation, and case studies focused on global transportation, housing, smart-cities, and other infrastructure projects. As part of this course, students are offered the opportunity to complete a PPP Certificate sponsored by the United Nations. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework.

MSS6340: Capstone Specialization: Implementation Practicum (4 credits)

The Integrative Capstone Plan is a highly rigorous fieldwork implementation project that requires students to work closely with an advisor, the course instructor, and a public, private, or non-profit organization to implement meaningful change in the financial, environmental, and social sustainability. The project design takes place over the course of several semesters and the final implementation of the project occurs during the final semester of the student's plan of study. In addition to implementing their final project, students are required to submit a journal article for publication, an online video that provides an overview of the product, and a formal evaluation plan and preliminary evaluation of project efficacy. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework who have maintained a GPA of 3.0 or higher.

MPA IN SUSTAINABLE MANAGEMENT – San Francisco

Replace “MPA IN SUSTAINABLE MANAGEMENT – San Francisco” with the following section on the new MPA in Sustainable Solutions.

MPA IN SUSTAINABLE SOLUTIONS – San Francisco

PGS's Master of Public Administration (MPA) in Sustainable Solutions is unique in the field of higher education. While individual courses on business ethics and environmental management now exist, few MPA programs engage faculty and students alike in the process of integrating—at all levels—social and environmental values with the application of practical business skills.

PGS's MPA in Sustainable Solutions is designed to prepare professionals with the competencies and courage to position current and future organizations—private, public or non-profit—to be leaders in the practice of sustainable management. With a pedagogical emphasis on experience, reflection and application students learn in a collaborative team environment and benefit from faculty expertise and feedback. Students learn to lead organizations to be socially and environmentally responsible—and financially successful through creative presentations, simulations and real-time project-based learning.

Program Framework

PGS defines Sustainable Solutions as the ability to direct the course of a company, community or country in ways that restore and enhance all forms of capital—human, natural and financial—to generate stakeholder value and contribute to the well-being of current and future generations.

PGS's MPA programs connect management theory and practice with social responsibility, ecological awareness, systems thinking and leadership within an integrated framework of sustainable management. Sustainable management is, therefore, the unifying concept that weaves the core elements of the program together in ways that help students make connections, promote innovation, and create transformative solutions. The explicit objective of the MPA is to develop the management skills and competencies necessary to address global issues through business opportunities that create sustainable value and transform our economic system.

Program Length

Full-time students register for four courses (15 credits) per semester and typically complete the MPA program in three semesters (16 months). Part-time students register for two courses (7 or 8 credits) per semester over six semesters and typically complete the MPA program in three years.

Course Scheduling and Delivery

PGS uses the semester calendar. In 2018-2019, students in the MPA in Sustainable Solutions program attend class during the fall and spring semesters. A typical semester consists of monthly 4-day residencies (5 per semester) plus twice-weekly online distance-learning or in-person evening class sessions.

Program Format: San Francisco Campus

The MPA in Sustainable Solutions is a 45-credit semester-based curriculum, with twelve required courses. In 2018-2019, the program is offered in a hybrid format designed for working professionals and adult learners. PGS's program format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

Students and faculty meet five times per semester for 4-day residencies (Thursday through Sunday) at the learning site located at One Beach Street (Alliant International University) in San Francisco, California. On-site learning during residencies is combined with a robust, interactive distance learning component, including required synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies. Distance learning between residencies is delivered using technologies including the Canvas-based Learning Management System and the webinar platform, Zoom.

This low-residency program design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

Program Learning Outcomes

The MPA in Sustainable Solutions program is designed to enhance achievement of Presidio Graduate School's mission largely through the integration of sustainability into every course, as well as to more effectively achieve our pedagogical orientation. Our pedagogy rests on four principles:

1. Understanding change and one's place in promoting it;
2. Experiential learning with close relationship to practitioners in the field;
3. Applying systems solutions for social change; and
4. Creating a continuous learning community.

These principles guide instructional enhancements throughout three institution-wide proficiencies: Sustainable Systems, Sustainable Leadership, and Public/Business (Multisector) Administration. As global trends highlight the importance of public-private partnerships, a multisector lens in each course fosters inter-sectoral awareness and shared frameworks across MPA and MBA disciplines to enhance learning outcomes. This integration reflects the PGS perspective that society's sustainability challenges cannot be solved without strategic cooperation of the public and private sectors; managers and social entrepreneurs must be educated to make this relationship productive and high-performing.

The program learning outcomes for the proposed MPA in Sustainable Solutions are organized around these three proficiencies:

- Sustainable Systems
- Sustainable Leadership
- Public/Business (Multisector) Administration

Program Outcome: Sustainable Systems

An understanding of sustainability is based on a foundational competence in basic principles of ecology and systems thinking. Presidio Graduate School (PGS) MPA in Sustainable Solutions graduates are proficient in the principles and practices of sustainable management, including their role in helping evolve private, public, and nonprofit institutions for a just, prosperous and sustainable future, and the ability to skillfully apply systems thinking, critical thinking and other sustainability frameworks and tools in real-world settings. PGS MPA graduates are able to:

- **Social, Economic and Ecological Systems:** Understand the interdependence of social, economic, and ecological problems and the interdependence of business, government and civil society, and the possibility of integrated solutions;
- **Organizations, Institutions, and Policy:** Conceptualize interconnections between larger systems and apply systems thinking principles and tools to design and plan public policy and administrative models; and
- **Policy Modeling:** Apply systems thinking principles and tools to design public policy.

Program Outcome: Sustainable Leadership

PGS MBA in Sustainable Solutions graduates are proficient in the principles and practices of sustainable leadership, including application of multidisciplinary approaches to and ethical decision-making in problem solving and leading teams and institutions, and the effective use of collaboration and stakeholder engagement tools and methods to achieve organizational change. PGS MPA graduates are able to:

- **Insight, Creativity, and Leading for the Long-Term:** Practice creativity, self-assessment, and ethical decision-making, and to forge shared commitments to resilient solutions that focus on long-term systemic strategies and outcomes; and
- **Engagement and Collaboration:** Convene, include, and understand and respect diverse stakeholder perspectives in decision-making to mobilize, motivate, and achieve collective action on complex problems.

Program Outcome: Foundations of Public Administration

PGS MBA in Sustainable Solutions graduates are proficient in the fundamentals of business and public administration, including quantitative, qualitative, and evaluative models for addressing and solving complex, enduring, and emerging problems of society, enterprise, and the global environment. PGS MPA graduates are able to:

- **Sustainable Management:** Understand sustainability and its application in a pragmatic, historical and global context, and manage public finance and budgets sustainably;
- **Ecological and Social Issues:** Interpret and prioritize ecological and social issues that have an impact on the public good;
- **Frameworks:** Apply principles and frameworks of sustainable management and performance measurement to orient and guide policy making and public administration; and
- **Information and Communication Technology:** Use and critically assess available and new Information and Communication Technologies (ICT) to achieve ethical and sustainable management outcomes and public administration.

MPA Degree Requirements and Recommended Course Sequence

All courses listed below are required, for a total of 45 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MPA in Sustainable Solutions degree. Students may enroll in the MPA in Sustainable Solutions program in Fall or Spring semester.

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Full-time MPA in Sustainable Solutions – Fall Start		
SEMESTER 1 (Fall)		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		15
SEMESTER 2 (Spring)		Credits
MSS6200	Civic Leadership, Diversity, and Systems Thinking	4
MSS6220	Market Failures and the Regulatory Environment	4
MSS6240	Research Methods and Policy Evaluation	4
LDR6200	Leadership and Team Performance	3
Total Semester 2 Credits		15
SEMESTER 3 (Fall)		Credits
MSS6300	Multisector Strategic Partnerships and Financial Solutions	4
MSS6320	Planning, Policy, and Sustainable Economic Development	4
MSS6340	Capstone Specialization: Implementation Practicum	4
LDR6300	Organizational Leadership	3
Total Semester 3 Credits		15
TOTAL PROGRAM CREDITS		45

Part-time MPA in Sustainable Solutions – Fall Start		
SEMESTER 1 (Fall)		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
Total Semester 1 Credits		8
SEMESTER 2 (Spring)		Credits
MSS6200	Civic Leadership, Diversity, and Systems Thinking	4
LDR6100	Personal Development and Communication	3
Total Semester 2 Credits		7
Cumulative Credits		15
SEMESTER 3 (Fall)		Credits
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6200	Leadership and Team Performance	3
Total Semester 3 Credits		7
SEMESTER 4 (Spring)		Credits
MSS6220	Market Failures and the Regulatory Environment	4
MSS6240	Research Methods and Policy Evaluation	4
Total Semester 4 Credits		8
SEMESTER 5 (Fall)		Credits
MSS6300	Multisector Strategic Partnerships and Financial Solutions	4
MSS6320	Planning, Policy, and Sustainable Economic Development	4
Total Semester 5 Credits		8
SEMESTER 6 (Spring)		Credits
MSS6340	Capstone Specialization: Implementation Practicum	4
LDR6300	Organizational Leadership	3
Total Semester 6 Credits		7
TOTAL PROGRAM CREDITS		45

Part-time MPA in Sustainable Solutions – Spring Start		
SEMESTER 1 (Spring)		Credits
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		7
SEMESTER 2 (Fall)		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
Total Semester 2 Credits		8
Cumulative Credits		15
SEMESTER 3 (Spring)		Credits
MSS6200	Civic Leadership, Diversity, and Systems Thinking	4
MSS6240	Research Methods and Policy Evaluation	4
Total Semester 3 Credits		8
SEMESTER 4 (Fall)		Credits
MSS6320	Planning, Policy, and Sustainable Economic Development	4
LDR6200	Leadership and Team Performance	3
Total Semester 4 Credits		8
SEMESTER 5 (Spring)		Credits
MSS6220	Market Failures and the Regulatory Environment	4
LDR6300	Organizational Leadership	3
Total Semester 5 Credits		7
SEMESTER 6 (Fall)		Credits
MSS6300	Multisector Strategic Partnerships and Financial Solutions	4
MSS6340	Capstone Specialization: Implementation Practicum	4
Total Semester 6 Credits		7
TOTAL PROGRAM CREDITS		45

Explanation of Course Numbering System

Presidio Graduate School's graduate-level courses are numbered 6000-9999. Graduate level courses are open to holders of a baccalaureate degree who have met PGS's admission requirements. Courses are subject to prerequisites or other requirements as stated in the course descriptions. Courses in the MPA in Sustainable Solutions program are designated by 3- and 4-letter codes as follows:

LDR	Leadership
MSS	Multisector Solutions
SUST	Sustainable Solutions

Course Sequences and Schedules

Detailed course sequences by program and cohort are available from the Registrar and are published on the Student Portal. Class schedules by term are published on the Student Portal.

Students should take MPA courses in the recommended order; some courses have prerequisites. Should students wish to take courses out of the recommended order, courses that require prerequisites must be completed first and the request must be approved by the Director of Academic Administration with the knowledge of the Registrar. Students who choose to take courses out of the recommended order do so with the understanding that PGS may not be able to offer all courses when students need to take them and their graduation date may be delayed. If taken out of order, students are responsible for ensuring that all required courses are successfully completed before graduating from the program.

Course Prerequisites

Course prerequisites are listed in the Degree Programs section, under "Degree Requirements and Recommended Course Sequences." Only in extenuating circumstances pre-approved by the Program Director will students be allowed to take courses out of order.

Course Content

Syllabi, course outlines and lesson plans for courses in Presidio Graduate School programs are subject to change at the discretion of instructors. Students should not construe syllabi, et al., used in prior terms as an unalterable commitment of the instructor or of PGS.

Variations in the learning needs of students, inherent uncertainty in predicting exactly how material for a course should be covered, and an ambiguity in determining the most effective means of evaluating students, dictates that a design for instruction may need to be adjusted. Therefore, in order to be pedagogically responsible, PGS allows that reading assignments, written assignments, examinations, daily topics, and the means and weights involved in the instructor's evaluation of students can change as needed after instruction has begun.

Faculty are encouraged to be as faithful as possible to published syllabi or lesson plans. However, if altering these is judged to be necessary and appropriate, faculty may do so but are requested to share with their students in a timely manner how the course syllabi or lesson plans have changed.

Course Descriptions – MPA in Sustainable Solutions

SUST6100: Systems, Sustainability, and Social Justice (4 credits)

This first term course helps students understand the context within which business and government operate and what is unsustainable about our practices, policies and mental models. The context includes understanding current events and trends in public policy, the myriad of complex social, environmental and economic issues facing society as well as some of the historical context of all of this. Students apply all of these concepts to a particular issue of their choice and do a deep study of that issue and the system within which it resides. As part of this process students develop and apply research methods, data analysis, stakeholder engagement strategies, systems thinking and presentation skills.

SUST6120: Economy and Society: Governance and Business (4 credits)

In order to change the world, we must first understand how it functions. With that in mind, this course begins by introducing students to the dominant political economic frameworks that have shaped and govern our world today. We will learn about the history of economic growth in the 20th and 21st

centuries, including how it was made possible as well as the social and environmental costs of this growth. Looking forward, we will consider the many alternative frameworks, both old and new, that promise to create a more socially just, sustainable world.

SUST6140: Data, Information Literacy, and Decision Making (4 credits) - *Prerequisite: Managerial Accounting, Statistics and Excel*

We live in a world overwhelmed with information and data. How can we find the information we need, and how might we best make use of the data we have? This course challenges students to discover, evaluate, and utilize information and data to promote social justice and sustainability. We will learn where and how to find valuable data and how critically analyze the information we receive.

MSS6200: Civic Leadership, Diversity, and Systems Thinking (4 credits)

This course uses systems-thinking rubrics, decision-making frameworks, inclusion models, and real-world case studies to examine the rights, roles, and leadership interrelationships across business, government, and civil society. Students apply theoretical models to a portfolio of experiential learning assignments that require direct civic engagement and civic leadership, stakeholder partnerships and alliances, policy analysis, and evaluative research to develop skills for civic engagement and civic leadership in the workplace, neighborhood, city, county, state, nation, global organization, profession, sector, et cetera. The course provides a foundation for future applied coursework for the Master of Public Administration (MPA) degree and Master of Business Administration (MBA): Multisector Solutions and Partnerships Concentration. Note: This course uses experiential learning in the field to test and reflect upon theoretical models. Students are expected to conduct themselves at the level of a program manager (or above) in a public, private, or non-profit organization operating at the organizational, local, national, or global level. Considerable emphasis is placed on working as part of a practitioner team, developing work plans, and completing work assignments on-time and on-budget.

MSS6220: Market Failures and the Regulatory Environment (4 credits)

This course will examine market failure as a framework for defining and articulating sustainability challenges. Students will receive a survey of the American regulatory system and its complementary balancing role in curing or preventing market failure. Specific areas of regulation to be examined will include fiduciary, corporate formation, securities, environmental, antitrust, torts, intellectual property and contract law. Based on this understanding of interdependent market and regulatory environments, students will practice and enhance their ability to innovate new solutions to complex and seemingly intractable problems--i.e. be social entrepreneurs. Students will consider the pros and cons of delivering their solutions through business, governmental, civil societal, or hybrid organizations. Students will be able to articulate financing mechanisms, public, private, or otherwise, for their proposed solutions.

MSS6240: Research Methods and Policy Evaluation (4 credits)

This course focuses on the use of social science research methods, ethics, and evaluation theories to assess public/nonprofit policy and program outcomes. Students use quantitative and qualitative research methods and program evaluation tools to answer important organizational questions related to process, resources, outputs, and outcomes; several research evaluation tools are introduced. Students also investigate best practices in research ethics, data collection, protections, and confidentiality. Students apply (and possibly modify) assessment tools used in financial, environmental, and social sustainability.

MSS6300: Multisector Strategic Partnerships and Financial Solutions (4 credits)

This course examines opportunities and challenges that policy-makers and administrators experience in developing, implementing, and managing Public-Private Partnerships (PPPs). Students examine financing tools, risk analysis, legal processes, regulation, and case studies focused on global transportation, housing, smart-cities, and other infrastructure projects. As part of this course, students are offered the opportunity to complete a PPP Certificate sponsored by the United Nations. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework.

MSS6320: Planning, Policy, and Sustainable Economic Development (4 credits)

This course focuses on the systemic aspects of economics and policy driving sustainable development. The course introduces students to theoretical and practical perspectives useful for community planning, development, coalition building, environmental politics, local government leadership, sustainable urban and rural development, with students being exposed to literature from economic development, policy design, sustainable development, and land use and transportation planning to deepen their theoretical knowledge. This course also covers master planning, strategic planning, sustainable development, policy process and evaluation, civic education and leadership, and citizen participation in government. It

explores global issues in the context of the urban and rural communities. In addition to the course lecturers, class guest speakers will be used to build dialogue with community planning leaders and to provide translation from theory to practice. The course is designed for mid-level to advanced-level practitioners of public administration and public-private partnerships.

MSS6340: Capstone Specialization: Implementation Practicum (4 credits)

The Integrative Capstone Plan is a highly rigorous fieldwork implementation project that requires students to work closely with an advisor, the course instructor, and a public, private, or non-profit organization to implement meaningful change in the financial, environmental, and social sustainability. The project design takes place over the course of several semesters and the final implementation of the project occurs during the final semester of the student's plan of study. In addition to implementing their final project, students are required to submit a journal article for publication, an online video that provides an overview of the product, and a formal evaluation plan and preliminary evaluation of project efficacy. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework who have maintained a GPA of 3.0 or higher.

MSS6360: Capstone Specialization: Seminar (3 credits) *DUAL MBA/MPA STUDENTS ONLY*

This course is a master's level seminar delivered as a small group educational opportunity to engage in critical thinking, discussion, and exploration of theory, practice, and policy while immersed in an accredited field practicum experience. Throughout the course, students have an opportunity to integrate the academic knowledge and values taught in foundation courses with their field placement experiences. Also, the seminar provides a forum for learning and building practical skills through interaction, self-reflection, role-play, case discussion, and other experiential exercises.

LDR6100: Personal Development and Communication (3 credits)

This course will take a strengths-based approach to fostering the essential individual leadership and communication capabilities needed for managers in business and public administration. These capacities are necessary for collaborating, influencing and acting as an effective change agent for sustainability in any type of business, organization or community. We will explore various aspects of the human dimension of sustainability including social justice, work/life balance, emotionally intelligent team-building and the personal aspects of learning, change, commitment and courage. We will practice communication skills and strengthen our personal effectiveness through self-assessment, feedback and practice in a reflective, supportive environment. We will work in teams to develop our abilities to observe and respond to team challenges and prepare to work in Service Learning Teams in future courses.

LDR6200: Leadership and Team Performance (3 credits) - *Prerequisite LDR6100*

This course builds upon the strengths-based approach to development, introduced in LDR6100. Students continue to build self-awareness of their leadership strengths, identify roadblocks and expand their personal effectiveness through assessment, discussion, feedback and practice in a reflective, supportive environment. The focus is on developing capacity for being authentic, strength's-based leaders and change agents of sustainability in business organizations and society.

- Students will examine critical experiences that have shaped their world-view to identify their own understanding of their focus on sustainable leadership.
- Students will enhance their abilities to influence, observe and respond to conflicts experienced in their Experiential Learning Partnerships and or group projects.
- Students will demonstrate leadership behaviors of encouraging and influencing relationships that promote positive and productive team and organizational outcomes.
- Students will demonstrate awareness of the leadership behaviors necessary to influence organizational change in support of sustainability.
- Students will use assessment data to understand their energy for exploring, exciting, examining, and executing work.
- Students will learn how to apply strengths based approaches in order to create resilient solutions that focus on long-term systemic strategies and outcomes.
- Students will practice convening and facilitating highly interactive virtual environments (HIVES) to include diverse stakeholder perspectives in decision-making and to mobilize collective action on complex problems.

LDR6300: Organizational Leadership (3 credits) - *Prerequisite LDR6200*

Human systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. The first part of the course examines the role and nature of

systems embedded in organizations and those of which the organization is a part. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. This course will enhance understanding of organizational systems, public or private, and the impact of those systems on management action.

MBA/MPA IN SUSTAINABLE MANAGEMENT (Dual Degree) – San Francisco

Replace “MBA/MPA IN SUSTAINABLE MANAGEMENT (Dual Degree) – San Francisco” on pages 33-34 with the following section on the new MBA/MPA Dual Degree in Sustainable Solutions.

MBA/MPA IN SUSTAINABLE SOLUTIONS (Dual Degree) – San Francisco

The MBA/MPA Dual Degree is a natural product of PGS’s intersectoral approach to sustainable management. Our Dual Degree graduates emerge with the ability to both manage integrated bottom lines and to convene coordinated action in the public interest. With the skills and self-knowledge to thrive in the most challenging, dynamic, and complex organizational systems.

PGS MBA/MPA Dual Degree graduates can competently examine the array of potential solutions offered by each sector, and pragmatically choose the right sustainability solutions without sector-based confirmation bias. Dual Degree students follow a carefully designed 2-year, 60-credit course of study, covering the required courses in the MBA and MPA programs. The Dual Degree culminates in an integrative capstone project that demonstrates skills attained in both programs. Dual Degree students are required to meet with an academic advisor to map their program of study.

MBA/MPA Dual Degree Requirements and Recommended Course Sequence

All courses listed below are required, for a total of 60 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MBA/MPA Dual Degree in Sustainable Solutions. Students may enroll in the MBA/MPA Dual Degree program in Fall or Spring semester.

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Full-time MBA/MPA Dual Degree in Sustainable Solutions		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		15
SEMESTER 2		Credits
MSS6200	Civic Leadership, Diversity, and Systems Thinking	4
MSS6220	Market Failures and the Regulatory Environment	4
MSS6240	Research Methods and Policy Evaluation	4
LDR6200	Leadership and Team Performance	3
Total Semester 2 Credits		15
SEMESTER 3		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6220	Operations and Supply Chain Management	4
SUST6240	Financial Systems	4
LDR6300	Organizational Leadership	3
Total Semester 3 Credits		15
SEMESTER 4		Credits
MSS6300	Multisector Strategic Partnerships and Financial Solutions	4
MSS6320	Planning, Policy, and Sustainable Economic Development	4
MSS6340	Capstone Specialization: Implementation Practicum	4
MSS6360	Capstone Specialization: Seminar	3
Total Semester 3 Credits		15
TOTAL PROGRAM CREDITS		60

GRADUATE CERTIFICATE PROGRAMS

Replace “GRADUATE CERTIFICATE PROGRAMS” on pages 35-36 with the following section on the revised Graduate 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.

Graduate-level certificate programs include:

- Certificate in Sustainable Management – San Francisco
- Cleantech Certificate in Sustainable Energy Management – San Francisco

Certificate in Sustainable Management

PGS's Certificate in Sustainable Management Program, offered in the San Francisco hybrid program, provides an opportunity for working professionals to become familiar with the language and tools of sustainable management and systems thinking. It enables students who may be already schooled in tools of conventional business management, especially if they already have an MBA, to come up to speed quickly in their familiarity with the language and tools of sustainability. Students can choose between two tracks allowing them to focus on a specific skill set or competency:

- Applied Sustainable Operations
- Applied Sustainable Leadership

Applied Sustainable Operations

Applied Sustainable Operations requires *SUST6100: Systems, Sustainability, and Social Justice* and two additional courses, *SUST6140: Data, Information Literacy, and Decision Making* and *SUST6220: Operations and Supply Chain Management* and *SUST6130: Implementation of Sustainable Practices* (or equivalent). *SUST6220: Operations and Supply Chain Management* explores the use of sustainability practices and analysis tools in optimizing the delivery of products and services, and demonstrates how principles of industrial ecology and life cycle assessment can be applied in the design of sustainable supply chains. Two particular areas of emphasis are networks of production and end of life remanufacturing. In this course, students engage in a team of 3-5 students in an Experiential Learning project in which they work within a company or nonprofit to develop a sustainable operations plan for the organization.

Required courses (12 credits) include:

1. SUST6100: Systems, Sustainability, and Social Justice (4 credits)
2. SUST6140: Data, Information Literacy, and Decision Making (4 credits)
3. SUST6220: Operations and Supply Chain Management (4 credits)

Applied Sustainable Leadership

Applied Sustainable Leadership requires completion of the three courses within the Leadership curriculum for a total of 9 credits. Students may opt to also take *SUST6100: Systems, Sustainability, and Social Justice*, for an additional 4 credits. The program therefore can be completed in 9-13 credits.

Required courses (9 credits) which must be taken in sequence are:

1. LDR6100: Personal Development and Communication (3 credits)
2. LDR6200: Leadership and Team Performance (3 credits)
3. LDR6300: Organizational Leadership (3 credits)

Optional Semester 1 course is *SUST6100: Systems, Sustainability, and Social Justice* (4 credits).

Cleantech Certificate in Sustainable Energy Management

The Cleantech Certificate in Sustainable Energy Management explores energy technologies within a framework of social and environmental stewardship on a global scale. Students will work in teams to learn about current energy technology trends and relevant economic and environmental issues. They will learn

about and apply appropriate management tools for developing sustainable energy systems including economic and policy analysis, planning, and evaluation.

Required Courses (12 credits):

1. ECS6300: Energy Systems for Sustainability (4 credits)
2. ECS6320: Global Energy Markets and Policy (4 credits)
3. ECS6340: Climate and Social Responsibility (4 credits)

Students will be able to:

- Demonstrate specific vocational knowledge in the rapidly evolving field of sustainable energy management.
- Occupy professional positions that the energy industry critically needs and is beginning to offer.
- Apply whole systems thinking to orient strategies toward sustainable management solutions
- Understand the interdependencies of social, economic and ecological problems and those of business, government and civil society, as well as how to develop integrated solutions.

CHAPTER 3: TUITION, FEES AND FINANCIAL AID

ANNUAL AND TOTAL CHARGES – DEGREE PROGRAMS

Under “Annual and Total Charges – Degree Programs, San Francisco Degree Programs” on page 41, charges for the MBA/MPA Dual Degree are replaced as follows, reflecting the new MBA/MPA Dual Degree 60-credit program:

SAN FRANCISCO DEGREE PROGRAMS

MBA/MPA Dual Degree	
FULL-TIME: 30 credits/year over two years = 60 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 34,800 (30 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 35,400
PROGRAM TOTAL	
Total tuition for degree program *	\$70,800 (60 credits x \$1160/credit)
Total fees *	\$ 1,200 (4 semesters x \$300 per semester)
TOTAL Estimated Charges for Degree *	\$72,000*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	
PART-TIME: 15 credits/year over four years = 60 credits total	
2018-2019 Academic Year	
Total tuition for 2018-2019	\$ 17,400 (15 credits x \$1160/credit)
Total fees, 2018-2019	\$ 600 (2 semesters x \$300 per semester)
TOTAL Estimated Charges, 2018-2019	\$ 18,000
PROGRAM TOTAL	
Total tuition for degree program *	\$70,800 (90 credits x \$1160/credit)
Total fees *	\$ 2,400 (8 semesters x \$300 per semester)
TOTAL Estimated Charges for Degree *	\$73,200*
<i>* Estimate based on 2018-2019 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.</i>	

TYPES OF FINANCIAL ASSISTANCE

Under “Types of Financial Assistance - Military Education Benefits” on page 49, “GI Bill” is replaced with GI Bill®. Additionally, the attribution notice is added. The Military Education Benefits section now reads:

Military Education Benefits

PGS will gladly accept VA education benefits, including but not limited to the Post 9/11 GI Bill®. The federal Department of Veterans Affairs website is the best source for information about all VA Educational Benefits Programs.

GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at <https://www.benefits.va.gov/gibill>.

CHAPTER 4: ADMISSIONS AND ENROLLMENT

OVERVIEW

Under “OVERVIEW,” “Admission Prerequisites” on page 57 is merged with “Admission Requirements and Process” on page 58, resulting in “Admission Prerequisites, Requirements, and Process,” as follows:

ADMISSION PREREQUISITES, REQUIREMENTS, and PROCESS

Bachelor’s/Undergraduate Degree

Applicants must have completed a bachelor’s degree (no specific major required) from an accredited academic institution for admission to Presidio Graduate School. Applicants must demonstrate previous exposure to quantitative concepts and disciplines through coursework and/or professional experience. PGS offers instruction only in English for all its programs and courses.

GPA Requirement

Presidio Graduate School requires that applicants have a cumulative undergraduate grade point average (GPA) of 2.75 or higher on a 4.0 scale. Applicants must submit the GPA Exemption Form if their undergraduate cumulative GPA is below 2.75. This form allows applicants to provide a statement of exception, or submit additional material that documents their ability to perform at a graduate level in an intensive academic environment.

Prerequisites

In addition to these requirements, applicants must meet specific prerequisite requirements for admission to the MBA, MPA and Dual Degree programs. The following prerequisite requirements must be demonstrated through an official transcript sent to PGS. The requirements can be fulfilled through PGS Fundamentals courses, prior undergraduate, online, or extension programs from accredited institutions.

- Managerial and Financial Accounting
- Basic Statistics and Excel

General Admission Requirements and Process

PGS is looking for evidence of high intellectual capacity and leadership capability throughout the application materials.

Successful applicants should demonstrate the following qualities in their application materials:

- Proven history of self-motivation and direction
- Experience collaborating in teams and managing projects
- Strong written and oral communication skills
- Facility with numbers and quantitative analysis
- Effective use of business software and internet technology
- Aspiration to bring greater ethics and sustainability values into business leadership

Applicants without significant experience in the above areas who are otherwise excellent candidates for the program may be encouraged to prepare for the program by gaining more work experience or taking

additional classes. It takes support, skill, and passion to live in the tension between the current reality of business, non-profit organizations, and government, and the vision for a more sustainable future. Therefore, it takes patience, wisdom and a sense of humor to complete a program that is both idealistic and practical at the same time.

Applicants complete an admissions essay, considering questions, ideas or projects they are interested in exploring through the program. PGS also requires applicants to interview with the admissions team prior to admittance to the program. By reviewing the applicant essay and the interview process, PGS ensures accepted students have the competencies and courage to implement their ideas.

PROGRAM APPLICATION

"PROGRAM APPLICATION" on pages 58-60 is replaced with the following. Changes include: deletion of "Quantitative Assessment;" addition of "Prerequisite courses: Accounting and Statistics;" and revision of "Admissions Interview."

Application instructions and forms may found online at presidio.edu. Application includes:

1. **Online application form**
2. **Application fee** of \$90
3. **Personal essay.** In other sections of this application, we learn about your academic and professional accomplishments. This essay allows us to discover what passion drives you as a leader towards career satisfaction and your definition of success. Please provide a response to the three following prompts and limit your essay to a total of 1500 words:
 - **Values:** Sustainability is a broad term that spans across a variety of industries. In your specific area of interest, current or future, briefly describe an idea or project you would like to pursue while at PGS and/or how you intend to contribute to solutions to the biggest challenges facing our society.
 - **Teamwork:** Describe a specific activity, business, or organization in which you were directly involved as a leader, collaborator, or activist. What challenges did you face, how did you resolve them, what did the experience reveal as strengths and where did you discover opportunities for improvement?
 - **Time Management:** Commitment to a graduate program at PGS requires sacrifices, support, and self-motivation. Please share your plan for balancing school, work, and personal commitments while enrolled in the program.
4. **Current résumé or Curriculum Vitae (CV)**
5. **Two letters of support and recommendation.** PGS welcomes professional and academic letters of support that provide a well-rounded perspective of your ability to succeed at PGS. At least one letter should be a professional reference, ideally written by a supervisor.

As part of the application, you will be required to enter an email address and the recipient will automatically receive a form of recommendation via email to complete. The recipient has the option of completing the form or directly uploading a letter of support into the form. The form and/or letter should address the following areas:

- How you act on your values and ethics
- Your ability to work in teams, lead initiatives, and manage projects
- Your communication skills
- Your business software and IT skills
- Your ability and willingness to succeed in graduate-level coursework

Alternatively, references may submit a personalized letter of support for the applicant by emailing it to admissions@presidio.edu and sending it from their personal account.

6. **Official transcripts.** Applicants must submit one official transcript from the institution where their bachelor's degree was awarded. The transcript must be sent to PGS directly from the undergraduate institution. For any courses taken at other institutions for which a degree was not conferred, PGS requires at least unofficial transcript records be submitted. Academic records include community college, summer sessions, extension courses and transfer units. Official transcripts must be sent directly from the institution(s) attended to PGS. If an applicant has completed graduate-level

coursework, applicants must submit one official copy of any graduate transcript(s). The transcript(s) must be sent to PGS directly from the graduate institution.

GPA Exception Form (if applicable). Presidio Graduate School requires that applicants have a cumulative undergraduate grade point average (GPA) of 2.75 or higher on a 4.0 scale. Applicants who meet all other requirements must submit the GPA Exception Form if their undergraduate cumulative GPA is below 2.75. This form allows applicants to provide a statement of exception, or submit additional material that would document their ability to perform in an intensive academic environment.

Foreign transcripts. Please see the Foreign Transcripts section below if your bachelor's degree was awarded at an institution outside of the United States.

7. **Prerequisite courses: Accounting and Statistics.** To ensure a standardized level of knowledge for all incoming students, we require applicants to complete college level courses in Foundational Statistics and Managerial/Financial Accounting.

Applicants are welcome to begin the application process prior to completing these requirements and can potentially receive a conditional admit; however, the requirements must be fully met before starting courses.

8. **Admissions interview.** PGS requires a virtual interview with an Admissions representative after submitting your application and prior to admission. Interviews will be 30 minutes and are designed as a mutual conversation where applicants will have an opportunity to ask questions and which focuses on three essential questions:
- Are you prepared to succeed in this program?
 - Does this program fit your academic and career goals?
 - What distinctive talents, skills, and expertise do you bring to our community?

CHAPTER 7: CALENDARS

Replace the Summer 2019 section of the 2018-2019 ACADEMIC CALENDAR - Seattle Programs on page 104 with the Summer 2019 sections below. Note the following changes:

- Summer 2019: The word (electives) is removed.

2018-2019 ACADEMIC CALENDAR Seattle Programs

Summer 2019: May 16 through August 9	Dates	Day(s)
<i>Last day to register for Summer Term without paying a late fee</i>	April 30	Tuesday
<i>Last day for payment of tuition and fees</i>	May 10	Friday
Summer Term 2018 Begins	May 16	Thursday
<i>Last Day to Drop with 100% Tuition Refund</i>	May 24	Friday
<i>Last day to add/drop classes for Summer Term</i>	May 31	Friday
Summer Term 2018 Ends	August 9	Friday
Summer Term grades due to Registrar	August 14	Wednesday
Summer Term grades available online	August 16	Friday

Addendum II

May 31, 2019

2018-2019 Presidio Graduate School Student Handbook

ADDENDUM II

May 31, 2019

Please note the following revisions to the 2018-2019 Presidio Graduate School Student Handbook.

CHAPTER 1: COMMUNITY & PURPOSE

BOARD OF DIRECTORS

The Board of Directors on page 7 of this Handbook and page 1 of Addendum I is replaced with the following, which reflects the addition of new Board members: Pankaj Bhargava, MD, MBA; Warren Fox, PhD; Tanu Jindal, PhD; Steven Wolfe Pereira, MBA.

Presidio Graduate School's Board of Directors exemplifies and supports PGS's mission and vision. The PGS Board is responsible for PGS's overall mission impact, strategic direction and finances. They bring a wealth of insight and expertise to its responsibilities.

Officers

Dr. Aseem Chauhan, Chair
Suzanne Farver, JD, First Vice-Chair
Gurinder Singh, PhD, Second Vice-Chair
Malcolm S. Walter, Secretary
Aashish Bindra, Treasurer

Members

Pankaj Bhargava, MD, MBA
Saskia Feast, PhD, MBA
Warren Fox, PhD
Tanu Jindal, PhD
Steven Wolfe Pereira, MBA
Sabrina Watkins, MBA

CHAPTER 2: ACADEMIC PROGRAMS

The following changes are made to Chapter 2: Academic Programs.

DUAL MBA/MPA IN SUSTAINABLE SOLUTIONS – San Francisco

The following changes are made to the "MBA/MPA IN SUSTAINABLE SOLUTIONS (Dual Degree)" section on page 15 of Addendum I.

- "Program Length" section is added;
- "Program Format: San Francisco Campus" section is added;
- "Program Learning Outcomes" section is added;
- In the "Dual MBA/MPA Degree Requirements" section, the MSS6360 course title in Semester 4 is updated to "The Fundamentals and Future of Public Administration"; and
- "Course Descriptions – Dual MBA/MPA in Sustainable Solutions" section is added.

Program Length

Full-time students register for four courses (15 credits) per semester and typically complete the Dual Degree program in four semesters. Part-time students register for two courses (7 or 8 credits) per semester over eight semesters and typically complete the Dual Degree program in four years.

Program Format: San Francisco Campus

The Dual MBA/MPA in Sustainable Solutions is a 60-credit semester-based curriculum, with 16 required courses. In 2018-2019, the program is offered in a hybrid format designed for working professionals and

adult learners. PGS's program format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

Students and faculty meet five times per semester for 4-day residencies (Thursday through Sunday) at the learning site located at One Beach Street (Alliant International University) in San Francisco, California. On-site learning during residencies is combined with a robust, interactive distance learning component, including required synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies. Distance learning between residencies is delivered using technologies including the Canvas-based Learning Management System and the webinar platform, Zoom.

This low-residency program design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

Program Learning Outcomes

Program Learning Outcomes for the Dual MBA/MPA in Sustainable Solutions program are the combined Program Learning Outcomes of the MBA in Sustainable Solutions (pages 20-21 of this Handbook) and the MPA in Sustainable Solutions (pages 9-10 of Addendum I to this Handbook).

Dual MBA/MPA Degree Requirements and Recommended Course Sequence

All courses listed below are required, for a total of 60 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the Dual MBA/MPA in Sustainable Solutions. Students may enroll in the Dual MBA/MPA program in Fall or Spring semester.

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Full-time Dual MBA/MPA in Sustainable Solutions		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		15
SEMESTER 2		Credits
MSS6200	Civic Leadership, Diversity, and Systems Thinking	4
MSS6220	Market Failures and the Regulatory Environment	4
MSS6240	Research Methods and Policy Evaluation	4
LDR6200	Leadership and Team Performance	3
Total Semester 2 Credits		15
SEMESTER 3		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6220	Operations and Supply Chain Management	4
SUST6240	Financial Systems	4
LDR6300	Organizational Leadership	3
Total Semester 3 Credits		15
SEMESTER 4		Credits
MSS6300	Multisector Strategic Partnerships and Financial Solutions	4
MSS6320	Planning, Policy, and Sustainable Economic Development	4
MSS6340	Capstone Specialization: Implementation Practicum	4
MSS6360	The Fundamentals and Future of Public Administration	3
Total Semester 3 Credits		15
TOTAL PROGRAM CREDITS		60

Course Descriptions – Dual MBA/MPA in Sustainable Solutions

MBA and MPA: Exploration

SUST6100: Systems, Sustainability, and Social Justice (4 credits)

This first term course helps students understand the context within which business and government operate and what is unsustainable about our practices, policies and mental models. The context includes understanding current events and trends in public policy, the myriad of complex social, environmental and economic issues facing society as well as some of the historical context of all of this. Students apply all of these concepts to a particular issue of their choice and do a deep study of that issue and the system within which it resides. As part of this process students develop and apply research methods, data analysis, stakeholder engagement strategies, systems thinking and presentation skills.

SUST6120: Economy and Society: Governance and Business (4 credits)

In order to change the world, we must first understand how it functions. With that in mind, this course begins by introducing students to the dominant political economic frameworks that have shaped and govern our world today. We will learn about the history of economic growth in the 20th and 21st centuries, including how it was made possible as well as the social and environmental costs of this growth. Looking forward, we will consider the many alternative frameworks, both old and new, that promise to create a more socially just, sustainable world. Moving from the macro to the micro, and stemming from a belief that sustainable change must be intersectoral, we will then investigate how governments, through law, policy, and regulation, shape social and economic space in an attempt to balance the needs of individuals with society at large. Finally, we will consider how socially just, sustainable solutions might engage with the political economic systems of today and tomorrow. To that end, we will explore the various organizational forms currently available and assess their strengths and weaknesses in bringing about social, environmental, and economic change. *Prerequisite: Managerial Accounting; Statistics/Excel*

SUST6140: Data, Information Literacy, and Decision Making (4 credits)

We live in a world overwhelmed with information and data. How can we find the information we need, and how might we best make use of the data we have? This course challenges students to discover, evaluate, and utilize information and data to promote social justice and sustainability. We will learn where and how to find valuable data and how critically analyze the information we receive. *Prerequisite: Managerial Accounting; Statistics/Excel*

MBA: Business Skill-building

SUST6200: Engagement: Connecting Brands and Customers (4 credits)

The purpose of this course is to introduce a framework for marketing sustainable ideas and products. It provides a survey of trends and an overview of concepts and techniques as they relate to understanding customer value, developing marketing opportunities, creating marketing strategies, communicating with stakeholders, and tactical marketing programs—all within the context of sustainable management. Students will be challenged to critically analyze marketing strategies, plans, and decisions for a sustainable business. Most importantly, students will gain the mindset of a marketer—an ability to inquire into the real needs of the individual and society, create sustainable value, and to build programs for relevant, meaningful engagement. *NOTE: This course has an Experiential Learning component.*

SUST6220: Operations and Supply Chain Management (4 credits)

This course provides an overview of strategic, tactical, and operational decision making environments in service and manufacturing companies. Major topics are process analysis, supply chain management, quality management, service systems management, and operations strategy. These areas are explored through lectures, case studies, assigned readings, and class discussions. The course utilizes concepts of probability, statistics, and optimization commonly applied in operations management tools. It includes a special focus on companies implementing sustainability initiatives in their operations and introduces the new field of Industrial Ecology, which deals with tools and processes for sustainable operations management. *NOTE: This course has an Experiential Learning component. Prerequisite: SUST6120*

SUST6240: Financial Systems (4 credits)

This course covers elements of managerial finance, capital markets, and how both investors and investees organize for strong, resilient enterprises and portfolios. Financial fundamentals include cash flows, accounting ratios, liquidity, rates of return relative to risk, and net present value - and how all of them are linked to value creation and risk reduction by investments in human, social and environmental

capitals. Investing fundamentals include investment policy, investment process, efficient frontiers, asset classes, and how to construct portfolios to realize impact and profit potential. With Financial Systems, students can build skills and competency to more effectively manage capital internally at an organization, and externally as an investment manager. *Prerequisites: Managerial Accounting; Statistics/Excel; SUST6120*

MPA: Public Administration Skill-building

MSS6200: Civic Leadership, Diversity, and Systems Thinking (4 credits)

This course uses systems-thinking rubrics, decision-making frameworks, inclusion models, and real-world case studies to examine the rights, roles, and leadership interrelationships across business, government, and civil society. Students apply theoretical models to a portfolio of experiential learning assignments that require direct civic engagement and civic leadership, stakeholder partnerships and alliances, policy analysis, and evaluative research to develop skills for civic engagement and civic leadership in the workplace, neighborhood, city, county, state, nation, global organization, profession, sector, et cetera. The course provides a foundation for future applied coursework for the MPA degree and MBA: Multisector Solutions and Partnerships Concentration. Note: This course uses experiential learning in the field to test and reflect upon theoretical models. Students are expected to conduct themselves at the level of a program manager (or above) in a public, private, or non-profit organization operating at the organizational, local, national, or global level. Considerable emphasis is placed on working as part of a practitioner team, developing work plans, and completing work assignments on-time and on-budget.

MSS6220: Market Failures and the Regulatory Environment (4 credits)

This course will examine market failure as a framework for defining and articulating sustainability challenges. Students will receive a survey of the American regulatory system and its complementary balancing role in curing or preventing market failure. Specific areas of regulation to be examined will include fiduciary, corporate formation, securities, environmental, antitrust, torts, intellectual property and contract law. Based on this understanding of interdependent market and regulatory environments, students will practice and enhance their ability to innovate new solutions to complex and seemingly intractable problems--i.e. be social entrepreneurs. Students will consider the pros and cons of delivering their solutions through business, governmental, civil societal, or hybrid organizations. Students will be able to articulate financing mechanisms, public, private, or otherwise, for their proposed solutions.

MSS6240: Research Methods and Policy Evaluation (4 credits)

This course focuses on the use of social science research methods, ethics, and evaluation theories to assess public/non-profit outcomes. Students will use quantitative and qualitative research methods and program evaluation tools to answer important organizational questions related to process, resources, outputs, and outcomes; several research evaluation tools will be introduced. Students will also investigate best practices in research ethics, protections, and confidentiality. Finally, students will learn to apply (and possibly modify) assessment tools used in sustainable development.

Dual MBA/MPA: Implementation

MSS6300/FIN6340: Multisector Strategic Partnerships and Financial Solutions (4 credits)

Financial, environmental, and social sustainability requires interdependent public, nonprofit, and private solutions. Building effective collaboration requires leaders to understand the distinct institutional systems, mission imperatives, and contracting structures of each sector. This course provides an overview of successful and innovative governance, financing, implementation, and evaluation tools used for partnerships across government, civil society, and business. Students will apply their learning to propose a strategic and implementable multisector solution to a current challenge with measurable results.

MSS6320: Planning, Policy, and Sustainable Economic Development (4 credits)

The systemic aspects of economics and policy driving sustainable development are the focus of this course. Students will understand the interdependence of community groups and the theoretical and practical perspectives useful for community planning, development, coalition building, environmental politics, local government leadership, and sustainable development. Throughout the semester, students being exposed to literature from economic development, policy design, sustainable development, and land use and transportation planning to deepen their theoretical knowledge. This course also covers master planning, strategic planning, sustainable development, policy process and evaluation, civic education and leadership, and citizen participation in government. It explores global issues in both an urban and rural context.

MSS6340: Capstone Implementation and Fieldwork Practicum (4 credits)

This course is a master's level seminar delivered as a small group educational opportunity to engage in critical thinking, discussion, and exploration of theory, practice, and policy while immersed in an accredited field practicum experience. Throughout the course, students have an opportunity to integrate the academic knowledge and values taught in foundation courses with their field placement experiences. Also, the seminar provides a forum for learning and building practical skills through interaction, self-reflection, role-play, case discussion, and other experiential exercises.

MSS6360: The Fundamentals and Future of Public Administration (3 credits)

This course is a master's level seminar delivered as a small group educational opportunity to engage in critical thinking, discussion, and exploration of theory, practice, and policy while immersed in an accredited field practicum experience. Throughout the course, students have an opportunity to integrate the academic knowledge and values taught in foundation courses with their field placement experiences. Also, the seminar provides a forum for learning and building practical skills through interaction, self-reflection, role-play, case discussion, and other experiential exercises.

MBA and MPA: Leadership

LDR6100: Personal Development and Communication (3 credits)

This is the first of three courses exploring leadership through individual capacities for leading complex change and transformation for self, communities and organizations. Learners assess their own values, skills and preferences using a strength-based approach. This assessment is then leveraged to analyze communication capabilities and learning edges critical for collaboration and influencing effective and sustainable change. Theory and reflective practices in learning teams prepare learners for future engagements in communities and organizations. This course does not have an experiential learning component. This is a foundational course addressing core competencies in support of the leadership programmatic outcomes. In this course, we take a strengths-based approach to fostering personal leadership (efficacy, resilience, adaptability) and communication (listening, collaborating, speaking, writing) competencies that are essential for social justice and sustainability working within human systems. Course materials are drawn primarily from the humanistic, emotional intelligence, positive psychology and living systems traditions.

LDR6200: Leadership and Team Performance (3 credits)

This course builds upon the strengths-based approach to development, introduced in LDR6100. Students continue to build self-awareness of their leadership strengths, identify roadblocks and expand their personal effectiveness through assessment, discussion, feedback and practice in a reflective, supportive environment. They will develop the capacity to create a team charter, manage conflict and engage in high performance team leadership. The focus is on developing capacity for being authentic, strength's-based leaders in a team environment and change agents of sustainability in business organizations and society.

Prerequisite LDR6100

LDR6300: Organizational Leadership (3 credits)

Human systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. The purpose of this course is to enhance your understanding of organizational systems, public or private, and the impact of those systems on management action. *Prerequisite LDR6200*

CHAPTER 3: TUITION, FEES AND FINANCIAL AID

The following corrections are made to the Satisfactory Academic Progress (SAP) section on pages 52-54:

- under SAP REQUIREMENTS, the second bullet point starting at the bottom of page 52 regarding "Course Completion Rate" is corrected to clarify that the minimum completion rate of 70% is cumulative, and is based on credits rather than courses;
- under SAP REQUIREMENTS, the Maximum Time Frame policies on page 53 are updated to add the criteria for the 45-credit MBA and MPA programs and the 60-credit Dual MBA/MPA program and to standardize the terminology to Maximum Time Frame;
- the SAP REQUIREMENTS SUMMARY TABLE on page 53 is updated to show the correct Completion Rates and Maximum Time Frame; and
- under SAP APPEALS on page 54, further details are provided regarding the federal regulatory requirements for SAP appeals.

SAP REQUIREMENTS

The second bullet point starting at the bottom of page 52 regarding "Course Completion Rate" is corrected to clarify minimum cumulative credit completion rates, as follows:

- **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 with their second term of enrollment.

In general, credits associated with grades of A, B, C, D, F, CR, NC, Incompletes, and 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.

The Maximum Time Frame (MTF) policies on page 53 are updated to add the criteria for the 45-credit MBA and MPA programs and the 60-credit Dual MBA/MPA program, and to make the MTF terminology consistent, as follows:

- **Maximum Time Frame (MTF):** Students must complete their educational program within 1.5 times (150%) the standard program time frame except for the full-time MBA and MPA programs, as these programs are typically 3 semesters long so the 150% maximum timeframe is expressed only in credits as students cannot complete a partial semester. The following Maximum Time Frames (MTF) therefore apply:
 - Full-time MBA or MPA in Sustainable Solutions degree: 67 credits;
 - Part-time MBA or MPA in Sustainable Solutions degree: 67 credits/4.5 years;
 - Full-time Dual MBA/MPA in Sustainable Solutions degree: 90 credits/3 years;
 - Part-time Dual MBA/MPA in Sustainable Solutions degree: 90 credits/6 years;
 - Full-time MBA or MPA in Sustainable Management (teach-out) degree: 90 credits/3 years;
 - Part-time MBA or MPA in Sustainable Management (teach-out) degree: 90 credits/6 years.
 - Full-time Dual MBA/MPA in Sustainable Management (teach-out) degree: 135 credits/4.5 years.
 - Part-time Dual MBA/MPA in Sustainable Management (teach-out) degree: 135 credits/7 years

SAP REQUIREMENTS SUMMARY TABLE

The SAP Requirements Summary Table is replaced with the following, which removes the average credits per semester, and shows the correct Minimum Cumulative Credit Completion Rate and Cumulative Maximum Timeframe.

Program	Cumulative GPA	Minimum Cumulative Credit Completion Rate	Maximum Time Frame (150%)
MBA Sustainable Solutions, full-time	3.0	42% first term only 70% subsequent terms	67 credits
MBA Sustainable Solutions, part-time	3.0	42% first term only 70% subsequent terms	67 credits / 4.5 years
MPA Sustainable Solutions, full-time	3.0	42% first term only 70% subsequent terms	67 credits
MPA Sustainable Solutions, part-time	3.0	42% first term only ** 70% subsequent terms*	67 credits / 4.5 years
Dual MBA/MPA Sustainable Solutions, full-time	3.0	42% first term only 70% subsequent terms	90 credits / 3.0 years
Dual MBA/MPA Sustainable Solutions, part-time	3.0	42% first term only ** 70% subsequent terms*	90 credits / 6.0 years
MBA Sustainable Management (teach-out), full-time	3.0	42% first term only 70% subsequent terms	90 credits / 3.0 years
MBA Sustainable Management (teach-out), part-time	3.0	42% first term only 70% subsequent terms	90 credits / 6.0 years
Dual MBA/MPA Sustainable Management (teach-out), full-time	3.0	42% first term only 70% subsequent terms	135 credits / 4.5 years
Dual MBA/MPA Sustainable Management (teach-out), part-time	3.0	42% first term only 70% subsequent terms	135 credits / 7.0 years

CHAPTER 7: CALENDARS

Spring 2019 dates on the 2018-2019 Academic Calendars (pages 103-4) are updated as follows:

- San Francisco Spring 2019 start date is corrected to Monday, January 7;
- San Francisco Spring 2019 end date is corrected to Sunday, May 12;
- San Francisco Orientation date is updated to Wednesday, January 9;
- Seattle Spring 2019 end date is corrected to Wednesday, May 15; and
- Seattle Orientation date is updated to Thursday, January 10.

2018-2019 ACADEMIC CALENDAR San Francisco Programs

Spring 2019: January 7 through May 12	Dates	Day(s)
Orientation. Attendance is mandatory for new students.	January 9	Wednesday
Spring 2019 Semester Begins	January 7	Monday
First Residency – San Francisco	January 10-13	Thursday - Sunday
<i>Last day to add/drop classes for Spring 2019 **</i>	January 31	Thursday
Second Residency – San Francisco	February 7-10	Thursday - Sunday
Third Residency – San Francisco	March 7-10	Thursday - Sunday
SPRING BREAK	<i>March 25-31</i>	<i>Monday - Sunday</i>
Fourth Residency – San Francisco	April 4-7	Thursday - Sunday
Fifth Residency – San Francisco	May 2-5	Thursday - Sunday
Spring 2019 Semester Ends	May 12	Sunday
Spring 2019 grades due to Registrar	May 22	Wednesday
Spring 2019 grades available online	May 28	Tuesday
COMMENCEMENT CEREMONY – San Francisco	JUNE 2	Sunday

2018-2019 ACADEMIC CALENDAR

Seattle Programs

Spring 2019: January 10 through May 15	Dates	Day(s)
Orientation. Attendance is mandatory for new students.	January 10	Thursday
Spring 2019 Semester Begins	January 10	Thursday
First Residency – Seattle	January 17-20	Thursday - Sunday
<i>Last day to add/drop classes for Spring 2019 **</i>	January 31	Thursday
Second Residency – Seattle	February 14-17	Thursday - Sunday
Third Residency – Seattle	March 14-17	Thursday - Sunday
<i>SPRING BREAK</i>	<i>March 25-31</i>	<i>Monday - Sunday</i>
Fourth Residency – Seattle	April 11-14	Thursday - Sunday
Fifth Residency – Seattle	May 9-12	Thursday - Sunday
Spring 2019 Semester Ends	May 15	Wednesday
Spring 2019 grades due to Registrar	May 22	Wednesday
Spring 2019 grades available online	May 28	Tuesday
COMMENCEMENT CEREMONY – Seattle	May 12	Sunday

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