



PRESIDIO

GRADUATE SCHOOL

Student Handbook
2015 - 2016

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Welcome to Presidio Graduate School

Administrative Offices / Place of Instruction

Presidio Graduate School
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San Francisco, CA 94129
415.655.8976
www.presidio.edu

Place of Instruction

1 Beach Street
San Francisco, CA 94133
(866) 825-5426

Required Regulatory Disclosures:

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 PGS 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 (WASC) Senior College and University Commission, 985 Atlantic Avenue, #100 Alameda, CA 94501, (510) 748-9001.

Presidio Graduate School is also 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 catalog 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, 1-888-370-7589, fax: (916) 263-1897. Presidio Graduate School does not discriminate on the basis of race, color, national origin, sex or handicap in educational programs.

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.

This catalog is revised annually and on an as-needed basis.

President's Message

Welcome to Presidio Graduate School! We enter our twelfth year as one of the world's first and leading sustainability graduate schools, with over 700 active, engaged alumni helping build the field and transform the way we live, work and play.

You are here because you want to be a leader. And you want to change the world. You seek the skills, knowledge and courage that will allow you to do both. At PGS, this is our mission. We are here to support you fully on your professional path because you are the means by which we affect change. You are our mission!

You are joining a singular community of entrepreneurs, managers, policy makers and thought leaders, one that has quickly made its mark. It includes our faculty, alumni, administration, board members and partners, each of whom is dedicated to the same purpose: building a more just, prosperous and sustainable world, now and for the future. This community is an exceptional resource; it is here for you to engage and explore. We also encourage you to discover the host of student and career development opportunities we offer and are constantly expanding, including student government and clubs, workshops and conferences, networking events, speaker series, mentorship programs and business/policy plan competitions.

This Student Handbook and Catalog has been compiled by the Academic Affairs Department to acquaint you with the resources of PGS, its academic programs, regulations, and the responsibilities that come with being a member of the PGS Community. The Catalog is updated annually, and is electronically distributed to students upon request. It can be accessed on PGS's website [Student Handbook](#) and in the Student Resources section of eLearn. We invite you to visit with any member of our team if you have questions about PGS or its administrative procedures.

Please take time to review this catalog to understand the policies, procedures, and guidelines designed to ensure a safe and supportive academic environment. We welcome your questions and feedback at any time. Please do not hesitate to contact our staff or faculty via e-mail or phone at (415) 561-6555.

On behalf of all of us at PGS—faculty, staff, alumni and board—we wish you a fulfilling and inspiring academic year. I look forward to meeting each of you.

Sincerely,



William Shutkin, JD, MA
President and CEO
Richard M. Gray Fellow in Sustainability Practice

Overview

Presidio Graduate School's 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, and to continuously improving our performance and increasing our 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 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, and 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 mind-set 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.

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.

History

Presidio Graduate School continues a 30-year tradition of innovative, sustainability-focused, experiential education, which began in 1973 with the founding of World College West by Dr. Richard Gray. World College West was an undergraduate liberal arts college that integrated world-study with a work-study liberal arts program. Developing its own environmentally designed campus on 200 acres in northern Marin County, the College also had program sites in Mexico, Nepal, China, and Russia. The College operated until 1992. In 1993, Presidio World College established its presence as a non-profit corporation. For several years, the College offered non-degree courses and seminars in a program known as Later-Life Design, focusing on areas that contribute to successful, integrated living in the second half of life.

Then, in 1999 Presidio World College signed a one-year contract with Vermont's Goddard College, which enabled Presidio to test pilot a BA-completion program known as SEED – Sustainable, Ethical Enterprise Design during the 2000-01 academic year. Presidio found that prospective students were more interested in an MBA program than a BA degree. In August 2003, Presidio launched an MBA program in Sustainable Management through its affiliation with Alliant International University. The following year Presidio became known as Presidio School of Management. In 2009, the PGS Board of Directors approved the current operating title of Presidio Graduate School.

Accreditation

In October 2014, PGS became accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC), an institutional accrediting body recognized by the U.S. Department of Education.

The Commission can be contacted at:

*Western Association of Schools and Colleges
985 Atlantic Avenue, Suite 100
Alameda, CA 94501
(510) 748-9001*

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.

Program Offerings

Degree Programs

Master of Business Administration (MBA) in Sustainable Management (60 semester credits)

PGS's MBA in Sustainable Management program integrates the social, environmental, and financial dimensions of business—from integrative bottom-line accounting and leadership development to sustainable marketing and operations management. The program combines the vibrancy of face-to-face learning with the convenience of distance learning. Each semester, students gather for four days a month in downtown San Francisco, where they engage in intensive instruction and collaborative learning with faculty and classmates. Outside the classroom, students and faculty connect through online discussions, conference calls, and team-based course projects with a range of business partners from start-up organizations to Fortune 500 companies and government agencies.

Master of Public Administration (MPA) in Sustainable Management (60 semester credits)

Today as never before there is unprecedented alignment between the objectives of the public, private, and nonprofit sectors. PGS's MPA seeks to broaden the focus of public administration professionals to include the skills of thinking systemically and acting

pragmatically in the creation of new policies and solutions to address today's most compelling issues. Going beyond a traditional MPA, our program enriches students with the confidence and competencies to shift policy in ways that both benefit society and create lasting change through a more sustainable framework. Like the MBA, the two-year, full-time program combines the effectiveness of face-to-face learning with the convenience and efficiency of online learning. Each semester is composed of one four-day weekend per month of intensive classroom learning in San Francisco, plus collaborative learning in a rich, interactive online environment.

Dual Degree (MBA/MPA) in Sustainable Management (90 semester credits)

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 the integrated skills attained in both programs.

Non-Degree Programs

Certificate Program (7-16 semester credits)

PGS's Certificate Program awards Certificates for satisfactory completion of specialized courses of study (e.g., Certificate in Sustainable Energy Management). Through deliverables and other activities, students in the Certificate Program will demonstrate the MBA Program Learning Outcome of Systems Thinking (Applying whole systems thinking to orient strategies toward sustainable management solutions) and the MPA Program Learning Outcome of Social, Economic and Ecological Systems (Understanding the interdependencies of social, economic and ecological problems and those of business, government and civil society, as well as how to develop integrated solutions). Current or future offerings include:

- Cleantech Certificate in Sustainable Energy Management
- Certificate in Sports and Sustainability
- Certificate in Sustainable Management (Select Track)
 - Applied Sustainable Operations
 - Applied Sustainable Marketing & Product Development
 - Sustainable Finance and Capital Management
 - Applied Sustainable Leadership
 - Applied Sustainable Strategy

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.

Chief Financial Officer (CFO)

The CFO office is responsible for the management and oversight of all aspects of financial management at Presidio Graduate School. The CFO has oversight on accounting and financial controls, risk management, strategic sourcing, tax compliance, payroll coordination and long range financial planning. The CFO 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 financial aid, military benefits and international students.

Academic Leadership

Dean of the Faculty

The Dean of the Faculty is PGS's chief academic officer and provides the academic leadership and administrative oversight of its academic programs and faculty. The Dean 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 Dean also oversees all research and case development activities, and integrates their work with the activities of Student Affairs and Career Development, Admissions, and Institutional Advancement. The Dean also oversees relations with students on academic affairs, including primary interface with Student Representatives. If there is no Dean of the Faculty appointed, the Associate Academic Deans (the Associate Dean of the MBA, MPA, and Dual Degree Programs) shall jointly function as the acting Dean of the Faculty and Chief Academic Officer.

Associate Deans (MBA, MPA, & Dual Degree Programs)

The Associate Deans are responsible for a variety of academic, administrative, and management duties related to their appointed degree or certificate program. The Associate Deans are accountable for ensuring teaching and learning excellence is consistent with the mission and strategic objectives of PGS. They are responsible for coordinating all 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.

Associate Dean of Student Affairs and Career Development

The Associate Dean of Student Affairs and Career Development supports the Academic Leadership, and leads the team offering services related to student life, experiential learning, and career development. The Associate Dean of Student Affairs and Career Development is charged with providing oversight and guidance for the learning community. Key duties include: driving the strategy for career development; strengthening and growing partnerships with private and public sector organizations; promoting students and alumni to the employer community; and enforcing student policies related to code of conduct and standards of engagement. The Associate Dean of Student Affairs and Career Development is not a member of the Faculty.

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 Associate Dean of Student Affairs and Career Development. 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, and notes from the meetings are posted to the entire community via the PGS Network.

Contact all reps at one email: studentreps@presidio.edu

Student Survey

Midway through each semester, a survey of all students is conducted. This 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 semester. (From time to time, the Dean of the Faculty may elect to also issue a mid-semester survey to receive feedback on the semester’s progress in real time.) 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-semester to give faculty valuable feedback in advance of the end-of- semester survey.

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, bringing a wealth of insight and expertise to its responsibilities.

NIZAR ABDALLAH, MBA, PhD, was Engineering Director at Actel Corp. He was also Co-Founder and Executive Director of a European scientific applications start-up and professor of Computer Science at a French engineering school. He is also external co-director of an international program organized by UNESCO for researchers and engineers in developing countries. His MBA is from Presidio Graduate School and his PhD is from Pierre & Marie Curie University in Paris, France.

SUZANNE FARVER, JD, ALM, Chair, an experienced sustainability teacher and leader, is an instructor at Harvard University Extension School for Corporate Sustainability Strategy. She is also Director of Outreach for the Rocky Mountain Climate Organization, a principal of GreenFix, LLC, and former Executive Director of the Aspen Art Museum. She holds a BA from Grinnell College (Phi Beta Kappa), an ALM in Environmental Management from Harvard University, and a JD from the University of Denver.

SASKIA FEAST, MBA, PhD, First Vice Chair is Vice President of Technology at EOS Climate, the premier producer of high quality, verified emission reductions. She has also worked for Cyrano Sciences. The author of more than 15 peer-reviewed scientific papers, she has presented at numerous conferences. An MBA graduate of Presidio Graduate School, where she was the senior manager of business partnerships, she earned a doctorate in Physical Chemistry at Liverpool University in the United Kingdom.

FRANK GERBER, MBA is a managing partner of Blueshift Partners, a private investment company based in Marin. He has also worked as a business valuation consultant and a partner in a residential real estate investment fund. Frank has served on the board of directors of several private companies including Just Desserts, Sustainable Spaces, Athleta, and Digital Innovations, and as the Board Chair at the Richardson Bay Audubon Center. Frank holds a BA in English and Communications from Hope College and an MBA from the University of Chicago.

LEE GOTSHALL-MAXON, JD, Second Vice-Chair, is a partner of the Allen Matkins law firm. He is a member of the Urban Land Institute, International Bar Association, and San Francisco Planning & Urban Research Association. He has served as Board President of both the Volunteer Center of Marin and Central City Hospitality House, also as a board member of San Francisco's Legal Aid Society. He is a *cum laude* graduate of Dartmouth College with a JD from Hastings College of the Law.

RICHARD M. GRAY, MDiv, PhD, holds a BA, *Phi Beta Kappa*, from Bucknell University, MDiv *summa cum laude* from San Francisco Theological Seminary, and a PhD from the Univ. of California, Berkeley. He was with N.W. Ayer, a national advertising agency, for 16 years, and was Ayer's Detroit Creative Director. Founding president of World College West, he raised \$13 million to establish the college and build its environmentally designed 200-acre campus.

REBEKAH HELZEL, CFA, MBA, Secretary is a start-up and small business advisor on finance and strategy. Achieving the prestigious Chartered Financial Analyst designation (CFA) while working at BA Securities, she had an extensive career in investment banking, including of many aspects of the financial markets. She went on to co-found for-profit enterprises and started up her own non-profit which advocates for and builds affordable housing. She has served on many cultural and service organization boards in the Bay Area and Sun Valley, Idaho. Rebekah holds an MBA from Presidio Graduate School.

HEATHER KING, MBA, is a hands-on strategic planning, marketing & business development executive. She has extensive experience with start-ups & globally branded organizations such as Apple, Disney, Oracle, CNN, & Stanford. Her expertise is in opportunity analysis, framing & messaging, business development, & building strategic partnerships. She is currently working with Management Lab, a think tank/editorial platform supported by McKinsey, Harvard, LSE, & Gartner. Heather has a Dartmouth BA/MBA and an Executive Certificate from Presidio Graduate School.

MAUD ALI LONG, MA, is President and Trustee of The Springcreek Foundation in Corte Madera, California. Previously she served as CEO of an online training start-up, IntegriTeach and Project Director at Philanthropy Northwest in Seattle for The Northwest Giving Project. In addition to her involvement at Greenwood Elementary School in Mill Valley (attended by her two sons), she sits on the board of Educational Tall Ship in Sausalito. Ali holds a BA from Dartmouth College and an MA in Psychology from the University of San Francisco.

RAHUL RAJ, HBBA is an innovator extraordinaire. As the Director of Sustainability + Merchandising Innovation at Walmart.com, he incubated new revenue streams that leverage the constraints of sustainability to deliver products and services that work better, save money and enable us all to live better. He has been honored with Walmart's Innovation Champion Award and a First Movers Fellowship with the Aspen Institute. He is also the founder of Meal Exchange – a nonprofit recognized by TIME magazine as "revolutionary" for its approach in addressing hunger. He holds an HBBA in Marketing and Philosophy from Wilfrid Laurier University.

WILLIAM A. SHUTKIN, MA, JD, is the President and CEO of the Presidio Graduate School, where he is also the Richard M. Gray Fellow in Sustainability Practice, and an ex officio board member. An executive, social entrepreneur and academic, he is the author of the award-winning book, *The Land That Could Be: Environmentalism and Democracy in the Twenty-First Century*, and *A Republic of Trees: Field Notes on People, Place and the Planet*. He has an AB from Brown University and a JD and MA from the University of Virginia.

STEVEN L. SWIG, JD, is a graduate of the University of Oregon and the University of Santa Clara School of Law. Formerly with the Law Office of Joseph Alioto, he was Partner and Managing Director of Titchell, Maltzman & Mark; Executive Vice-President of Swig, Weiler & Dinner Development Co.; and Counsel with Howard, Rice, Nemerovski, Canady, Falk & Rabkin. He has served on many boards including the University of Oregon, the A.C.L.U., and A.C.T.

FRANK TENG, Student Board Member, is a part-time MBA candidate and Huey D. Johnson scholarship recipient. He currently is the West Region Vice President for Energy & Sustainability Services at JLL, a global professional services and investment management firm specializing in real estate. He has previously served as the Board Chair for Sustainable Silicon Valley and performed energy and environmental policy analysis and advocacy with the Silicon Valley Leadership Group. He holds a BS from Stanford University, and is an accredited LEED AP O+M and Certified Energy Manager. -

MALCOLM S. WALTER, Treasurer is Chief Operating Officer of Bentley Systems, Inc., the global leader dedicated to providing architects, engineers, geospatial professionals, constructors, and owner-operators with comprehensive software solutions for sustaining infrastructure. Malcolm joined Bentley in 1999 and has served as COO and senior vice president since 2000. Previously he served as CFO for R&B, Inc., a worldwide distributor of automotive parts for aftermarket repair. Malcolm is also on the board of Water for People, an NGO which seeks to eradicate water poverty in the developing world. Malcolm is a CPA and received his BSE from the Wharton School at the University of Pennsylvania.

Faculty

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.

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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 curriculum culminates in the Integrative Capstone course, in both the MBA and MPA degree programs. In the MBA Capstone Course, students develop a Venture Plan that synthesizes the narrative quality of their work. In the MPA Capstone Course, students develop a policy innovation or other civic transformation that similarly constitutes a synthesis. These courses require students to draw on all their prior studies and engage the marketplace and 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 combination of coursework in the final semester 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.

The MBA and MPA programs currently utilize several learning modalities, including:

Class Lectures	During residencies, cohorts may be combined for lecture purposes; groups vary in size.
Cohort Seminars	Cohorts meet individually for discussion and dialogue during residency weekends.
Conference Calls	During the time between residencies students and faculty engage in regular conference call discussion seminars.
Guest Speakers	Guest instructors provide “real-world” examples to enhance the learning experience in the classroom and allow students the opportunity to learn about the speaker’s specific area of expertise; this is an integral part of the PGS curriculum.
Presidio Network	In between residencies, students and faculty communicate via the Presidio Network and Elluminate. The Presidio Network facilitates community building and integration across courses, while Elluminate allows for webinar sessions with faculty and students.
Case Studies	Traditional Harvard Business School cases and the living case method are used in most courses.
Study Groups	In between residencies, students meet in organized groups to work on projects. These may be in-person or via teleconference, and may or may not involve faculty facilitation.
Individual Advising	During and in between residencies, students meet with faculty (and/or relevant staff) for academic or administrative advising. Faculty members have posted office hours for this purpose.
Internships	All students are encouraged to participate in internships during the break between semesters or, if feasible, during the semester. The hands-on experience can be directly applied to the student’s final capstone venture plan.
Service Learning	PGS encourages students to obtain hands-on experience with local organizations. Service learning is student-driven.
Experiential Learning	Courses in the MBA & MPA require students to engage in Experiential Learning (EL) assignments. EL projects offer students the opportunity to engage with businesses, nonprofits, and government agencies looking to implement sustainability practices in various aspects of their organization.

Degree Program Overviews

Master of Business Administration (MBA) Degree

Semester One	Semester Two	Semester Three	Semester Four
Quantitative Methods for Business and Public Administration SUS 6021	Micro-and Macroeconomics SUS 6025	Managerial Marketing SUS 6060	Capital Markets SUS 6175
Principles of Sustainable Management SUS 6010	Leadership for Sustainable Management SUS 6210	Sustainable Products & Services SUS 6090	Market Failures and the Regulatory Environment SUS 7025
Effective Management, Communication & Action SUS 6195	Implementation of Sustainable Practices SUS 6130	Strategy SUS 6050	Elective See website for details
Managerial Accounting SUS 6000	Operations & Production SUS 6110	Managerial Finance SUS 6040	Integrative Capstone SUS 6145

PGS's MBA in Sustainable Management is unique in the field of higher education. While individual courses on business ethics and environmental management now exist, few 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. This program 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 Format

The MBA in Sustainable Management is a 60-credit curriculum, with 15 required courses and one elective. The program combines the effectiveness of face-to-face learning with the convenience and efficiency of distance learning. Each semester the program is comprised of monthly four-day weekends of intensive interpersonal instruction in a classroom setting. On-site learning is combined with a robust, interactive online component, conference calls, readings, team-oriented assignments and projects with real companies.

The full-time option is a two-year program, with students registering for four courses a semester (the part-time option is a four-year program, with students registering for two courses a semester). Full-time students attend residency weekends for four days a month, and each class is a full seven hours of instruction, whereas part-time students attend class two days a month. These residencies occur Thursday through Sunday one week a month.

Program Framework

PGS defines Sustainable Management 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 program connects 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 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.

The integrated curriculum framework is designed around three programmatic foundations and includes ten subsequent program learning outcomes. The course sequence prepares students to synthesize their learning, eventually demonstrating mastery of programmatic outcomes and competencies within the Capstone course at the end of the program. The most unique characteristic of the MBA program is the extent to which foundational business competencies are integrated with both sustainable systems and leadership competencies. These foundations and outcomes are outlined below.

Program Outcome: Sustainable Systems

An understanding of sustainability is based on a foundational competence in basic principles of ecology and systems thinking. PGS students 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:

- Applying whole systems thinking to develop business strategies for sustainable solutions
- Integrating sustainability principles, frameworks and tools to business 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 leadership and the human skills to create and navigate change across multiple social systems. PGS 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 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 business contexts
- Identifying levers of cultural and structural change in an organizational systems in support of sustainability

Program Outcome: Business 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 understand and integrate business fundamentals of economics, innovation, capital management and critical thinking to design, develop and manage sustainable businesses. PGS MBA graduates are proficient in:

- Analyzing market behavior and interpreting the allocation of resources while recognizing the limitations of existing economic models
- Integrating sustainability principles into the design, commercialization, marketing, and production of products and services
- 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
- Conceptualizing, applying, synthesizing and evaluating the nature of information and knowledge for effective and sustainable business decision-making through observation, experience, reflection, reasoning and communication in ways that lead to sustainable action.

Master of Public Administration (MPA) Degree

Semester One	Semester Two	Semester Three	Semester Four
Introduction to Public Administration & Policy SUS 7010	Effective Management, Communication & Action SUS 6195	Research Methods & Policy Evaluation SUS 7030	Sustainable Urban Development, Economics & Policy SUS 7100
Principles of Sustainable Management SUS 6010	Implementation of Sustainable Practices SUS 6130	Public Sector Finance SUS 7060	Human Resources & Management Ethics SUS 7040
Quantitative Methods for Business & Public Administration SUS 6021	Micro- and Macroeconomics SUS 6025	Market Failures and the Regulatory Environment SUS 7025	Information Management, Technology & Policy See website for details
Civic Leadership, Decision-Making and Systems Thinking SUS 7020	Leadership for Sustainable Management SUS 6210	Elective See website for details	Integrative Capstone Plan SUS 7090

The PGS MPA in Sustainable Management is the first in the country to integrate sustainability, leadership and systems thinking into every aspect of the curriculum. PGS's approach to integration is particularly relevant to the MPA degree given the multidisciplinary nature of public administration. This particular degree is timely given the changing sociopolitical landscape and ecological challenges facing the nation and world. This 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. The MPA 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 will emphasize 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 will facilitate cross-sector learning and interaction, including engaging with the MBA students in classes and cross-sector projects.

Program Format

The MPA degree is a 60-credit curriculum, with fifteen required courses and one elective. The program combines the effectiveness of face-to-face learning with the convenience and efficiency of distance learning. Each semester the program is comprised of monthly four-day weekends of intensive interpersonal instruction in a classroom setting. Onsite learning is combined with a robust, interactive online component, conference calls, readings, team-oriented assignments and service-based projects with real organizations.

The full-time option is a two-year program, with students registering for four courses a semester (the part-time option is a four-year program, with students registering for two courses a semester). Full-time students attend residency weekends for four days a month, and each class is a full seven hours of instruction, whereas part-time students attend class two days a month. These residencies occur Thursday through Sunday one week a month.

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 program 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. These outcomes and competencies are outlined below.

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. 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. The following outlines a basic plan and timeline for the project:

1. Semester One: Contact With Advisor and Course Instructors

The first step in planning for the capstone project is to speak to your student advisor and instructors about your interest in specific projects.

- Maintain an electronic research journal of projects and ideas you are interested in.
- Discuss project ideas with instructors and brainstorm potential research questions.
- Schedule a meeting with your advisor to discuss specific project ideas.
- Discussion on the capstone planning process will begin in Civic Leadership, Decision Making, and Systems Thinking.

2. Semester Two: Research Question Development And Project Design

- Students will begin to work on the initial research design of the project in Research Methods and Policy Evaluation.
- Students should discuss their project ideals with instructors and advisors, and should develop a first draft of a research question by the end of the semester.
- Students should continue additions and updates to the electronic research journal.

3. Semester Three: Project Pilot

- The project development will continue in Sustainable Development Local and Global Institutions, wherein students should pilot a small portion of their research project.

- Students should discuss their project ideals with instructors and advisors, and should develop a first draft of a research question by the end of the semester.
- Students should continue additions and updates to the electronic research journal.

4. Semester Four: Project Implementation

- Students will complete their project in the Integrated Capstone Plan.
- Students should discuss their project ideals with instructors and advisors, and should develop a first draft of a research question by the end of the semester.
- Students should continue additions and updates to the electronic research journal.
- Students should be prepared to present written and oral versions of their work at the close of the semester.

Dual Degree Program (MBA/MPA)

The MBA/MPA Dual Degree is a natural product of PGS's intersectorial 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 the integrated skills attained in both programs. Dual Degree students are required to meet with an academic advisor to map their program of study.

Program Format

The Dual degree is a 90-credit curriculum, with twenty-three required courses and one elective. The program combines the effectiveness of face-to-face learning with the convenience and efficiency of distance learning. Each semester the program is comprised of monthly four-day weekends of intensive interpersonal instruction in a classroom setting. Onsite learning is combined with a robust, interactive online component, conference calls, readings, team-oriented assignments and service-based projects with real organizations.

The full-time option is a three-year program, with students registering for four courses a semester (the part-time option is a six-year program, with students registering for two courses a semester). Full-time students attend residency weekends for four days a month, and each class is a full seven hours of instruction, whereas part-time students attend class two days a month. These residencies occur Thursday through Sunday one week a month.

Experiential Learning (EL)

MBA Experiential Learning Program

The PGS MBA 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:

- **SUS 6110: Operations & Production**
- **SUS 6040: Managerial Finance**
- **SUS 6050: Strategy**
- **SUS 6060: Managerial Marketing**

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. The following outlines the Experiential Learning component of the PGS MPA program, which includes the following courses:

- **SUS 7030: Research Methods and Policy Evaluation**
- **SUS 7060: Public Sector Finance**

PresidioPRO Center for Professional Development

The Center houses several non-degree offerings. The Master Classes and Intensives offered by the Center provide focused ½ day or 2 day learning opportunities for the general public, and can expand the educational depth of our degree students and alumni.

The Executive Certificate in Sustainable Management is an extension of the success of the MBA and MPA degree programs. This program is targeted to executives from the private, non-profit, and public sectors that possess business experience and acumen but need to understand the dilemmas of sustainability and how to apply them. It is designed to provide participants with a true competitive advantage by allowing them to gain not only insight into what makes a business sustainable, but also practical skills on how to shift corporate culture, take realistic steps toward lasting change, win over skeptics, and apply sustainable principles to benefit both the bottom line and society. The coursework, which emphasizes hands-on learning, encourages participants to tackle specific business challenges and requires them to complete a project or action plan that addresses an opportunity or problem within their organization.

Certificate Programs

PGS's Certificate Programs award Certificates for satisfactory completion of specialized courses of study. Through deliverables and other activities, students in the Certificate Program will demonstrate the MBA Program Learning Outcome of Systems Thinking (Applying whole systems thinking to orient strategies toward sustainable management solutions) and the MPA Program Learning Outcome of Social, Economic and Ecological Systems (Understanding the interdependencies of social, economic and ecological problems and those of business, government and civil society, as well as how to develop integrated solutions). Currently, PGS offers three different certificates:\

Cleantech Certificate in Sustainable Energy Management

The 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 (7 units):

1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS8502: Sustainable Energy Management (3 units)

Students will be able to:

- Demonstrate specific vocational knowledge in the rapidly evolving field of sustainable energy management.
- Occupy the 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\

Certificate in Sustainable Sports Management

The Certificate in Sports and Sustainability is the only MBA-level sustainability program focused exclusively on the sports industry, providing sports industry professionals with the skills and knowledge to successfully integrate sustainability into their business operations.

Required Courses (7 units):

1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS8505: The Business of Sports and Sustainability (3 units)

The Certificate curriculum teaches students how to incorporate ecologically and socially preferable and cost-competitive practices into venue and team operations, procurement, sponsor relations and fan engagement, while also helping them learn about enhancing the eco- and social-market value of a company's brand. In addition, students will develop skills to implement best practices, focusing on areas that include:

- Energy efficiency and water conservation;
- Ecologically preferable purchasing;

- Composting and zero waste management;
- Safer chemicals;
- Transportation;
- Healthy food options;
- Concessionaire relations; and,
- Fan engagement.

Students successfully completing the Certificate program will gain a deep understanding of sustainability frameworks and a detailed knowledge of the best practices relevant for today's sports business and policy leaders.

Students will be able to::

- Demonstrate concrete vocational knowledge in the field of sustainability in sports venue management, and fan and sponsor engagement..
- Leverage the unique cultural and market influence of sports to implement greener, business savvy initiatives focused on addressing climate change, protecting public health, reducing waste, promoting clean air and water, and preserving biodiversity..
- Understand how to incorporate ecologically and socially preferable and cost-competitive practices into the business of sports

Certificate in Sustainable Management

The Sustainable Management Certificate 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 you already have an MBA, to come up to speed quickly in their familiarity with the language and tools of sustainability. You can choose between five separate tracks allowing you to focus on a specific skill set or competency.

Applied Sustainable Strategy

Applied Sustainable Strategy requires two additional courses taken together in a second semester, Strategy and Managerial Finance. Strategy familiarizes the student with conceptual tools and practical methodologies for catalyzing organizational transformation toward sustainable operation. Managerial Finance, in addition to its coverage of the traditional tools of financial analysis and management, acquaints the student with socially responsible investment models and the relationship between human, natural and financial capital.

Required courses (12 units):

1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS6040: Managerial Finance (4 units)
3. SUS6050: Strategy (4 units)

One distinctive feature of the Strategy/Managerial Finance requirement is that it provides the student with the opportunity to participate in a team of 3-5 students in an Experiential Learning project. In this project, students work within a company or nonprofit to develop a sustainable management strategy and a financial plan for the organization.

Applied Sustainable Operations

Applied Sustainable Operations requires two additional courses taken together in a second semester, Operations and Production and Implementation of Sustainable Practices. Operations and Production 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):

1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS6110: Operations and Production (4 units)
3. SUS6130: Implementation of Sustainable Practices (3 units)

Implementation of Sustainable Practices complements the Operations course, providing an opportunity for students to apply some of the leading sustainability frameworks such as Natural Capitalism and the Natural Step to drive a commitment to sustainability into an organization's DNA, from management and communications to production and operations to marketing and HR. Students work in

teams in this course to develop a corporate sustainability plan.

Applied Sustainable Marketing & Product Development

Applied Sustainable Marketing & Product Development requires two additional courses taken together in a second semester, Managerial Marketing and Sustainable Products and Services. The marketing course 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.

Required courses (11 units):

1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS6060: Managerial Marketing (4 units)
3. SUS6090: Sustainable Products and Services (3 units)

Sustainable Products and Services focuses on the entrepreneurial process of innovation, development and commercialization of new products that contribute to sustainable development. It examines how sustainable products contribute to the firm's competitive advantage and generate entrepreneurial opportunities. It introduces sustainability frameworks to integrate environmental and societal externalities in the traditional product design process. Students work in teams to identify a market opportunity, develop a concept for a sustainable product in that market, and plan the full design, development, and commercialization of the product.

Sustainable Finance and Capital Management

Sustainable Finance and Capital Management requires three additional courses. The first, Managerial Accounting, is taken concurrently with Principles of Sustainable Management. This course provides a comprehensive introduction to financial and managerial accounting but more importantly, teaches tools for addressing the environmental, social, and ethical dimensions of accounting. The remaining two courses, taken in sequence over the second and third semester are Managerial Finance and Capital Markets. Managerial Finance, in addition to its coverage of the traditional tools of financial analysis and management, acquaints the student with socially responsible investment models and the relationship between human, natural and financial capital.

Required courses (16 units):

1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS6000: Managerial Accounting (4 units)
3. SUS6040: Managerial Finance (4 units)
4. SUS6175: Capital Markets (4 units)

Capital Markets provides the student with an understanding and appreciation of the institutions, flow of money, functions, laws, and language of the Capital Markets through the lens of sustainability. It explores how the capital markets can be accessed and used to achieve sustainability goals, and how the capital markets can impact us as we pursue sustainability goals. The course introduces the new field of impact investing, which differs from socially responsible investing in that it is investing in companies, organizations, and funds with the intention to generate substantial and measurable social and environmental impact simultaneously with a substantial financial return. The course utilizes examples in sustainable agriculture and food systems to demonstrate how capital markets can both support and hinder sustainability.

Applied Sustainable Leadership

The Certificate in Applied Sustainable Leadership requires two additional courses: Effective Management, Communication & Action (EMCA) and Leadership for Sustainable Management. EMCA is taken concurrently with Principles of Sustainable Management. It provides 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. Students develop communication approaches, reflective practices, and the essentials of team effectiveness. They practice communication skills and strengthen their personal effectiveness through self-assessment, feedback, and practice in a reflective, supportive environment. They work in teams to develop their abilities to observe and respond to team challenges.

Required courses:

1. SUS6010: Principles of Sustainable Management (4)
2. SUS6196: Effective Management Communication and Action (3)
3. SUS6210: Leadership for Sustainable Management (4)

The focus of the Leadership for Sustainable Management course is on further developing the student's capacity to be an authentic leader and change agent. The course builds on the strengths-based approach introduced in the EMCA course. Students continue to build capacity in dealing with conflict, virtual leadership and complex change management challenges in a reflective, supportive environment. They identify roadblocks through individual assessment, team project feedback, and targeted development planning. They explore the meaning of leadership as it has changed over time and the new roles required to facilitate organizational and social transformation toward sustainability. Collaborative leadership processes are explored as a necessary complement to individual leadership capacity in the transformation to managing organizations sustainably.

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SUS6000: Managerial Accounting (4 units)

This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include financial statements and their interpretation; the bookkeeping process and transaction analysis; accounting for assets, liabilities, and owners' equity; cost-volume-profit relationships; budgeting; and internal analysis techniques. The class will also explore environmental, social, and ethical accounting issues, which challenge students to apply existing accounting systems to new settings and critically analyze existing and proposed accounting systems. The goal is to equip students to become managers and/or designers of accounting systems that produce relevant information to facilitate organizational decision-making, and to assure that appropriate information is tracked so managers can make more successful and sustainable decisions.

SUS6010: Principles of Sustainable Management (4 units)

The primary objective of this course is to impart a basic understanding of the social and environmental sustainability challenges facing managers in today's world. The course seeks to develop students' critical capacities for self-reflection and action in relation to these concepts. Course graduates will possess the understanding and experience to integrate environmental and social sustainability with commercial and economic success. Lectures and readings provide an overview of the critical literacies in environmental and social issues, the history of the sustainability movement, including the various social and economic movements from which the current practices of sustainability in business and society grew, and the key actors and the basic literature in the field. The course also addresses the global issues surrounding sustainable management and reviews the major frameworks of sustainability that provide the scientific foundations and economic principles of how sustainability can help managers to achieve natural competitive advantage.

SUS6021: Quantitative Methods for Business and Public Administration (4 units)

This course teaches best practice quantitative methods used in both conventional and sustainable business settings today. The data management and modeling functions in which these tools are used exist in most mainstream business functions, e.g., marketing, operations management, finance, accounting, long-term strategy, and managerial economics. Classes of tools taught in this course include:

- Methods for summarizing bodies of data, e.g., measures of central location, variability, and correlation
- Methods of visualizing data, e.g., tables, histograms, and graphs
- Probability distributions and random variables
- Decision analysis tools and decision trees, notions of risk and uncertainty
- Random sampling methods, time series analysis, and methods of statistical inference including confidence intervals, hypothesis testing, and statistical regression
- Methods of optimization modeling such as linear and integer programming for optimizing many critical business decisions such as production capacity, distribution network design, financial portfolio structure, and marketing strategy
- Basics of modeling using simulation tools when conditions permitting more analytically precise modeling assumptions do not apply

Given that the Microsoft Excel spreadsheet management utility is so ubiquitous in business, this course makes extensive use of Excel capabilities and templates provided with the course's required textbook. A variety of Excel commands and functions used to organize data such as filters and pivot tables are covered.

The course includes examples and exercises in which the quantitative tools are applied in elementary applications settings to business paradigms taught in subsequent PGS MBA courses. This solid quantitative grounding provides an ideal bridge into these later courses and enables decision-making processes to be taught at a more quantitatively rigorous level. It also provides these courses with the opportunity to address many new business optimization approaches that can only be taught through the lens of quantitative analysis.

SUS6025: Micro- and Macroeconomics (4 units)

Pre-requisite: Quantitative Methods for Business and Public Administration

This course is a one-semester introduction to the fundamentals of managerial economics, focusing on microeconomics, and an introduction to ecological economics. The first part of this course will cover basic economic relationships, focusing on analysis at the margin, supply and demand theory, production theory, capital theory, profit maximization and cost minimization, firm structure, and types of markets. The critical aspect of the class will both consider how the neoclassical model is unrealistic, and therefore of limited value, and how this model is problematic in terms of sustainability. Ecological economics is an evolving branch of, or approach to, economics that understands markets in a far more complex, evolving and interrelated manner than traditional economics. It parallels ecology in that it sees elements of the economy as part of an ecosystem rather more than as isolated components. The second part of this course provides an overview of the field of ecological economics and how this field views and illuminates the issue of sustainability. Quantitative skills developed/used in this course include linear algebra, statistics, graphing, linear programming, and game theory.

SUS6040: Managerial Finance (4 units)

Co-requisite: Strategy

Pre-requisites:

Managerial Accounting

Operations & Production

Micro- and Macroeconomics

This course begins with a survey of the finance area, including financial ratios; management of current assets and liabilities; liquidity; long-term capital; rate of return and net present value. The focus then moves to developing the necessary skills to be an effective financial manager. These skills include analysis of cash flow; financial planning and forecasting; and risk assessment and management. Students will explore decision-making through the capital asset pricing model, as well as construct and utilize pro forma financial statements, and assess the feasibility of projects and capital budgeting. The course will address the skills needed to be a persuasive oral and written communicator of corporate financial information. Socially responsible investment (SRI) models and the relationship between human, natural, and financial capital will be examined.

SUS6050: Strategy (4 units)

Co-requisite: Managerial Finance

This course presents cutting-edge ideas on how strategy is evolving and the implications for socially- and environmentally-engaged management. Through considering classical approaches to strategy (such as resource- based views of the firm that capture capability logic), modern approaches (such as hyper-competition and high- velocity perspectives that embody guerrilla logic), and emerging approaches (such as eco-systemic and chaos theory-based views that incorporate a complexity logic), the course covers traditional, mainstream, and progressive perspectives on strategic management. As a whole, it provides conceptual tools and practical methodologies for catalyzing organizational transformation based on a strategic, systemic, and sustainable appreciation of change. The knowledge, skills, and attitudes developed throughout the course focus on consideration of the emerging trends and new areas of opportunity to be taken into account in developing strategies and designing processes and structures in sustainable organizations of the 21st century.

SUS6060: Managerial Marketing (4 units)

The purpose of this course is to introduce a framework for marketing management. It provides a survey of trends and an overview of concepts and techniques as they relate to marketing opportunities, marketing strategies, and communicating effective marketing programs within the context of sustainable management. Students will engage in an exploration of the implications of sustainability and be challenged to critically analyze marketing strategies, plans, and decisions. Most importantly, students will gain the mindset of a marketer — the ability to inquire into real needs, of the individual and society, and to serve them.

SUS6090: Sustainable Products and Services (3 units)

Pre-requisite: Operations & Production

The evolving principles of sustainable management will be leveraged to explore the creation and development of sustainable products and services. The course merges theory and practice, investigates the linkages between products and services, examines historic, current, and future examples of sustainable products and services and guides students toward practical tools of inquiry and application

that will serve them in their careers in sustainable management. The final course outcomes are professional-quality group projects to be published (or be deemed publishable by PGS faculty) in a major trade or academic journal.

SUS6110: Operations and Production (4 units)

Pre-requisites:

Quantitative Methods for Business and Public Administration
Managerial Accounting

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.

SUS6130: Implementation of Sustainable Practices (3 units)

Pre-requisite: Principles of Sustainable Management

To integrate the skills and knowledge accumulated over the two years of the Sustainable Management MBA, students examine and use the Natural Capitalism Group taxonomy for guiding organizations to a more sustainable future. Calling on the four strands of coursework — numbers, markets, people and sustainability — students explore the step-by-step process for transforming a company, both internally and externally.

SUS6145: Integrative Capstone (4 units)

Pre-requisite: MBA Program Enrollment

This course will integrate a range of PGS MBA learning to the challenging tasks of taking a big idea to something sustainable -- whether a company, product, or program. Beginning with crisp ideation, students will form and evolve a business model, consider the best implementation team and strategy, assess and weigh a range of risks, markets, opportunities and opportunity costs, make good and bad strategic decisions, and share learning. Deliverables will be successive, collaborative iterations of business models, strategies and presentations, each demonstrating progressively greater depth of thought, organization and analysis. Borrowing from the "Oxbridge" style, students will select from a variety of recommended readings and faculty mentors for support. Students may choose the track of start-up or social entrepreneur, "intrapreneur", consultant, non-profit leader, etc., and will provide collaborative expertise and constructive feedback to support classmates. Prototyping, feedback, expert and advisor inputs, are all key elements of this process

SUS6175: Capital Markets (4 units)

Pre-requisite: Managerial Finance

Building upon the fundamentals of finance and economics, this course is an overview of capital markets, including the financial instruments and institutions that comprise the global financial system. This course will offer an in-depth study of the marketplaces that play central roles in the global - down to the local – economies. Topics include: financing enterprises through venture capital and private equity funding, initial public offerings (IPOs), fixed income securities offerings, commercial paper, and angel investing. Financial instruments in a global market will be examined through a review of spot exchange, currency forwards, hedging, options, swaps as well as international bonds and equities. Fundraising in the non-profit sector will likewise be considered. Basics of macroeconomics will also be presented as a background to financial decision-making. Topics include monetary and fiscal policy, aggregate demand and supply, exchange rates and inflation. When time permits, the course also surveys the legal aspects of organizing, financing and operating a business enterprise, with emphasis on contracts, government regulation, intellectual property rights, corporate governance, and shareholder rights, as well as the national and international finance and investment systems, including a sustainability critique and reorientation.

SUS6195: Effective Management, Communication & Action (3 units)

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 Experiential Learning Teams in future PGS courses.

SUS6210: Leadership for Sustainable Management (4 units)

This course is a learning journey through which we invite you to engage with us in the fundamental quest to answer, “Who am I? — In relation to myself, to others, and to my environment” — so that we may best serve as leaders and collaborators in creating a sustainable world. We begin by making explicit the emerging and evolving worldview that challenges the current status quo and allows for visions of possibility to emerge: the systems and evolutionary perspective. We explore the meaning of leadership as it has changed over time and the new roles required to facilitate organizational and social transformation toward sustainability. Collaborative processes, as the core of the transformational work at the human level required to bring about sustainability, will be seen as a complement to the overemphasis on individual capacity and competition prevailing in the business world. These perspectives will be grounded in self-knowing as the portal to diversity, collective wisdom and creativity to respond to the increased complexity of our shared socio-ecological predicament.

SUS 7010: Introduction to Public Administration & Policy (4 units)

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.

SUS 7020: Civic Leadership, Decision-Making & Systems Thinking (4 units)

This course considers the rights, roles and interrelationships of citizens, their government, special interest groups and private organizations to drive social, economic and environmental change. To foster coalition-building skills among burgeoning practitioners, the course introduces networks, systems and leadership theories; democratic decision-making tools; and citizen engagement and inclusion models. Students will apply course readings, case studies and leadership theories through a group project realized through the design and implementation of a public policy issue campaign. The group project will be comprised of the following modules: issue identification and definition; need finding and research methods; stakeholder, economic, and policy analysis; prototyping and evaluative research. Through this exercise, students will develop a solid template for embarking on a future policy agenda at their place of work, neighborhood, city or elsewhere. The course provides a foundation for future applied coursework in leadership for sustainable management, sustainable urban development, economics and policy, and the integrative capstone plan.

SUS 7025: Market Failures and the Regulatory Environment (4 units)

This course will examine market failure as a framework for defining, articulating, and solving sustainability challenges. Students will receive a survey of the American regulatory system and its complementary role in curing or preventing market failure. Specific areas of regulation to be examined may include fiduciary, corporate formation, securities, environmental, antitrust, torts, and 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. After successful completion of this course, students will also have a good sense of when it is time to call a good lawyer.

SUS 7030: Research Methods & Policy Evaluation (4 units)

This course focuses on the use of research methods, performance management, informational technology, ethics, and development theories in order to assess public and non-profit organizations and their policy decisions and program outcomes. Through the use of service focused evaluation projects, students use tools of program evaluation as well as quantitative and qualitative research methods to answer important organizational questions related to process, outputs, outcomes, and resources. Students will also learn and apply information on management ethics, citizen rights and protections, and confidentiality in research and policy evaluation. Strategic Planning, SWOT analysis, PEST analysis, and other popular assessment and decision-making tools will be introduced. Finally, the course will expose students to assessment tools used in sustainable development and practice modification of existing tools of public administration for use in achieving goals of sustainability.

SUS 7040: Human Resources & Management Ethics (3 units)

This course focuses on the management of employees and volunteers in public and non-profit organizations. It explores ethics and decision making in human resources development, law, hiring process, allocation, and training. It considers the relationships, contracts, and structures that support human resources planning and action. The course explores theoretical concepts in the ethics of decision-making and applies those concepts to practice in public administration. The course focuses on concepts such as public service, scientific management and sustainability, gender equity, neutrality, professionalism, and communication in public administration.

SUS 7060: Public Sector Finance (EL) (4 units)

This course focuses on microeconomics, finance, and budgeting theories and their application to policy and management in the public and non-profit sectors. In this course, the concept of efficiency is developed and applied along with the goal of social equity to help determine the roles of the public, private and non-profit sectors in the provision of goods and services. The relationship between finance/applied economics and sustainable development will also be discussed. Students will learn concepts and theories foundational to public finance and learn to apply them in public administration and sustainable management.

SUS 7080: Information Management, Technology & Policy (4 units)

This course focuses on the information technology and related applications, ethics, and policy. The course discusses the importance of data security, information tools, citizen outreach through the use of technology, and related laws, policy, and rulemaking. The theories of information technology, dissent in government information sharing, the changes in information management policy, the structure of information systems, and the potential for information technology to create more efficient and sustainable systems delivery and communications, are explored. The course also addresses information access, transparency, privacy, and equity issues and implementation, evaluation, and planning processes.

SUS 7090: Integrative Capstone Plan (4 units)

Pre-requisite: MPA Program Enrollment

This course aims to integrate and synthesize the material learned throughout the program in sustainable public administration. The objective of the course is for the student to demonstrate an understanding and mastery of the practical skills, knowledge and attributes needed to plan, establish and run a sustainable program, project or policy initiative in the public sector. Students will articulate a systemic understanding of issues as well as explore current and emerging trends in their chosen field/area of specialization.

SUS7100: Sustainable Urban Development, Economics, and Policy (4 units)

This course focuses on the economics and policy of sustainable urban development. The course introduces students to theoretical and practical perspectives useful for community 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.

Electives:

In addition to the listed elective courses, students may choose to take any course that is not part of their program (MBA vs. MPA) to fulfill their elective requirement

SUS6105: Culture, Values & Ethics (4 units)

This course addresses the business world of increasing globalization, the cross cultural and organizational situations in which managers are challenged to develop solutions between their own culture and the values and ethics of people and organizations in their extended markets. The intent is to develop the managerial skills to lead from a value-based, ethical orientation to resolve workplace dilemmas while also equipping the manager to guide the change of a business, a government entity or a civil society organization. The purpose is to develop the cultural intelligence and change management competencies of students able to equip them in implementing ethical and values-based interventions supportive of sustainable organizations and relationships.

SUS8502: Sustainable Energy Management (3 units)

Beginning with an overview of renewable energy sources, this course explores the fundamentals of different current and future energy systems, with focus on technologies with high development potential. We aim to understand energy technologies in a framework of enduring social and environmental stewardship on a global scale. The course offers a systems thinking approach to the subject of energy management, including technological, environmental, economic, strategic, organizational and public policy dimensions.

SUS8505: The Business of Sports and Sustainability (3 units)

This course teaches students the skills and knowledge necessary to integrate sustainability into the business operations associated with managing sports venues. In addition, it leverages the singular power of sports to help address today's most pressing environmental and social challenges. This course addresses a broad range of ecologically and socially preferable, and cost-competitive practices in the business of sports. Domains in which these practices are discussed include venue and team operations, procurement of materials, sponsor relations, engaging fans, and enhancing the eco- and social-market value of a company's brand. In addition, students will develop skills to implement best sustainable management practices in the domains of energy efficiency and water conservation, ecologically preferable purchasing, composting and zero waste management, use of safer chemicals, sustainable transport, healthy food options, concessionaire relations, and fan engagement.

SUS8600: Individual Research in Sustainable Management (3 units)

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 PGS faculty member. The research or case study will be targeted for publication and will often be done in collaboration with business, nonprofit, or government organizations.

SUS8700: Curricular Practical Training (1 unit)

This course will provide students with the opportunity to gain practical experience related to his/her academic area of study. Such experience would significantly add value to the student's educational experience while at Presidio Graduate School. Registration for this course requires faculty and administrative approval.

Admissions & Enrollment Overview

PGS's admissions policy is in alignment with the mission of PGS in that an emphasis is placed on applicants' academic and professional credentials—as well as their personal commitment to creating sustainable change. In an effort to attract a diverse student body, PGS encourages applicants with a wide range of ideas and backgrounds from every sector—public, private, and nonprofit.

PGS's admissions process is thorough and selective. Students must have completed a bachelor's degree (no specific major required) from an accredited institution. High intellectual capacity and leadership capability are expected and should be demonstrated in 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.

PGS uses a targeted admissions essay that asks applicants to consider questions, ideas, or projects they are interested in exploring through the program as well as requiring every applicant to interview with the admissions team prior to being admitted to the program. Through the use of the admissions essay and the requirement for an interview PGS ensures accepted students have the competencies and courage to implement their ideas.

Non-Discriminatory 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 in order to be considered for admission to Presidio Graduate School. Applicants must demonstrate previous exposure to quantitative concepts and disciplines either through coursework or professional experience. PGS Graduate School offers instruction only in English for all its programs and courses.

Admissions Interview

PGS Graduate School requires an in-person or phone interview with an Admissions representative prior to being admitted to the program. The interview is a conversation about the applicant's background, values, experience, and interests, as well as an opportunity for the applicant to ask questions about the program and admissions process.

Application Timelines

PGS enrolls cohorts in both fall and spring semesters. PGS encourages applicants to submit applications as early as possible. For the current application deadlines, see PGS's Web site. Applications are reviewed on a rolling basis.

Fees & Deposit

The application fee for the MBA, MPA and Dual degree options is \$50. This application fee is non-refundable.

An applicant admitted into a program must submit a new student deposit to hold their place in the class. The fee is \$250 and the deposit is due two weeks after the date of the letter of notification. If a response is not received by the specified date, the applicant's place will be offered to another applicant. A student who decides not to accept an offer of admission from PGS is urged to notify PGS in writing as soon as possible so that his or her place can be offered to 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.

Degree Program Application

Candidates should submit all of the following application materials, in one package, to Presidio Graduate School.

Please submit, by mail or in person, the seven parts of the application. Some pieces of the application can be submitted online as noted by an asterisk below.

1. **Application Form***.
2. **Résumé or CV** of no more than two pages. *
3. **One Official Sealed Transcripts**, verifying an undergraduate degree from an accredited institution. **One** official transcript from each university or college attended since high school. Academic records include community college, summer sessions, extension courses and transfer units. Transcripts must be sent directly from the institution(s) attended to PGS.
4. If an applicant has completed graduate-level coursework, submit one copy of any graduate transcripts directly from the institution(s) attended to PGS.

*GPA Exemption 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 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.

5. **Two Letters of Recommendation.** PGS welcomes professional, academic, and personal letters that provide a well-rounded perspective of the applicant. At least one letter should be a professional reference, ideally written by a supervisor. Applicants should ask references to briefly describe in what capacity they know the candidate and to address the strengths and challenges in as many of the following areas as possible:

- The values and ethics demonstrated in his/her professional and/or personal life
- Ability to work in teams
- Ability to lead initiatives and manage projects
- Communication skills
- Business software and Internet technology skills
- Ability and willingness to persist in graduate-level coursework

Letters should be printed on organizational or personal letterhead and be no more than one page in length, if possible. Any references should submit their letters in sealed and signed envelopes for the applicant to include with the application package. No faxed letters will be accepted.

6. **Admissions Essay.** * Please address the following topics in two to three pages total.
 - Describe one or two questions, ideas or projects that you are interested in exploring through participation in the PGS MBA or MPA program.
 - Describe, briefly, how you would contribute to the PGS learning community.
 - Describe how you would balance school, work and personal commitments while enrolled in the program.

7. **Quantitative Assessment.** Applicants must complete one of the following options for the quantitative assessment piece of the application. These include:

- Graduate Management Admissions Test (GMAT) results taken within the last five years. Submit scores to Presidio Graduate School (Code: Presidio Graduate School (Code: 7388). or Graduate Record Exam (GRE) results taken within the last five years. Submit scores to Presidio Graduate School (Code: 7388.)
- 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 his/her math/quantitative skills prior to enrolling in a PGS degree program

***Depending on an applicant's one page history and assessment of quantitative skills, GMAT or GRE scores may be required at the discretion of the admissions committee**

Please mail all application materials to:

Presidio Graduate School - Admissions
36 Lincoln Boulevard
San Francisco, CA 94129

If an applicant chooses to drop off a completed application, a map to PGS's office can be accessed at:

<http://www.presidio.edu/contact.html>

International Applicants

For students who plan to enter the U.S. on an F-1 or J-1 student visa, certificates of eligibility (Form I-20 or DS-2019) for obtaining the visas cannot be issued until the student has proven ability to provide full financial support for the entire stay at PGS. A financial statement must show that the student has the cost of living and studying at PGS for two semesters in deposit at a financial institution in the U.S. or foreign country. The date on the financial statement must be no more than 12 months from the start of the application term. For fall semesters, financial statements must be dated no earlier than August of the previous year. The cost of living and studying at PGS for two semesters are shown on enrollment agreement.

Students who are studying at other U.S. institutions and have valid visas may be able to transfer to PGS without applying for a new visa, but they still need to submit a financial statement. International applicants must submit several additional documents with their application:

English Proficiency

An official Test of English as a Foreign Language (TOEFL) score report showing a minimum score of 100 for the Internet-based test. Use the code 7306 and submit scores directly to PGS. Prices of the TOEFL vary in each country ranging from **\$160 to \$240**. The English requirement is waived for those students from an English-speaking country. The following is a list of TOEFL-exempt countries:

Antigua, Australia, Bahamas, Barbados, Belize, Cameroon, Canada, Dominica, Fiji, Gambia, Ghana, Grenada, Guyana, Hong Kong, Ireland, Jamaica, Kenya, Liberia, Mauritius, New Zealand, Papua, New Guinea, Nigeria, St. Christopher, Saint Lucia, Saint Vincent, Sierra Leone, Singapore, Solomon Islands, South Africa, Trinidad, Uganda, United Kingdom, Zambia, Zimbabwe

If an applicant believes that he/she is exempt from the TOEFL, please complete the TOEFL Exemption Form.

Evidence of Financial Support

If you are not a US citizen and have not been classified by the United States Citizenship and Immigration Services as a permanent resident, you must provide evidence of financial support for your studies by submitting the Presidio Graduate School International Student Financial Certification Form, which is available from Presidio Graduate School Admissions office upon request. This financial

guarantee must be signed by the sponsor, if applicable, and certified by a bank official. A bank statement is also requested.

U.S. immigration law prohibits waiver of the financial guarantee. The financial guarantee certifies that sufficient funds are available for a student (and dependents if applicable) for study at Presidio Graduate School for at least one academic year; and, barring unforeseen circumstances, that adequate funding will be available from the same or equally dependable sources for subsequent years for the full course of study. Without this certified information, the I-20 form or IAP-66 form cannot be issued. The financial guarantee must be current within one year of the student's start date at the Presidio Graduate School.

Establishing Immigration Status

The Office of International Student Services (ISS) ensures that students acquire the appropriate immigration status to study in the US, and to provide assistance according to the federal guidelines of the US Citizenship and Immigration Services (USCIS, formerly known as "INS," Immigration and Naturalization Services) and the US Department of Education.

We encourage all international students seeking to apply for academic programs at Presidio Graduate School to contact the Office of ISS at intiladmi@presidio.edu before beginning the application process.

Additional Admission Requirements

- All international students must carry a full course load at Presidio Graduate School, defined by PGS as 15 or 16 units per semester.
- Copy of valid passport.
- Transcript Evaluation: International students must submit official, translated transcripts and results from an educational credential evaluation service agency. The evaluation must include degree equivalency to a 4-year bachelor's degree from an accredited university, US semester credit and grade equivalent for each course, and US grade point average. Any graduate level courses and/or degrees should also be included in the evaluation. To locate an agency, go to www.naces.org.
- Applicants should keep copies of all materials submitted as part of the application. Admission materials and all supporting documents become confidential property of Presidio Graduate School Admissions department and cannot be returned to the applicant.

Admissions Decisions

There is no appeal process for admissions decisions. All PGS admissions decisions are final.

Accept

Applicants accepted to Presidio Graduate School must submit their enrollment deposit within two weeks of receiving their decision letter.

Wait-list

Applicants for First Round admission may be wait-listed and will be re-reviewed with Second Round applicants in the given application period.

Denial

PGS Graduate School receives many more applications than there are spaces in the entering class. PGS's policy prohibits the release of information in regards to an applicant's denial. Students who are not accepted are welcome to reapply. Please refer to PGS's policies and procedures on reapplying below.

Notification of Decisions

Letters of notification will be sent electronically no later than six weeks after the admissions deadline. Late applications, if accepted, are subject to delayed notification. Wait-listed applicants will receive a final admissions decision letter with Second Round applicants.

Conditional Admission

Applicants who have not submitted all of the required documents may be admitted on a conditional basis in some instances. Conditionally admitted students must present the required documents within a specified time frame. Failure to do so will prohibit registration and eligibility for financial aid.

Request for Admission Deferment

Deferred admission may be requested for one semester and may only be granted to admitted degree students who have paid the required non-refundable \$250 deposit. Requests can be made based on one or more of the following circumstances:

- Financial hardship as a result of job loss or loss of house
- Death or severe illness of a family member
- Serious personal injury or extenuating medical situation(s)
- New job or internship opportunity that positively affects your participation in the program
- Unforeseen transportation or travel restrictions
- Other reasons determined acceptable by the Admissions Department

Final Documents

Candidates must submit all required admissions interview and applicant materials at the time of formal application. A conditional letter of admission is an indication that admissions requirements must still be met and submitted before full admission is granted. An applicant admitted to PGS must submit a tuition deposit to hold a place in the class. The deposit is due two weeks after the date of the letter of notification. If a response is not received by the date specified, the place will be offered to another applicant.

An admitted student is expected to maintain the standard of academic performance upon which admission was based during the time between acceptance and enrollment. Official transcripts of all work completed between acceptance and enrollment must be furnished to PGS prior to registration in order for the student to enroll. Required degrees in progress must be conferred prior to enrollment at PGS and PGS must receive an official transcript verifying degree conferral.

Reapplying for Admission

Applicants who are denied admission are able to reapply to a program in subsequent semesters. Such applicants, at minimum, will need to submit a new application, the application fee, an updated resume and a personal statement. If the applicant is applying more than three years later, he or she will need to submit all seven application components.

Students who leave the program for more than two consecutive terms without an approved Leave of Absence must reapply for admission. Such applicants will need to submit a new application, the application fee, an updated resume and a personal statement. If the student has been away from the program for more than three years, he or she will need to submit all seven application components. See the Leave of Absence policy for further details.

Acceptance of Transfer Credit

Graduate coursework taken at an accredited institution can be considered for transfer credit. A maximum of 8 semester units of graduate coursework will be accepted into our degree programs. For more information on Presidio Graduate School's transfer credit policy, please see page 77 of this handbook. This institution has entered into an articulation or transfer agreement with the following colleges and universities.

UC Hastings College of the Law

Alliant International University – San Francisco PGS Program

Certificate Program Admissions

All certificate programs are intended for post-baccalaureate students/ Presidio Graduate School has three types of Certificate Candidates: Non-Degree, Degree, or Alumni:

Non-Degree Candidates:

Non-Degree Candidates are students who are not enrolled in a PGS MBA, MPA, or Dual Degree program. They undertake the Certificate Program for accredited, transferrable course credit, and the Certificate will appear on an official transcript. Non-Degree Candidates pay the normal per-credit tuition rate, as well as administrative fees not to include the HUB fee. To apply, Non-Degree Candidates must submit to the PGS Admissions Department at 36 Lincoln Blvd., San Francisco, CA 94129:

- A completed PGS Certificate Program Application Form
- A one-time \$45 application fee payable to Presidio Graduate School
- A Special Status Application;
- Curriculum vitae, and
- An official academic transcript from PGS of highest degree level achieved.
- Bachelor's Degree or higher

Application materials must be submitted **four weeks** before the start of the first course. Additional application materials may be requested by the Admissions Committee, including test scores, and transcripts. We strongly suggest candidates to apply early in case additional application materials are requested by the Admissions Committee.

Once accepted to the Certificate Program, certificate students will receive information on how to register for courses and tuition payment instructions.

Degree Candidates:

Degree Candidates are students currently enrolled in a Presidio MBA, MPA, or Dual Degree program. Degree Candidates can apply for the Certificate program by taking by the required Certificate courses during their normal program of study, and submitting an Application for Completion of Certificate Program to the Registrar's Office by the first day of their final certificate course. The certificate will appear on an official transcript. Degree Candidates pay the normal per credit tuition rate as well as administrative and HUB fees.

Alumni Candidates:

PGS alumni are eligible to pursue the Certificate by taking certificate courses (not already completed in their MBA or MPA program) for credit at the alumni discount rate of \$250 per unit. Alumni are not eligible to participate in the Certificate program through the Alumni Audit program.

Alumni Audit Program

The Alumni Audit Program offers graduates of the Certificate, MPA, MBA, and MBA/MPA Dual degree programs the opportunity to pursue lifelong learning opportunities, professional and personal development and connection with our active learning community and world-class faculty.

Participation

A maximum of five alumni may audit each degree-program class. Admission as an auditor is subject to space availability in the course. Upon successful application, registration, and tuition payment, the alumna or alumnus will receive notice of access to the course page. 80% in-class attendance is required for alumni who audit courses. Auditing alumni are encouraged to participate in class during residency sessions, but will not turn in class assignments or receive grades. 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 \$125/unit (vs. \$1040/unit for-credit tuition). There is a one-time application fee to enroll as an auditing student. The application fee of \$45 is non-refundable. All auditees are subject to all fees except HUB. The fees total an additional \$300 per semester.

Record of Completion

The audited course will be recorded on the alumnus' or alumna's 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, s/he will receive a grade of NC (no credit). The course credits associated with the audited class will not be added to the earned units at PGS. Both degree-program and EC 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.

Application and Registration Process

Submit the following:

- One-time \$45 application fee
- Special Status Application

Mail to:

Sureli Patel,
Director of Academic Operations
and Registrar
36 Lincoln Blvd.
San Francisco, CA 94129
p [415.561.9622](tel:415.561.9622)
f [415.561.6483](tel:415.561.6483)

In some cases, additional documentation (transcripts, faculty signature, etc.) may be required. Each term, you'll need to register for the desired course(s) by completing a 'Course Audit' form, specifying the relevant information for each audited course.

Academic Calendar

Fall 2015

Aug 3	Last day to register without incurring a late fee
Aug 15-16	New Student Orientation
Aug 20-23	First MBA and MPA Residency
Aug 22	Convocation
Aug 24	Degree applications due for Fall 2014 graduates
Aug 28	Tuition & Fees due to PGS w/o incurring late fee
Sep 7	Labor Day – School Offices closed
Sep 15	Last day to drop classes for a 100% refund (Instructor signature required). <i>Classes dropped after September 16th are considered withdrawals. Students will receive a grade of “W.”</i>
Sep 17-20	Second MBA and MPA Residency
Sep 22	Last day to drop classes for an 80% refund (Instructor signature required).
Sep 29	Last day to drop classes for a 60% refund (Instructor signature required). <i>No refund available for classes dropped beyond this date.</i>
Oct 12	Columbus Day- School offices closed
Oct 15-18	Third MBA and MPA Residency
Oct 23	Last day to drop classes and receive a “W” (Instructor signature required).
Nov 11	Veteran's Day - School Offices closed
Nov 12-15	Fourth MBA and MPA Residency
Nov 23	Registration for Spring Semester begins
Nov 26-27	Fall Break – School offices closed
Dec 10-13	Fifth MBA and MPA Residency
Dec 16	Last day of Fall 2015 semester
Dec 21 – Jan 1	Winter Break – School offices closed

Spring 2016

Jan 8	Last day to register for Spring Semester without incurring a late fee
Jan 16-17	New Student Orientation
Jan 18	MLK Jr. Day – School Offices closed
Jan 22	Tuition and fees due to PGS without incurring a late fee
Jan 21-24	First MBA and MPA Residency
Jan 25	Degree Applications due for May 2016 graduates
Feb 9	Last day to drop classes for a 100% refund (Instructor signature required.) Classes dropped after February 9th are considered withdrawals. Students will receive a grade of "W."
Feb 15	President's Day – School offices closed
Feb 16	Last day to drop classes for an 80% refund (<i>Instructor signature required.</i>)
Feb 18-21	Second MBA and MPA Residency
Feb 23	Last day to drop classes for a 60% refund (<i>Instructor signature required.</i>) <i>No refund available for dropped classes beyond this date.</i>
Mar 18	Last day to drop classes and receive a "W" (<i>Instructor signature required.</i>)
Mar 17-20	Third MBA and MPA Residency
Mar 31	Cesar Chavez Day – School offices closed
Apr 21-24	Fourth MBA and MPA Residency
May 12-15	Fifth MBA and MPA Residency
May 18	Last day of Spring 2016 semester
May 30	Memorial Day – School offices closed
June 4	2016 Commencement

Registration

Students may only register for courses when the PGS Admissions Office officially admits them to PGS. Students will not receive credit for any course in which they are not officially registered. Students may not attend any class in which they are not enrolled.

Instructions on registration will be posted to the PGS Network at least 60 days prior to the start of each semester. If a student has questions regarding the registration process, they should contact the Registrar. Unless PGS is notified in writing, it is assumed that students are continuing to the following semester. If a student will not be continuing in a program or wishes to take a Leave of Absence, it is the responsibility of the student to inform the Registrar in writing 30 days in advance of the start of the semester or the student will be subject to administrative withdrawal after one semester of no enrollment. See the Leave of Absence policy for more information on how to request a Leave of Absence.

Student ID Numbers

Upon enrollment in a PGS program, students are provided with a Student ID number. These numbers are necessary for accessing important information related to student accounts, financial aid, and billing. Students should use their ID number in all communications with PGS staff.

Registration Dates

Information on registration dates can be found in the Academic Calendar. New students are required to attend the new student orientation event for an overview of registration procedures.

Class Scheduling

Although PGS makes every attempt to fulfill all proposed class schedules, no schedule is considered final until the first day of classes. Changes may include (but are not limited to) the adding and deleting of sections, faculty, or the day of the week a class will be held. Please contact the Registrar with any questions.

Repeated Courses

Students may repeat courses in order to improve their academic record. All grades earned at PGS will remain on the student's transcript and the higher grade earned when students repeat a course will be used to compute the grade point average. The record for any repeated course will show the original grade accompanied by a notation signifying that the repeated course is shown elsewhere on the transcript. In all instances, the same structured class must be completed. Repeated courses may not be taken as an Independent Study elective. Courses must be repeated at PGS.

A maximum of three courses may be repeated. No course may be taken more than twice (the original registration and one subsequent registration) without approval from the Dean.

Adding/Dropping Courses

Students who wish to add or drop courses must notify the PGS Registrar. 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 visa status must confer with the International Student Services Office before dropping courses. Domestic students with financial aid must confer with Financial Aid office before dropping courses. If a student stops attending a course without following the official drop procedure by the end of the add/drop period, a grade of F or No Credit (as relevant to auditors) will be recorded. If the student does not submit drop paperwork to the Registrar's office within the add/drop deadlines for tuition refunds, the student will not be eligible for any refund of tuition or fees.

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 and are required to participate in an exit interview with the Associate Dean of their Program. Students who receive financial aid and wish to withdraw must also contact Financial Aid office. Students will be responsible for completing a Withdrawal 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 tuition and fees and a grade of "W" 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 Presidio Graduate School.

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 14 days. Therefore, it is recommended that students manage this change in access accordingly.

Leave of Absence (LOA)

A student may request a Leave of Absence (LOA) by contacting the Registrar. 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.

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. A leave of absence will be reviewed and approved by the Dean of Faculty and the Director of Academic Operations and Registrar. A leave of absence may be granted for a specified period of time and not more than one academic year. If a leave of absence is requested after registration has occurred, the student is responsible for dropping their classes.

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 current semester, 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 for students who have obtained financial aid and subsequently request a leave of absence:

- If a student takes a leave, federal regulations permit continuing loan deferment for up to 180 days. In this case, the student is not considered withdrawn for financial aid purposes. If the student's leave continues beyond 180 days, the date of withdrawal (and therefore, repayment) reverts to the first day of the leave.
- If a student takes a leave greater than 180 days, the repayment begins at the date of withdrawal.
- If the leave is longer than 180 days, repayment occurs according to the following terms:
 1. Unsubsidized Stafford Loan Program: Repayment begins 6 months after commencement of the leave. When the student returns from leave to at least half-time status, the in-school deferment resumes
 2. Direct PLUS Loan enters repayment once the student's loan is fully disbursed (paid out). Students may request an in-school deferment with the U.S. Department of Education. If the deferment is approved, repayment will begin six months after the student completes their program. If the student drops below half-time enrollment or withdraws from the PGS, the student will enter into six-month grace period prior to repayment of their loan.
 3. A leave of absence does not change the time limits for degree completion.

Cancellation of Registration

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

Change of Degree Program

A student who wishes to change degree programs must write a Letter of Request for Program Transfer to the new degree program's Academic Dean or Program Director. The student shall then set up a meeting to discuss their decision with their advisor. If, after such meeting, the Academic Dean or Program Director of the new degree program approves the student's request, the student will be required to complete a Change of Program form and file it with the Registrar's office.

The maximum time frame 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.

Program Status (Full-time & Part-time)

PGS defines a Full-time student as one that takes 4 classes 13 -16 units per semester. Part-time is defined as a student that takes 2 classes (6 or 8 units) 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. PGS does not offer 1 class per semester as an option.

There is no guarantee that required classes will be available outside of the standard 2 or 4 classes per semester schedule. Due to pre-requisites and other registration requirements it may be necessary to take fewer than 4 classes in subsequent semesters. For more information on scheduling an academic advising session, please contact the Director of Academic Operations. Students may make no more than 2 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 Dean of the Faculty.

Graduation

The awarding of degrees is not an automatic process. All students are required to apply for graduation by the deadline date listed in the Academic Calendar. 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. Have a minimum GPA of 3.0
4. Achieve all unit requirements for their program.

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

Commencement Exercises

Commencement exercises are held once per academic year in May. Students who have completed their degree requirements in the past 12 months or who have a graduation application on file may participate in the ceremony. Students may only participate once. Participation in the commencement ceremony does not guarantee graduation.

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

Diplomas & Degree Completion Verification

Only the Registrar is authorized to issue confirmation documentation attesting to matters pertaining to a student's academic work at PGS. All degrees will be posted to the permanent record transcript at the end of the term in which the degree requirements are completed. Requirements are considered complete when the Registrar receives relevant documents.

Diplomas are mailed to the graduate's permanent address (on file with the Registrar) 6-8 weeks after Commencement as long as there are no holds on the graduate's account. Diplomas include degree earned, student name and date of completion.

Tuition, Fees & Payment

Presidio Graduate School is committed to helping students navigate the process of applying for federal financial aid and alternative loans. Current students can find information regarding tuition, expenses, student loans, and the financial aid process including application deadlines in this section of the Catalog.

Tuition & Fees

Tuition fees listed in this handbook, published schedules or student accounts may be subject to an increase. Therefore, PGS must reserve the right, even after initial tuition fee payments are made, to increase or modify any listed tuition fees, without notice, until the date when instruction for a particular semester has begun. All PGS listed tuition fees should be regarded as estimates that are subject to change upon approval by The Board of Directors.

The estimate tuition rates for the 2015-2016 academic year are \$1040 (subject to increase) per semester credit hour for both full-time and part-time MBA and MPA students. Tuition for full-time MBA and MPA students (30 credits per year) is \$31,200 per year. For part-time MBA and MPA students (15 credits per year), tuition is \$15,600 per year. Other expenses include books and administrative fees. In addition, commuting students may have room and board expenses. Presidio Graduate School does not find or assist students in finding housing. Students, both domestic and international, are responsible for their own meals, lodging and transportation during their course of studies and during residency weekends.

Application Fees & Deposits - These payments will not be credited toward the student's tuition:

Non-refundable Application Fee (Degree Program)	\$50
Non-refundable Application Fee (Non-Degree Program)	\$45
Non-refundable Deposit (Degree Program)	\$250

Tuition Rates & Fees (subject to increase)

MBA, MPA, DUAL, CERTIFICATE (per semester credit hour)	\$1040
Alumni Certificate (per semester credit hour)	\$250
Alumni Course Audit (pre semester credit hour)	\$125

Administrative Fee (per semester)	\$150
Book Costs (average per course)	\$125
Deferment Fee	\$40
HUB Membership fee (per semester)	\$350
Classroom Materials Fee (per semester)	\$85
Technology Fee (per semester)	\$65

Administrative Fees

Late Registration Fee	\$110
Late Tuition Payment Fee	\$110
Late Deferment Payment Fee	\$60
Late Add/Drop Fee (per class) (after the end of the add/drop period)	\$30
Payment Plan Fee (per semester)	\$40
Finance Charge per month (on outstanding balance)	1.0%
Reinstatement Fee (into academic program, charged upon registration) – Non-refundable	\$330

Reinstatement Fee (into courses previously dropped in the same term) – Non-refundable	\$100
Withdrawal Fee (not charged for an approved leave of absence)	\$110
Return Check Fee (for insufficient funds)	\$40
Student ID Card Replacement Fee	\$15
Graduation Fees	\$55
Diploma Reprinting Fee	\$55
Transcript Fee, official	\$10
Student Tuition Recovery Fund (CA students)	\$0.50 per \$1000

Tuition Payment Policy

Tuition and fees for Presidio Graduate School are billed in August for the fall semester and January for the spring semester. Please see the Academic Calendar for specific dates for each semester. All checks should be made payable Presidio Graduate School. There is a \$110 late payment fee for payments received after the due dates listed on the Academic Calendar.

Schedule of Payments

Tuition and fees are to be paid in full or by monthly payment plan by the first residency of each semester. 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 \$100 reinstatement fee and will be responsible for any late fees associated with the original balance due.

No student may register for a subsequent semester, be issued a diploma or transcript or be awarded a degree 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.

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.

De-Registration for Failure to Pay – Tuition and fees are to be paid in full or by monthly payment plan by the first residency of each semester. 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 \$100 reinstatement fee and will be responsible for any late fees associated with the original balance due.

No student may register for a subsequent semester, be issued a diploma or transcript or be awarded a degree 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 attorneys fees and other reasonable collection costs and charges necessary for the collection of any amount past due.

Making Tuition Payments

Tuition payments can be made via credit card, ACH, wire or by mail to Presidio Graduate School, 36 Lincoln Blvd, San Francisco, CA 94129

Tuition Payment Deadlines

If tuition has not been paid in full by the close of business on the first day of the fall and spring semester or if an approved payment agreement (referred to as "deferment") is not on file with the Finance Office by the deadline, the student's account will automatically be charged a \$60 late payment fee.

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 depending upon the nature of the delay. 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 Chief Financial Officer (CFO) is the only person authorized to approve deferment agreements or tuition adjustments not covered by current policy. This CFO 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.

Monthly Payment Plan

A Deferred Payment Plan must be completed by the student and be approved by the PGS CFO 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 semester. A \$40 deferment fee is charged for this plan. Payments not made by the agreed upon date will be assessed a \$60 Late Deferment 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 Financial Office 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 or library fees 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 Finance Office and contact the appropriate department for resolution 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.

Billing Contact

PGS Finance Office: (415) 655-89, sbs@presidio.edu

Tuition Reimbursements

Students whose employers help cover tuition costs need to 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.

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, to PGS's registrar office 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 (36 Lincoln Blvd, 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 119 days (17 week semester) and paid \$4,160 for a course (less non-refundable fees), the pro rata refund to the student would be \$3,111.26 based on the calculation set forth below.

\$4,160 (tuition charged) divided by 119 days times 89 days remaining equals \$3,111.26 (actual refund amount).

If the student ceases to attend Presidio Graduate School after completing 60% of the period charged, 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 semester.

Financial Aid

Presidio Graduate School believes students are making a great investment in their personal and professional development and strives to make the programs affordable. Financial aid may make it possible for students to borrow money at a low interest rate.

Presidio Graduate School has a number of resources available, including:

- **Direct Unsubsidized Loan** – The Direct Unsubsidized Stafford Loan is a long-term, low interest, federally regulated student loan. The interest rate for the Direct Unsubsidized loan prior to July 1st, 2015 is currently set at 6.21%. Interest begins accruing immediately after the loan is disbursed. Students can opt to defer interest payments while attending school at least half-time.
 - **Direct Graduate Plus Loan** – This loan is available to students without adverse credit history. The maximum loan amount is the student's cost of attendance (determined by PGS) minus any other financial aid received. The current interest rate prior to July 1st, 2015 is currently set at 7.21%. There is a 4.292% origination fee deducted from the loan proceeds.
- Alternative Loans

PGS has set up a virtual office that will allow students to complete their entire financial aid process online. This is an online portal for students to request and view their aid 24/7. The portal enhances record accuracy and speed processing times and allows for secure online delivery of ISIRs, SSCRs, and other data. With this new feature, PGS students will now have the opportunity to complete all their financial aid requirements virtually. Students will have the ability to create and complete their financial aid package for the entire academic year through the Virtual Financial Aid Office. All required documents and forms will be available through the students' VFAO account

The following steps will help make applying for financial aid easier and more understandable for students.

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 2014 Federal Tax information handy to complete the FAFSA. Presidio Graduate School's Federal School Code is 042355.
3. Complete the Virtual Financial Aid Office (VFAO) interview at <https://presidio.vfao.com>. You will need your Student Aid Report (SAR). **Determine Financial Aid Eligibility.** See "Eligibility" under Financial Aid Policies below.
4. **Award of Financial Aid Package.** After PGS Financial Office receives the results of your FAFSA, a budget will be created for you based upon the information you submitted in your financial aid application. You will be awarded an aid package based upon what qualifications fit you and your budget and resources.
5. You will receive an email notification from VFAO once you have been awarded financial aid. Review and accept or decline, your aid/award.

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

OUTSIDE SCHOLARSHIPS

PGS has put together a list of relevant scholarships for students. PGS encourages students to apply, taking note of all deadlines for application. If students have any questions about scholarships, they may contact the PGS Admissions Assistant for more details. The list of scholarships is also available on the Presidio Network forum in an electronic format.

Financial Aid Policies

ELIGIBILITY

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

- Is a US citizen, or eligible non-citizen
- 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;
- Is registered with Selective Service (males at least 18 years old).
- Has a valid social security number;
- Is enrolled at Presidio Graduate School (in at least 6 units for graduate per semester, in a degree or certificate program;
- Is making Satisfactory Academic Progress (SAP). PGS's SAP policy is located on page 93 of this handbook.

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

Cost of Attendance

- Expected Family Contribution

= Financial Need

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.

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.

PAST DUE ACCOUNTS

The student is obligated for tuition and other 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 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 Presidio Graduate School. 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

The State of California created the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by students in educational programs who are California residents, or are enrolled in a residency programs attending certain schools regulated by the Bureau for Private Postsecondary and Vocational Education. It is a California state requirement that a resident of California student who pays his or her own tuition, either directly or through a loan, is required to pay an annual state-imposed fee for the Student Tuition Recovery Fund (STRF) of \$0.50 per \$1000.00 of Tuition.

The STRF was established by the legislature to protect California residents who attend private postsecondary institutions from losing money if they prepaid tuition and suffered financial loss as a result of PGS closing, PGS failing to live up to its enrollment agreement, failing to pay refunds on behalf of a student, or refusing to pay a court judgment. To be eligible for STRF, a student must be a California resident and reside in California at the time the enrollment agreement is signed. Students who are temporarily residing in California for the sole purpose of pursuing an education, specifically those who hold student visas, are not considered a "California resident".

You must pay the state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following applies to you:

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 either by cash, guaranteed student loans, or personal loans, and

Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if either of the following applies:

You are not a California resident, or are not enrolled in a residency program, or

Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party.

You may be eligible for STRF if you are a California resident or are enrolled in a residency program, prepaid tuition, paid the STRF assessment, and suffered an economic loss as a result of any of the following:

- PGS closed before the course of instruction was completed.
- PGS's failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of PGS.
- PGS's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by PGS prior to closure in excess of tuition and other costs.
- There was a material failure to comply with the Act or this Division within 30 days before PGS closed or, if the material failure began earlier than 30 days prior to closure, the period determined by the Bureau.
- An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act."

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

To qualify for STRF reimbursement a student must file an STRF application within two years of receiving a school closure notice from the College or the state Bureau of Private Postsecondary Education (BPPE). If a student does not receive notice, he or she has four years from the date of closure to file an STRF application. If a judgment is obtained, a student must file an STRF application within two years of the final judgment. It is important that a student keep copies of the enrollment agreement, financial aid papers, receipts, or any other information that documents the monies paid to PGS. Questions regarding the STRF may be directed to the bureau for Private Post Secondary Education. 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, or call (916) 431-6959, or e-mail bppe@dca.ca.gov.

Student Affairs

Overview

The Student Affairs and Career Development team supports students and alumni by helping them define their career vision and equipping them with the tools and knowledge they need to achieve success. From self-assessments to lifelong networking, the Student Affairs and Career Development team 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.

There are 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.

New Student Orientation & Program Logistics

Prior to the start of each semester, Presidio Graduate School organizes a two-day New Student Orientation designed to help students get the best possible start on their graduate studies. Orientation is an important event for new students and attendance is mandatory.

Overall, orientation provides a critical opportunity for you to connect with others around your commitment to sustainability, get oriented to the expectations of being a PGS Graduate student, and become engaged in the PGS community. During orientation you will meet Core Faculty, key administrative staff, student leaders, and fellow members of your cohort. Students leave orientation armed with information and details necessary to successfully navigate the logistics of residency weekends and ready to take advantage of the PGS MBA, MPA, Dual Degree, and certificate program experiences.

Program Delivery Method

PGS's programs combine face-to-face learning with the convenience of distance learning. Each semester, students gather for four days a month at One Beach Street in San Francisco (subject to change), where they engage in intensive instruction and collaborative, classroom-based learning with faculty and classmates. During the intervening weeks, students and faculty engage in distance learning through online discussions, webinars, conference calls, and team-based course projects using distance-learning resources.

Facilities

PGS's MBA, MPA, and Certificate classes are held at One Beach Street, located near the San Francisco Embarcadero. 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 other downtown parking garage locations, please contact Student Affairs and Career Development.

In the event that PGS hosts an academic workshop through the Center for Professional Development, such an event may be held at the PGS administrative office building at 36 Lincoln Blvd. San Francisco, CA 94129 or at rented office space in the Impact HUB, located in downtown San Francisco at 925 Mission St. San Francisco, CA 94113. The administrative building at 36 Lincoln houses two large conference rooms, one overhead InFocus projector, two white boards, wireless Internet, and desks with chairs.

On-site learning is combined with a robust, interactive online component, conference calls, readings, team-oriented assignments and projects with real companies. Full-time students attend residency weekends for four days a month, and each class is a full seven hours of instruction, whereas part-time students attend class two days a month. These residencies occur Thursday through Sunday one week a month. This institution does not offer dormitory facilities but offers discounts at nearby hotels.

Hotels with Presidio Graduate School Discount Rate

PGS has partnered with the hotels below to provide students, faculty, and staff discounted hotel rates. Below are the hotels we partnered with for 2014.

- **San Francisco Downtown Hostel**

312 Mason Street, San Francisco, CA 94102 - (415) 788-5604 (415) 788-5604. Private Room with Shared Bath: \$89-\$119, Private Room with Private Bath: \$100-\$145

- **San Francisco Fisherman's Wharf Hostel**

(415) 771-7277 (415) 771-7277

- **Holiday Inn Express Hotel & Suites—550 North Point Street, San Francisco, CA 94133; 888-501-7757**

Presidio Graduate School is a preferred customer with the Holiday Inn Express Hotel & Suites. Free wireless internet and complimentary breakfast included. Please be sure to select Presidio Graduate School rate when you book your [reservation](#) online.

- **Hotel Mosser – 54 4th Street, San Francisco, CA 94103; 800.227.3804**

Presidio Graduate School is a preferred customer with the Hotel Mosser, located downtown. The Hotel Mosser was established in 1913 and is conveniently located on 4th Street, 400 feet from 835 Market Street. *The discounted rate for our PGS community ranges from \$99 - \$149. You must mention Presidio Graduate School when making your reservation to receive this rate.*

- **Hotel Carlton – 1075 Sutter Street, San Francisco, CA 94109; 415.673.0242 or 800.922.7586**

Presidio Graduate School is a preferred customer with the Hotel Carlton, located near Union Square and the Theatre District. The Hotel Carlton has 161 rooms in a historic and stately building originally constructed in 1927. In 2007, the hotel was certified a green business by the City of San Francisco and it is also the first hotel in San Francisco to have solar panels and become carbon neutral.

*The discounted rate for our PGS community ranges from \$129 - \$139 a night. A booking code has been set up for Presidio Graduate School travelers, please use promo code **PRESIDIO**.*

You also might check [Hostelbookers.com](#), [Airbnb](#), and name your price services such as [HotwireHotwire](#) or [PricelinePriceline](#) to find other available options.

Housing Accommodations and Transportation Expenses

Students that do not commute from outside the bay area find rentals on Craigslist.org and other classified apartment listing services. Estimated costs of bay area housing accommodations can range anywhere from \$1500 - \$3000 a month, depending on location. Costs of transportation will vary according to the student's proximity to public transportation or whether or not the student owns a vehicle.

It is not the responsibility of Presidio Graduate School to assist with finding or providing housing or transportation assistance to students enrolled in its degree or non-degree programs. PGS does not own or control any housing facilities or dormitories for students.

The HUB

Presidio Graduate School is partnered with Impact Hub San Francisco, a local co-working space, event venue and community for individuals who are working to impact our communities, our cities and our world at large, to support our student needs and community space. This partnership includes the following services for PGS students:

- SF and Berkeley HUB space usage (up to 25 hours per week)
- Wireless Internet
- Printing, copying and scanning services
- Access to HubNet (online community platform)
- Discounted meeting rooms
- Discounted access to HUB events
- Access to privacy booths, common spaces, kitchen, lounge, and art galleries.

Additionally, PGS has 300 square feet of lockable space on the first floor. All members have 24/7-access to the Presidio Graduate School Hub office. Impact Hub San Francisco is also the official place where we hold information sessions, Community Events and Presidio Presents. To support our student and community space, we require all students to pay a fee each semester, which covers a modest portion of the cost of The Hub partnership.

To start your student membership, you are required to complete an online enrollment form and submit your picture. You will be notified by the Hub when your card is ready for pick up at the Hub San Francisco. Questions related to the Hub as well as room booking requests should be submitted to Alyssa Stone at alyssa.stone@presidio.edu

The Impact Hub San Francisco occupies a 20,000 sq ft. space in the historic San Francisco Chronicle Building, located one block from the Powell St. BART station.

The Impact Hub Berkeley is based on the top floor of the David Brower Center, conveniently located 1 block from the Downtown Berkeley BART Station.

Impact Hub San Francisco
901 Mission Street
Suite 105
San Francisco, CA 94103
[\(415\) 624-5881](tel:(415)624-5881)

Impact Hub Berkeley
2150 Allston Way Suite
400 Berkeley, CA 94704
[\(510\) 649-7700](tel:(510)649-7700)

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.

[SF Muni](#)

One Beach 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.

[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.

Presidio Community Events

During each residency PGS hosts a community-wide event (usually on Saturday evenings). Community Events are intended to bring together all PGS stakeholders. Previous events included guest speakers, panel discussions, formal networking events, student initiatives and the Capstone Showcase presentations. Further details on each Community Event will be communicated to students prior to the start of each residency via the Presidio Network.

Internet Connection during Weekends

Many students bring laptops to residencies for note-taking purposes or for class presentations. Wireless access is provided in all classrooms. Access codes to the wireless network will be communicated via the Presidio Network prior to each residency along with room assignments for each course. If students are bringing a laptop to class, it is recommended that in addition to a power cord, students also bring an extension cord in case it is needed to reach an outlet.

Video Policy

Video and audio recording of classes is permitted for personal, individual student use only. Recordings may only be viewed by students registered in the class for which the recording is made. Recording of any kind with the intent to distribute content to anyone else is prohibited, including posting on external blogs, Web sites, and forums, except with written permission of the Dean of the Faculty.

Learning Technology

Presidio Graduate School's virtual learning technology enables students from all over the world to collaborate regardless of their location or other commitments. For the weeks between residencies, students rely on virtual learning technologies to further their learning. Presidio Graduate School currently utilizes four technologies: Presidio Network (Moodle), Elluminate, conference call services, and Google hosted email. Students in the program are expected to be able to access the Presidio Network for each of their courses through a computer or other appropriate technology. Course assignments and content are hosted on the Presidio Network.

Initial Technology Access

Upon acceptance to the programs students are provided access to the Presidio Network and given a PGS email account. Access information will be sent to each student's personal email after the initial tuition deposit is paid.

Presidio Network

The primary instructional platform for learning in the program is known as the "Presidio Network." It is a system built on Moodle software, an open-source Learning Management System (LMS). Moodle stands for Modular Object-Oriented Dynamic Learning Environment and is originally based on social constructionist pedagogy, which states that learning happens best when a student engages in the activity of creating something collaboratively within a community. The Presidio Network serves as an online classroom portal where students have access to all assignments, are able to participate in forum discussions, download resources, and submit assignments for feedback. Each course has its own course page, and there are additional pages for announcements, open community dialogue, student resources, student clubs, and Experiential Learning programs.

PGS's online community offers a variety of custom features that allow students to interact with classmates and faculty for course work as well as an open community area for students to participate in forums and student clubs. Individual course access will be activated on the first day of each semester.

Elluminate Live Virtual Classroom

PGS utilizes a virtual classroom environment called Elluminate Live. Elluminate Live enables students to communicate live via the Internet for real-time online learning and collaboration. Elluminate is an essential tool for faculty office hours, tutoring sessions, lectures by faculty and guest speakers, and for conducting meetings or project presentations. It features high quality voice-over Internet technology as well as an easy-to-use instant messaging feature for e-learning and web collaboration. Each session may be recorded and if so, will be accessible on the Presidio Network after the session is completed.

Illuminate Live requires the use of Java plug-ins installed prior to a student's first session. To download, visit <http://illuminate.com/support/> for step-by-step instructions and user training guides. Training guides are also available on the Presidio Network under the Student Resources section. Moderators or participants will experience the best performance with a headset that has an attached microphone. The use of a PC or laptop's built-in speakers and microphone are not recommended. Students are required to purchase a computer headset to use this service.

USB-based headsets are the best choice for Illuminate. Some recommended brands and models include:

Logitech ClearChat Comfort USB Headset, Model Number: 981-000014

Cyber Acoustics AC-850 USB Stereo Headset, Model Number: AC851B

Plantronics Foldable USB Headset (.Audio 470), Model Number: AUDIO 470 USB

For Reservations, Help Desk and Technical Support: illuminate@presidio.edu or (415) 561-9622

Conference Call Services

PGS faculty occasionally host teleconference sessions for meetings or special events throughout the semester. Access information will be provided by the instructor. When appropriate, students may request use of the PGS conference line service for meetings with Experiential Learning (EL) business partners. This courtesy is extended to students in order to present the most professional experience possible. Students who request this service must have at least one faculty or one PGS staff member as a participant or provide information of at least one EL client as a participant. Student requests are subject to approval by the administration, course instructor and/or Student Affairs. Requests will be declined for any personal usage, student-only meetings or non-School related purposes.

To reserve a line, please contact Student Affairs. All requests must allow 24 hours for administrative processing and approval is granted on a first-come, first-serve basis. PGS is not able to guarantee availability, so students should plan accordingly. Any student that uses the conference line service for anything other than the reasons stated above risks losing this privilege.

Presidio Graduate School Email Account

PGS email includes a number of Google's web-hosting features, allowing users to access the web via a secured environment. Web-hosting features (Google Apps) include shared calendars, Word and Excel-type documents, instant messaging, labels and filters for email, and knowledge-base help. It also supports many third-party email applications and mobile devices. Because the email service is web-based, students may want to download Mozilla Thunderbird. Thunderbird is an application that allows users to save all email messages on a computer hard drive, thus giving users access to sent and received messages even when offline.

Students are strongly recommended to activate their email account immediately upon receiving access information. PGS email accounts are linked to the Presidio Network, which is PGS's primary vehicle for broadcasting important announcements and information on upcoming events. It is expected that all students will regularly check their PGS email account while enrolled in the program. Access URL: <http://mail.presidiomba.org>

Online Standards of Conduct

When communicating with others both inside and outside Presidio Graduate School via PGS email and/or a Presidio Network account, students should use good judgment and consider how one's actions reflect on themselves and PGS. Students are expected to demonstrate a high level of professionalism in online interactions and treat all PGS stakeholders with respect.

Terms of Use and Policies for Online Accounts

Once a student graduates from a PGS program, they will be able to maintain their PGS email account and have limited access to the PGS Network. Students who withdraw from the program will lose access to both their PGS email and PGS Network accounts within 14 days of the withdrawal date and immediately upon dismissal.

Users must not distribute obscene, abusing, threatening, harassing, or unnecessarily repetitive messages. Students should not post or promote any materials that could harm or disrupt another user's computer or intentionally distribute computer viruses or worms.

Copyrighted materials may not be reproduced or transmitted in any form or by any means unless permission of the copyright owner has been obtained. It is strictly prohibited to access email accounts that are assigned to another community member.

These statements govern the use of network resources. It is not intended to be exhaustive. All existing laws, both federal and state, and all relevant School regulations and policies will also apply.

Virtual Systems Training

New students receive online, instructor-led training on the PGS Network, Elluminate, and PGS email prior to the start of the semester. Online training is also supplemented with written documentation and screen-capture videos on a variety of online technology topics, accessible throughout the semester. Individual support is also available through the IT department. All incoming students are required to participate in the virtual systems training in order to gain access to the PGS Network

Equipment Requirements

All students must own a computer (desktop or laptop), a headset, and a fast Internet connection (cable, DSL, T1, etc.). Students with laptop computers will find that all classrooms have wireless access during residencies, but laptop computers are not required. Presidio Graduate School is committed to supporting both PC and Mac-based computers, and technical support is available for either platform. Computers should have, at a minimum, the following specifications:

- 40 MB free disk space
- Sound card with speakers
- Computer Headset
- Wireless Internet card (802.11b or 802.11g)
- Java versions 1.5 or 1.6
- A word processing program
 - Microsoft Office, iWork, or Open Office

Windows 2000/XP/Vista/7
Pentium III 500 MHz processor
256 MB RAM

Macs:

Mac OS X 10.2.8, or higher
G3, G4, G5 or Intel Processor

PCs:

Library Services

PGS's library collection serves current students in our graduate degree programs and our certificate programs, alumni of those programs, faculty, and staff. Presidio Graduate School provides library resources to students in its programs through an easily accessible electronic collection. The electronic collection includes specialized databases containing millions of items. A variety of resources such as academic journals, eBooks, magazines, newspapers, reference materials, video and audio files, transcripts, and more, are included. All electronic resources are accessible 24/7 through PGS's online learning system, eLearn. Students should check out their local public libraries if they cannot find a resource in PGS's electronic collection. A small fee might be associated with obtaining a library card, students should check with their local library.

Any questions about library resources can be directed to PGS's Library Information Specialist, Associate Dean of the MBA Program, Dwight Collins. He can be reached at dwight.collins@presidio.edu

Student ID Cards

All incoming students will receive a permanent photo ID card upon enrolling in their first semester. Photos will be taken during the New Student Orientation event. ID cards are issued before the second residency. If dismissed from PGS, the student will be required to surrender his/her ID card to Student Affairs. Lost or stolen cards can be replaced by contacting the Student Affairs and Career Development department. There will be a non-refundable \$15 charge for each replacement ID card.

Student Assistance Program

Presidio Graduate School offers a Student Assistance Program (SAP) through service provider MHN. The Student Assistance Program is designed to help students manage life's challenges and is available at no cost to students and their eligible dependents. SAP provides assessment, assistance, and when necessary, referral to additional services. Students are entitled to face-to-face (3 per incident per year) or telephonic (unlimited) consultations for a wide range of emotional health, family, and life issues, including:

- Stress and Anxiety
- Depression
- Grief and Loss
- Marriage, relationships, and family problems
- Domestic Violence
- Alcohol and drug dependency

Consultations are also available to help students balance work, life and school covering the following topics: financial services, legal services, identity theft recovery services, childcare and eldercare assistance, and daily living services. To access these services 24/7 students can call [800-327-0556](tel:800-327-0556) or visit members.mhn.com (access code: presidiostudent)

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 Student Affairs and Career Development department to make an official request for accommodations. This will initiate an interactive process between the student and school. Accommodations will be determined based on student disclosure, discussion with a Student Affairs and Career Development staff member, 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 anytime.

The professional writing the letter of documentation should be qualified to diagnosis the condition the student is requesting accommodations for. For example a chiropractor could not document a learning disability, although they might diagnosis and recommend accommodations for a physical disability. If you have further questions about this, you should consult the Student Affairs and Career Development staff member 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 is a more specific description of what is needed in documenting a disability:

The qualifications of the evaluator, the testing procedures followed, the instruments used to assess the disability, the test results, and an 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 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 Student Affairs and Career Development team member can assist you in finding an appropriate professional to perform an evaluation for a learning disability. However, the Student Affairs and Career Development staff member 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 Student Affairs and Career Development 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 Student Affairs and Career Development staff member. 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 sees its students as 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:

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 semester. 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-semester to give faculty valuable feedback in advance of the end-of-semester survey.
2. 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 Associate Dean, Student Affairs and Career Development. 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.

Contact all reps at the following email address: studentreps@presidio.edu

Student Clubs

PGS encourages students to self-organize into interest-based clubs to facilitate the development of specific priorities and interests. The Associate Dean of Student Affairs and Career Development approves clubs. Once a club is approved, the Student Affairs and Career Development department provides a certain level of oversight through providing 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 PGS's logo on any club materials, in line with marketing policies. In addition, the IT Manager monitors each club's forum on the PGS Network, and alerts the Associate Dean, Student Affairs and Career Development to any potential issues. The Student

Affairs and Career Development staff is available to provide guidance to the clubs in establishing their goals and planning events. The Student Affairs and Career Development 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.

The guidelines for starting a club can be found in the Student Resources section of the PGS Network. Details regarding current student club offerings can be found on PGS's Web site at: <http://www.presidio.edu/student-life/student-clubs>.

Career Development

Overview

The Student Affairs and Career Development team supports students and alumni by helping them define their career vision and equipping them with the tools and knowledge they need to achieve success. From self-assessments to lifelong networking, the Student Affairs and Career Development team 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.

There are 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 Development

Presidio Graduate School's Career Development office 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.

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/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 Presidio Graduate students with a focus on careers in sustainability. Topics include refining your focus, leveraging your network, and developing a targeted job search strategy. Workshops generally are offered in conjunction with residencies.

Career Development Forum

The Career Development Forum on the PGS eLearn Network contains tips and guides related to the job search process as well as industry/sector related information to support students as they explore and map their career plans. Information and updates pertaining to career-related events, skill building workshops, and new listings for full and part-time positions, internships, and other opportunities are found there.

PGS Graduate School is committed to helping students make the most of their time here as students. Students are encouraged to start thinking about career development from the very beginning of their educational program and to take advantage of career development

resources throughout their time at PGS.

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. Two student volunteers act as PGS's Chapter Leaders each academic year to help coordinate and execute Net Impact events for PGS students. Details about PGS's Net Impact chapter can be found on the PGS Web site.

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."

Networking Opportunities

Networking opportunities abound for PGS students. Formal events that PGS supports include:

Career Development Fair

PGS Graduate Schools an annual Career Development Fair.. This events features a select group of private, government, and non-governmental organizations that wish to meet with students and alumni to discuss their sustainability efforts and a range of work opportunities—including EL projects, internships, and full-time employment.

PGS Community Events

During each residency PGS hosts a community-wide event (usually on Saturday evenings). Previous events included guest speakers, panel discussions, formal networking events, student initiatives and the Capstone Showcase presentations.

Student Business Cards

All incoming students have the opportunity to order a box (250) of PGS business cards at no charge.

Institutional Policies

Updating Student Contact Information

If a student's contact information changes, he/she is required to notify the Registrar's Office and complete the Change of Address/Telephone/Email Form. In addition, students are responsible for updating personal contact information on the PGS Network.

Disclosure or Release of Student Information

Presidio Graduate School does not disclose student information as a manner of practice, unless it is absolutely required to deliver the MBA or MPA program.

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. To protect the privacy of students, the law sets certain conditions on the disclosure of personal information kept by Presidio Graduate School. PGS defines Directory Information as:

- student name
- address
- telephone number(s)
- email address
- date and place of birth
- major field of study
- participation in officially recognized activities and sports
- dates of attendance
- degrees and awards received
- most recent previous school attended

This information may be disclosed without the student's prior consent; however, PGS students may request that this Directory Information remain private by providing a written statement to the Associate Director of Academic Operations.

A complete copy of the FERPA/Educational Records Policy is available in Appendix A.

Non-Discriminatory Policy

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

Sexual Harassment Policy

The prohibition against sexual harassment, a form of discrimination on the basis of sex, is set forth in the Non-Discrimination Policy, in Appendix B. The term "sexual harassment" means unwelcome sexual advances, requests for sexual favors and other verbal, visual or physical conduct of a sexual nature. This behavior is unacceptable in the academic environment and in other School-related settings such as School-sponsored activities or School-related social events. The Sexual Harassment Policy can be found in Appendix D.

Alcohol and Drug Policy

The Drug Free Schools and Communities Act of 1989 require that each College and University receiving federal financial assistance provide, annually, information to all students about compliance with this law:

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 absolutely prohibited. Alcohol consumption may be permitted when authorized by the President or Dean of the Faculty 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.

Standards of Engagement

By accepting PGS'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.

Professional Code of 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 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 Professional 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, and the 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 School regulation, which is a violation of civil law or criminal law, which affects PGS, shall be procedurally handled as a School 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 School 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 Catalog. 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 Academic Code of Conduct. The following conduct is prohibited:

1. Actual or threatened physical assault or intentional or reckless injury to self, persons or property.

2. Offensive or disorderly conduct, which causes interference, annoyance or alarm, or recklessly creates a risk of harm.
3. Interference with the freedom of any person to express his/her views, including invited speakers.
4. Interference with entry into or exit from buildings and areas or free movement of any person.
5. Behavior or activities that endanger the safety of oneself or others.
6. Violation of any of the restrictions, conditions, or terms of a sanction resulting from prior disciplinary action.
7. 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.
8. Misuse of School documents including but not limited to forging, transferring, altering or otherwise misusing a student ID card, or other School identification.
9. Possession, sale, use, transfer, purchase, delivery of drugs, or being in the presence of drugs, or drug paraphernalia, except as expressly permitted by law.
10. Making false statements in any application for admission, petition, request, or other official School document or record.
11. Forcible entry into a building or other premises.
12. Unauthorized presence in a building or other premises.
13. 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.
14. Starting fires, or explosions; false reporting of a fire, bomb, incendiary device, or other explosive, or any false reporting of an emergency.
15. Tampering with fire or safety equipment.
16. Theft, damage, destruction, tampering or defacement of personal, School or School affiliates' property.
17. Obscene, lewd or indecent conduct.
18. Illegal gambling.
19. Unauthorized use of School property or property of members of PGS community or School affiliates.
20. Violation of published School policies, rules and regulations, including, but not limited to alcohol use, smoking, and verbal and/or written harassment.
21. The misuse of telephone, communication and/or computer equipment, including electronic mail.
22. Any violation of federal, state or local law.
23. Use of School facilities for commercial purposes.
24. Children in classrooms. PGS students are not permitted to bring children to class. Many topics discussed in School 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.
25. 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.

Disciplinary Procedures

Distinct disciplinary procedures have been designated 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 President or 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 designee based upon unforeseen information or circumstances.
3. President or 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 Student Affairs and Career Development 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.

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.

Disciplinary Probation

Probation Level I. 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 School regulation may result in more stringent restriction being placed on his/her actions.

Probation Level II. 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 School 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 Level II probation, such as restriction from campus events and activities.

Interim Suspension

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, School 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.

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.

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 Dean of the Faculty 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 School activities and premises.

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 the President or 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 President will limit his/her inquiry to the record of fact from the hearing. The President must respond to an appeal in writing within 10 calendar days. The President 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 Associate Dean, Student Affairs and Career Development, Dean of the Faculty, 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 PGS's Catalog) 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.

- **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.
- **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, Associate Dean, Student Affairs and Career Development should be consulted.

The Associate Dean, Student Affairs and Career Development will assist students with this process. The Associate Dean 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 MBA or MPA Associate Dean, 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 Associate Dean, Student Affairs and Career Development can work to assemble all the appropriate parties to address the issue.
- If discrimination or harassment is involved, the Associate Dean, Student Affairs and Career Development can assist with any safety issues, and ensure that the problem is reported appropriately.

The Associate Dean, Student Affairs and Career Development is responsible for working collaboratively with students to identify the appropriate School resources to help them, and in administrative areas may be able to provide direct support. The chart to the right shows the various people who can provide help and support:

The Associate Dean, Student Affairs and Career Development 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.

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 Associate Dean, Student Affairs and Career Development. She/he will assist the student in determining whether the matter is grievable, and if so, in determining the appropriate grievance officer to address the matter. Grievable issues include:

- Unfair or unreasonable treatment by a staff or faculty member in relation to the discharge of School-related duties;
- Violation of a duly adopted School policy as described in PGS's catalog or other publications;
- Illegal discrimination under federal, state or local law;

Unethical conduct according to recognized professional standards.

Individuals Who May Help	Areas of Responsibility
Associate Dean of Student Affairs and Career Development	<ul style="list-style-type: none"> - Communications with staff - Basic service issues - Environmental issues, which may include questions about diversity and inclusion - Respectful treatment among community members - Financial Aid - Registration - Student Business Office - Tuition and billing - Facilities needs - Safety and security
Academic Advisor	<ul style="list-style-type: none"> - Academic performance - Academic progress - Evaluation issues (excluding grades) - Unethical behavior - Fear of retaliation - Comprehensive exams/preliminary exams/proficiency reviews - Classroom statements of prejudice - Issues of culture, diversity, and inclusion
President or Human Resources Officer	<ul style="list-style-type: none"> - Discrimination³ - Harassment⁴
Dean of the Faculty²	<ul style="list-style-type: none"> - Problem solving, including problems that aren't getting solved - Communication regarding problems - Finding answers to complex or difficult questions - Facilitating difficult conversations
<p>1. If the person with whom the student is having difficulty is the Associate Dean of Career Development and Academic Affairs, contact instead the President. 2. Any student may contact the Dean of the Faculty. 3. 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. 4. Harassment complaints can also be made to the President or Dean of the Faculty.</p>	

The following issues are not reviewable through the grievance process:

- An issue that would dispute the legitimate exercise of professional judgment by School 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.

The Associate Dean, Student Affairs and Career Development will generally seek assistance from other School personnel in making a determination that the issue is grievable, 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 Associate Dean, Student Affairs and Career Development will refer the complaint to the Dean of the Faculty.

If the problem is not permitted to be reviewed through the grievance policy or other School policies that may apply, and, depending on the specific issue involved, the Associate Dean, Student Affairs and Career Development will either review the complaint himself, based on the specific area of responsibility and authority within which the complaint falls, or refer the complaint to the appropriate authority, generally, the Dean of the Faculty or to the President or Human Resources Officer when the complaint concerns issues of employment, discrimination or harassment. The Associate Dean, Student Affairs and Career Development will notify the student in writing of that referral. This School 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 Associate Dean, Student Affairs and Career Development, the complaint should be filed with the President or Human Resources Officer who will serve as the reviewing or referral authority.

After determining that the grievance concerns a grievable issue, the Associate Dean, Student Affairs and Career Development will ensure that the grievance is forwarded to the appropriate School officer 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	Associate Dean of Student Affairs and Career Development
Academic matters	Associate Director of Academic Operations or Core Faculty Member
Discrimination or harassment	President or Human Resources Officer

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.

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

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 School 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 Associate Dean, Student Affairs and Career Development. 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 Dean of the Faculty. Allegations of alleged discrimination or harassment should be reported to the President or Human Resources Officer.
- 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 School-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 School 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

- 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 School 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.

Appeal Issues

The findings of a grievance-hearing panel may be appealed only on the following three 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.
4. Development.
5. Appeals concerning academic matters other than those involving faculty members (in which case the Faculty Handbook provisions apply) are made to the Dean of the Faculty. These individuals may designate someone other than themselves to serve as the Appeal Officer because of a conflict or other constraints. The identified person becomes the Appeal Officer.
6. The request for appeal must be made within 10 working days of the original decision.
7. 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.
8. 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 PGS’s President is the reviewer and final appeal authority.

Students are responsible for becoming familiar with the information presented in this Catalog and for following all policies, procedures, meeting deadlines and requirements. This responsibility includes, but is not limited to, academic requirements and general rules listed in this Catalog. Regulations will not be waived nor exceptions granted based on a student's lack of knowledge regarding PGS policies and procedures.

Upon recommendation by the Board of Directors, faculty are appointed by the Dean of the Faculty. The curriculum is developed by the faculty and, upon recommendation of the Dean of the Faculty, approved or disapproved by the Board

Academic Policies

Catalog Controlling Graduation

Students must satisfy degree and course requirements as outlined in the catalog in effect at the time of first enrolling at PGS as degree candidates, provided they do not interrupt their studies. Once students interrupt their program, it may be necessary to satisfy the degree requirements as outlined in PGS catalog in effect at the time they re-enter as newly enrolling degree candidates, even if the changes in curriculum for that program are significant. Students may be able to graduate under the degree requirements from a more recent catalog than their matriculation catalog if the courses are available. It should be noted that while students are required to satisfy degree and course requirements as outlined in their matriculation catalog, School policies and procedures might change on a yearly basis. Students are held to the policies and procedures outlined in the current catalog. Catalogs take effect on the first day of class for the fall term of the academic year for which they are published.

Coursework Exceptions

The PGS MBA and MPA programs are 16-course, 60-credit programs, and all courses are required for successful graduation from the programs. Coursework exceptions are approved in rare cases and the following policy outlines the process for requesting an exception.

Transfer Credit, Waiver, and Substitution Policy

General Standard

The PGS degree programs are intended as a unique and integrated experience. Therefore, acceptance of transfer credit is generally discouraged. Credits shall be assumed to be ineligible for transfer unless the student provides clear, unequivocal 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..

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

Standards for Evaluating Transfer Credits

The Dean of the Faculty (or if a Dean is not appointed, the Associate Dean of the appropriate program) shall review each request for transfer credit application and decide whether to approve the requested transfer. In making this decision, the Dean 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 Dean of the Faculty 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) project¹; and
- Approving the transfer credit does not jeopardize the academic integrity of the PGS degree program(s) or institution.

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.

1. If the PGS course for which transfer credit is requested includes an Experiential Learning 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.

Exceptions

The Dean of the Faculty may deem it necessary to deviate from the standards herein. In such cases, the Dean is authorized to do so as long as he or she:

- 1) Writes a full and true account of the reasoning for the deviation and places such account in the file of the student requesting transfer;
- 2) Provides a full and true account of the reasoning for the deviation to the Core Faculty at a faculty meeting *and* the Core Faculty is unanimous in authorizing the transfer credits, as evidenced in approved minutes of a Core Faculty meeting.

Transfer Credit Application Procedure

A student seeking transfer credit must place an application with the Dean of the Faculty by the end of their first semester. Exceptions to this deadline can be considered by the Dean of the Faculty at his or her discretion.

In application, the student must provide the Dean of the Faculty 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, to be acquired from the PGS Registrar
3. Course Description and Syllabus associated with the transfer credits acquired from the academic institution where the course work was taken.
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 judged by the Dean to suffice in this case.)

PGS will notify students of the Dean's decision on whether transfer credit had been accepted within 30 days of application.

Course Waivers and Substitutions

Presidio Graduate School does not currently support course waivers because of the unique integration of sustainability into every course. Exams are not offered to place out of required courses.

In the event the Dean of the Faculty and Core Faculty decide, in accordance with the procedure stated in the "Exceptions" section above, that a student may work closely with a faculty member to demonstrate mastery of course content, a course waiver may be granted. The standards for determining whether an exception for waiver is appropriate shall be the same as for transfer credits, including the "Standards for Evaluating Transfer Credits" stated above. While a course waiver excuses a student from fulfilling a specific course requirement, it does not excuse the student from satisfying the number of credit hours required to graduate. Students who receive a course waiver may take an extra elective(s) to fulfill the credit requirement(s).

In some cases, the Dean of the Faculty and Core Faculty will decide, in accordance with the procedure stated in the "Exceptions" section above, that a course substitution is appropriate. In this event, the student takes an independent study version of the required course they wish to waive to obtain the sustainability component of the course. The student will be required to work closely with a PGS Faculty member and produce a deliverable that demonstrates further knowledge of how sustainability integrates into the content of the course.

NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT OUR INSTITUTION

The transferability of credits you earn at Presidio Graduate School is at the complete discretion of the institution to which you may seek transfer. Acceptance of the degree or certificate you earn in the educational program is also at the complete discretion of the institution

to which you may seek 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.

Course Numbering System

All courses with a 6000-9999 prefix are graduate level courses open to holders of a baccalaureate degree subject to prerequisite or other requirements as stated in the program's course descriptions.

Course Sequence

Students must take the sixteen MBA or MPA courses in order. In other words, students should complete the four courses for each semester as outlined on pages 19 and 21 of this catalog before progressing on to the next semester.

Should students wish to take courses out of the recommended order, courses that require pre-requisites must be completed first and the request must be approved by the Dean of the Faculty. 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. If taken out of order, students are responsible for ensuring all sixteen courses are taken before graduating from the program.

Course Pre-requisites

Course Prerequisites are listed in the Program Overview section of this Catalog. Only in extenuating circumstances pre-approved by the Dean of the Faculty may students be allowed to take courses out of order.

Course Content

The syllabi, course outlines, or lesson plans for courses in the programs of study at Presidio Graduate School are subject to changes at the discretion of instructors. Students should not construe syllabi, et al., used in prior terms or distributed at the start of a term, 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.

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

Independent Study and Research

The independent study option is an honors course in which a student may conduct research or write a sustainable management case study in a topic area in which he or she has a passionate interest. In order to receive credit for independent study, the student must develop a written learning contract with a faculty member, which outlines specific objectives, learning activities and criteria for evaluation. Following approval, the student develops a custom syllabus for the course. . Student applications for Independent Study require the approval of the Faculty Research and Case Development Committee and the advising faculty member.

Areas of PGS Research Focus

1. Clean Technology
2. Impact Investing and Sustainable Finance
3. Sustainable Urban Development and Smart Cities

4. Sustainable Agriculture & Food Systems
5. Organizational Change and Leadership

The number of units and the fulfillment of specific degree requirements students may take in an independent study capacity varies by degree program. Students should contact the Academic Affairs department with further questions.

Petition To Waive Academic Requirements

Petitions to waive academic requirements are directed through the Associate Academic Deans and Dean of Faculty. This procedure is not used to request transfer credit (which is governed by a different administrative procedure described in this Catalog). It is most often used to request a waiver of a course requirement. Waivers are granted on a very limited basis.

Registration and Registration Limits

Students register online via PGS's portal system. Students may add or drop courses during the first two weeks of each term by filing the appropriate forms with the Associate Director of Academic Operations. Students must be registered for the semester in which they complete their degree requirements. It is the responsibility of the student to check with the Director of Financial Aid to be sure that any changes in total units after adds and/or drops does not affect eligibility for financial aid or the amount of financial aid received.

For more information on registration procedures and limits, see the Registration section of this Catalog or contact the Associate Director of Academic Operations.

Agreement to Rules

Registration signifies that the student agrees to abide by the rules, regulations, and requirements of PGS. This agreement is in keeping with PGS's philosophy that students should be aware of the dimensions and constraints of the educational community in which they participate during the years of their enrollment.

Deadlines

Students are required to respect the various academic and administrative deadlines listed in the Academic Calendar and other publications. Failure to do so constitutes grounds for probation, suspension, or dismissal from the program.

Each student is provided with an @presidio.edu e-mail address as the official method for communicating deadlines and other important information. Students are required to check their PGS e-mail accounts on a regular basis (see the Orientation & Program Logistics section for more information).

Transcripts

PGS maintains a file for each student, which contains a copy of admissions records, relevant forms related to academic policies and procedures, and any record of disciplinary action or academic misconduct. This information will be kept on file in the PGS office for five years. If a student wishes to obtain a copy of their unofficial transcript, they should contact the Registrar's office.

Official Records

Only the information of an academic nature is entered into the Student Academic Record (transcript). Specifically, no statement regarding disciplinary action is entered except in cases in which specific entry is part of a sanction (e.g. "Academic Conduct Dismissal" as described in the Academic Code of Conduct section). Disciplinary action and the disciplinary records fall within the purview of Student Affairs and Career Development except as otherwise noted in this Catalog.

The official transcript bears the following entries regarding the completion of degree requirements and the awarding of degrees:

- Degree awarded
- Area of concentration or major (as applicable)
- Date of completion, (i.e., the last day of the last term registered or the date on which all requirements for the degree were completed (whichever is the later date))

To obtain a copy of your official transcript, students must visit the PGS website and order a copy for a \$10 fee.

Privacy and Access to Records

Presidio Graduate School complies with the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, and its implementing regulations issued, which provide students with safeguards for the accuracy, completeness and privacy of their educational records. Annual notice is given to students summarizing their rights under this law. PGS's Statement of Policies and Procedures under the Family Educational Rights and Privacy Act of 1974 can be found in Appendix A.

Marking System & Symbols Used on Transcripts

A 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.

B 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.

C 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.

D Below average performance. The student has demonstrated a level work that (while passing) is below expectation. Minimum requirements have been met, but provide an inadequate demonstration of comprehension of the subject and ability to handle ideas.

F Failure. The student has not met the minimum requirements.

NC No credit. The student has not achieved the minimum expectations of scholarship or credit in terms of the course objectives. The NC is not to be used in situations in which a grade of F is justified. It is not used in computing grade point averages.

AU Audit. Does not yield credit. Enrollment for audit is limited to original registration for the term or to properly approved changes within the first week. Registration and payment of fees are required for audit courses.

I Incomplete. Given only in extenuating circumstances. Work must be completed by the end of the succeeding term.

IS Course is currently in session. Marking used on unofficial transcripts produced during a current semester.

NR No report. Indication (to be used only by the Registrar) that as of the deadline for submitting grades, none had been received.

W Withdrawal. Grade given to those who drop classes after the scheduled drop period.

TC Credit by transfer from another institution.

Quality Points and Grade-Point Average (GPA) System

For each unit in which the student is enrolled, he or she will receive quality points as follows:

Grade A	4.0
Grade A-	3.7
Grade B+	3.3
Grade B	3.0
Grade B-	2.7
Grade C+	2.3
Grade C	2.0
Grade C-	1.7
Grade D+	1.3
Grade D	1.0
Grade D-	0.7
Grade F	0.0

A student's grade point average is obtained by dividing the total number of quality points earned by the total number of units undertaken. Transfer units 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.

Grades

Grades are posted on PGS's eLearn network approximately two to three weeks after the last day of the semester. At the semester's end, if a student has questions about their performance and grade in a class, the student should speak directly with the instructor before grades are posted. Once grades are officially recorded, a change of grade becomes a serious and stringent grievance process that involves several faculty members, staff and the Dean. We advise that students consult with their instructors on grades throughout the semester.

Checking Grades at the End of the Semester

Grades are due from PGS faculty approximately one week after the semester ends. PGS will inform students about expected dates for online grade postings, but it usually takes an additional two weeks after grades are due to be posted.

To view final grades:

1. Go to: elearn.presidionetwork.net

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. If the Registrar does not receive grades on time, an NR (No Report) will be entered on the student's transcript. Students who receive NR for their grade should contact their instructor. 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 Dean of the Faculty.

Grades Required for Graduation

Students must maintain a GPA of 3.0 in all coursework. It is the responsibility of the student to monitor his or her academic progress while at PGS, and to maintain a cumulative 3.0 GPA. For more information on grade requirements, please see the Satisfactory Academic Progress policy. Should a student require assistance, he or she should contact the Academic Affairs department for academic advising services.

Incomplete Grades

Students may receive an incomplete grade for a course when illness, family tragedy, or similar difficulty makes it impossible for them to complete course requirements on time. Students must arrange for an incomplete grade with their instructor and have it approved by the MBA, MPA, or Dual Degree Associate Dean or Dean of the Faculty. Students do not need to re-register for the course to finish incomplete coursework; however, students are required to finish incomplete coursework no later than the end of the following semester. Normally, the course must be completed with the instructor who assigned the incomplete grade. Incomplete grades that are not removed by the end of the following semester will be converted automatically to an F grade.

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 Associate Director of Academic Operations.

Students are encouraged to talk to their instructor 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 instructor of 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 instructor will respond to the student in writing. If the student is not satisfied with the response provided by the instructor, he/she may proceed to Step 2. In cases where the Dean of the Faculty 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 Dean of the Faculty with a copy to the instructor, no later than two weeks after receiving the instructor'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 the instructor (including the original written petition and instructor's response), relevant information that supports the appeal and the remedy sought. The student should retain a copy for his/her records. The student, instructor and Dean of the Faculty may meet to discuss the complaint. Within two weeks, the Dean of the Faculty will respond to the student in writing with a copy to the instructor of the class. Generally, the Dean of the Faculty 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 Dean of the Faculty. The Dean may make a final determination or may convene a Grades Appeals Committee, which shall serve in an advisory capacity to the Dean. The manner and appointment and number of members on the Grade Appeals Committee shall be determined within PGS. The Dean 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 Dean who will respond to the student in writing of the decision reached, with a copy to the Dean of the Faculty and student. This decision is final.

Note: If at any step 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.

Instructor Evaluations

Students are asked to evaluate each course and instructor at the end of the term. A form is distributed during the final residency and each student is asked to complete an evaluation for each course completed. Students are encouraged to provide appropriate feedback and comments. Instructors are then encouraged to incorporate the feedback into their courses in subsequent semesters. Comments on these forms are taken very seriously by PGS and constitute one part of the faculty evaluation process.

Academic Status

All units are offered on a semester basis. Full-time status is defined as a master's student enrolled in four courses per semester, whereas part-time status is defined as a master's student enrolled in two courses per semester. Any exception to take three courses instead of four and still be considered full-time will require Dean's approval. Students are not permitted to take less than two courses.

Satisfactory Academic Progress and Standing (SAP)

The academic requirements that students who receive U. S. federal assistance must meet to maintain their eligibility have changed due to new guidelines adopted by the Federal Department of Education effective July 1, 2011. Students must now meet new standards of Satisfactory Academic Progress (SAP) effective fall 2011.

All Presidio's SAP standards are the same as those required by the Federal Department of Education. The federal guidelines require that Presidio's Financial Office conduct reviews of student progress at the end of fall, spring, and summer terms to determine if students are making satisfactory progress towards earning their degree and therefore remain eligible for federal financial aid. These SAP reviews should not be confused with Student Evaluation and Review Committee (SERC) reviews conducted by Presidio's academic programs.

SAP Standards: for

1. **Cumulative Minimum Grade Point Average:** Students must achieve a 3.0 GPA by the end of their first term of enrollment and maintain at least a cumulative 3.0 GPA throughout their program enrollment.
2. **Average Credit Hours per Semester:** Students must have completed, with a passing grade, an average of 10 units (full-time) and 5 units (part-time) per semester using the formula: *Number of credit hours completed/number of semesters.*

3. **Completion Ratio:** Students have a course completion ration of at least 67% using the formula: *number of credit hours earned/number of credit hours attempted*.

Maximum Length of Study: Graduate programs must be completed within a period no longer than the 1.5 times the normal time frame except for a part-time dual degree program. The following maximum length of study will apply.

- Maximum length for a full time single degree will be 3.0 years
- Maximum length for a part-time single degree will be 6 years
- Maximum time for full-time dual degree will be 4.5 years.
- Max time for part time dual degree will be 7 years

All students will be reviewed for satisfying these requirements at the end of each semester. Those that meet satisfactory academic progress and receive U.S. financial aid will continue to eligible for aid.

Timing of Review Process

The Financial Aid Office will review students' academic records each semester after grades are posted to determine whether the SAP standards have been met. 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.

A student has the opportunity to appeal to the Financial Aid appeals committee (not to be confused with the SERC) and, if it is found that there are extenuating circumstances in accordance with the SAP policy, the student may be reinstated to aid eligibility status. Some appeals may require that the student meet certain standards each term to remain eligible for financial aid.

Part 1: Cumulative Grade Point Average (CGPA)

Students must maintain a minimum cumulative grade point average (CGPA) of 3.0 at the end of each semester, and at the maximum time frame (MTF) evaluation points in order to achieve satisfactory academic progress and successfully graduate from the program. These MTF evaluation points occur each time a student attempts 15 credits. Presidio uses a 4.0 grading scale, and grades are measured at the end of each semester. Withdrawals are not included in the GPA, and in the case of retakes, only the most recent grade is included in the GPA calculation.

Part 2: Course Completion Rate

Students must complete a minimum of 80% of all credit hours attempted at the end of each increment 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 most recent grade is included in the CGPA calculation. Credits excluded from the completion rate include Transfer Credits and Audited Courses.

Part 3: Maximum Time Frame (MTF)

Students must complete their educational program within 1.5 times the standard program length, which is defined by the School as the total number of semester credits required to complete the program. The maximum time frame for a single degree program is 90 attempted semester credits or for a dual degree program it is 135 attempted semester credits.

Financial aid eligibility is limited to the maximum time frame allowed for the degree. Students who exceed the maximum time frame will not be eligible for financial aid, but may complete the program at his or her own expense. Students who do not complete the program successfully within the specified time must reapply for admission.

Grade	Credits Attempted	Credits Completed	Calculated in CGPA	Counted in Completion Rate
A – C	Yes	Yes	Yes	Yes
D– F	Yes	No	Yes	Yes
I – incomplete	Yes	No	Yes	Yes

W – withdrawal	Yes	No	No	Yes
CR – transfer credit	No	No	No	No
AU – audited course	No	No	No	No

Evaluation Points

Evaluation points for the satisfactory academic progress policy are tied to the academic year. An academic year is defined as 34 weeks of classes (or two semesters of 17 weeks each; 30 credit hours for full-time students and 15 credit hours for part-time students). Presidio students will be evaluated at the end of each semester. In determining the total number of credit hours attempted, all courses, including courses with grades of F, I or W will be counted.

Academic Warning & Probation

At the end of each increment each student's CGPA and completion rates are reviewed to determine whether students are meeting the above requirements.

Situation	Academic Status	Federal Financial Aid Eligibility
First increment in which CGPA and/or completion rate is below minimum standards	Warning	Students are still eligible for Federal financial aid for the following 17-week semester
Second consecutive increment in which CGPA and/or completion rate is below minimum standards	Probation	Students are no longer eligible in his/her 3rd semester for Federal financial assistance and may be dismissed from PGS
Third consecutive increment in which CGPA and/or completion rate is below minimum standards	Dismissal (Suspension)	Students are no longer eligible in his/her 4th semester for Federal financial assistance and may be dismissed from PGS

Academic Warning

Any student who meets one of the following qualifications:

1. fails to maintain a minimum GPA of 3.0 for any semester
2. fails to successfully complete at least 80% of credits attempted in an increment
3. who receives an "F" grade
4. who receives two Incomplete "I" grades or two Marginal Pass grades (C or lower)
5. who receives a combination of "I", "F", and Marginal Pass grades
6. who engages in academic dishonesty as defined in the Catalog

will receive an academic warning at the end of that semester. The student will receive a formal letter from PGS indicating the student is being placed on Academic Warning status, and is given one increment to complete the necessary requirements to reach satisfactory academic progress. However, if a student's CGPA falls below the Warning Period at the end of an increment (see the table below), the student will automatically be placed on Probation or dismissed from the program, depending on the student's CGPA and increment point.

When placed on Academic Warning status, 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 statement "Placed on Academic Warning" will be entered into the student's permanent record.

Early Warning Status:

Students who end a semester with a GPA between 3.0 and 3.25 may be required to meet with SERC for academic advising.

Financial Aid Implications

The academic requirements that students who receive U. S. federal assistance must meet to maintain their eligibility have changed due to new guidelines adopted by the Federal Department of Education effective July 1, 2011. These SAP standards may be different

from, and at times, more stringent than, the Academic Standing policies adopted by PGS. Please see the Financial Aid section of this handbook for more information.

Academic Probation

Students who fail to reach satisfactory academic progress after one semester on Academic Warning status will be placed on Academic Probation. Or, if a student's CGPA falls within the Probation Period as outlined in the table below, the student will automatically be placed on Academic Probation.

Students placed on probation will be prevented from enrolling full-time in the program. 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 statement "Placed on Academic Probation" will be entered into the student's permanent record. The probation period is normally one semester except under mitigating circumstances.

Academic Dismissal

Students who do not maintain at least a 2.0 GPA at the end of the probation period (one semester) and who cannot meet the minimum CGPA requirement at the evaluation points will be dismissed from PGS and the statement "Academic Dismissal" will be entered into the student's permanent record.

Maximum Program Length

Should any student exceed the 150% maximum time requirement, regardless of whether or not the student receives federal financial aid, he/she will not be allowed to graduate from the program of study. PGS, as directed by the federal government, does not allow students who do not raise their CGPA or completion rates of progress to the necessary minimums to continue to receive federal financial assistance, regardless of the students' circumstances.

Any student receiving federal financial aid who does not meet the CGPA requirement in the Dismissal category in the table above at the end of their second year will no longer be eligible for financial aid, and must be dismissed. A student not meeting the CGPA standard at the end of the second year will not be permitted to remain an enrolled student, regardless if the student wishes to continue without being eligible for federal financial aid. A student may remain an enrolled student who is eligible for federal financial aid if there are documented mitigating circumstances (i.e. death in the family, sickness, etc.).

Appeal for Mitigating Circumstances

Students may appeal a dismissal in writing to the Dean of the Faculty. A response to the appeal will be given to the student in writing within ten business days. If the appeal is granted, a student may be allowed to continue in an extended enrollment status on a cash payment basis, or the student, with good cause, reapplies and is accepted under special consideration for readmission by an ad hoc Admissions Committee.

Evaluation Points	CGPA Falling in Warning Period	CGPA Falling in Probation Period	CGPA Falling in Dismissal Period
At Increment 1 (7-8 credits attempted)	3.0 > CGPA > 2.4	2.4 > CGPA > 2.0	CGPA < 2.0
At Increment 2 (15 credits attempted)	3.0 > CGPA > 2.4	2.4 > CGPA > 2.0	CGPA < 2.0
At Increment 3 (22-23 credits attempted)	3.0 > CGPA > 2.4	3.0 > CGPA > 2.0	CGPA < 2.0
At Increment 4 (30 credits attempted)	3.0 > CGPA > 2.6	3.0 > CGPA > 2.4	CGPA < 2.25
At Increment 5 (37-38 credits attempted)	3.0 > CGPA > 2.6	3.0 > CGPA > 2.4	CGPA < 2.25
At Increment 6 (45 credits attempted)	3.0 > CGPA > 2.75	3.0 > CGPA > 2.5	CGPA < 2.5
At Increment 7 (52-53 credits attempted)	3.0 > CGPA > 2.75	3.0 > CGPA > 2.5	CGPA < 2.5
At Increment 8 (60 credits attempted)	N/A	3.0 > CGPA > 2.75	CGPA < 2.75
At Increment 9	N/A	3.0 > CGPA > 2.75	CGPA < 2.75

(67-68 credits attempted)			
At Increment 10 (75 credits attempted)	N/A	3.0 > CGPA > 2.75	CGPA < 2.75

When reading this table, students can interpret the increments as follows: “At Increment 1 (having attempted either 7 or 8 credits), if my cumulative GPA is between 2.4 and 3.0, then I fall in the Warning period for the following semester; if my cumulative GPA is between 2.0 and 2.4, then I fall in the Probation period for the following semester; if my cumulative GPA is below a 2.0, I fall in the Dismissal period from the program Incompletes, Withdrawals, Repetitions, Noncredit Remedial Work.

Students with course incompletes, withdrawals, repetitions, and those doing noncredit remedial work are eligible to continue receiving financial aid if the following conditions are met:

1. The student is otherwise making satisfactory progress.
2. The time needed to make up the incomplete course work is within the program maximum time frame.

A student may retake a course, and grades from prior attempts will be excluded from calculating the student's cumulative GPA. However, the credits from all course attempts will be included when calculating the student's completion rate.

Academic Probation or Dismissal Appeal

A student who is placed on academic probation or dismissed for failing to maintain satisfactory academic progress may appeal this action by submitting to the Dean of the Faculty a written statement explaining the mitigating circumstances that affected his/her performance. Such circumstances may include illness or injury, death in the family, family crisis, or other occurrences outside the control of the student. The student must provide documentation of the circumstances that had an adverse impact on his/her performance.

Appeal Process

To appeal the application of the satisfactory academic progress standards, the student must follow the appeal process:

1. Obtain a Satisfactory academic progress Appeal Form from the Academic Affairs Department.
2. Within two days of notification of probation or dismissal, complete the form and submit it to the Dean of the Faculty.
3. Should the appeal be granted, the student must meet with the Dean of the Faculty or Student Evaluation & Review Committee to develop an academic success plan.
4. Continue to attend regularly scheduled classes during the review period.

The Dean of the Faculty will review the student's request and reach a decision no later than the fourteenth calendar day after the term start day. Should an appeal be denied, the student's dismissal stands and he/she can no longer attend classes; any tuition charges that have been posted for the current term will be reversed. A student may appeal academic dismissal only once. Any additional appeals may be considered at the sole discretion of the Dean of the Faculty.

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 increment by the Dean of the Faculty & Associate Director of Academic Operations. 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 Dean of the Faculty determines that the student has the academic ability and desire to successfully continue in the program, the student will meet with the Director of Financial Aid to determine eligibility for Title IV aid. Reinstated students will be placed on probation for one term after reestablishing satisfactory progress.

Multiple Attempts

Students who voluntarily withdraw from PGS or who are withdrawn for academic, disciplinary, or attendance reasons may re-enter PGS one time. Students must complete the Reentry Process, as outlined by the Associate Director of Student Affairs and Career Development, to be considered eligible for re-entry. If a re-entering student attends classes before the end of the drop/add period, the student will be returned to “active” status at PGS. If the student does not attend classes after the drop/add period of the re-entry term, the student retains his/her status as a withdrawn student. If a student is dropped or voluntarily withdraws from PGS a second time, the student must meet with the Dean of the Faculty to discuss the extenuating circumstances that would warrant an additional attempt to re-enter PGS.

Attendance at Residency Requirement

Attendance at weekend residencies is required; any student who misses more than one class 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 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.

Students in EL courses are required to attend the first residency.

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.

Spring Break

During the spring semester students are given a week off from classes. In most instances, this break falls after the third residency. Students are not expected to complete any assignments during this time.

Distribution of Syllabi, Assignments and Reading Lists

PGS does not distribute syllabi, assignment descriptions, reading lists, team requirements or any other curriculum-related information before the official start of the semester. This information is provided exclusively to students enrolled in each class. A book list including all required texts and pre-readings for the first residency is communicated to current students by the start of the registration period for that semester.

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.

Intellectual Property

Members of the PGS community are expected to respect intellectual property rights of others and to abide by copyright laws. Copyright is the right of authors to control the reproduction and use of their creative work. Software, graphic designs, photographs, drawings, audio-visual presentations, musical works and literary works may all be protected by copyright. PGS's intellectual property policy can be found in Appendix E.

Academic and Administrative Deadlines

The Academic Calendar defines administrative and academic deadlines. All students are required to meet them. When deadlines are not met, it can lead to problems for the students, extra paperwork, additional fees, loss of financial aid, and/or termination from the program. In general, the only exceptions made to deadlines are for medical emergencies.

Academic Code of 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.

This Student Academic Code of 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 also need to be in compliance with the Standards of Engagement, which is included under the Administrative Policies section in this Catalog.

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 & 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 Dean of the Faculty for appropriate action.

Acts of Misconduct

The Academic Code of Conduct prohibits certain acts of misconduct by students enrolled at Presidio Graduate School. Other School policies and procedures may also apply. Depending on the circumstances, the acts of 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 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.
 - **Report to SERC:** When a faculty member suspects a student of plagiarism they must report it to SERC.
To report to SERC, please contact the Associate Director of Academic Operations.
 - **SERC Meeting and Determination:** The accused student must meet with SERC to discuss the infraction.
 - **Multiple infractions:** Any student found guilty of plagiarism by the SERC committee on more than one occasion will be expelled from the program.
 - **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 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 Chief Executive Officer may replace the procedures outlined below. These include circumstances in which a matter has been referred by the Dean.

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 Dean of the Faculty 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 PGS Dean of the Faculty.** 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 Dean of the Faculty 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 Dean of the Faculty 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 Dean of the Faculty.** After making a review and recommendation, the Dean of the Faculty 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 Dean of the Faculty. 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 Dean of the Faculty. After considering the material and information presented by the student or after the lapse of 10 business days without a student response, the Dean of the Faculty 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 Dean of the Faculty'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 Dean of the Faculty for mediation, appeal or both.

Appeals Phase

All requests for appeals must be made in writing to the Dean of the Faculty within 30 days of receipt of the final determination of the Dean of the Faculty.

1. **Mediation:** A student wishing to appeal the determination of the Dean of the Faculty may request a mediation session with the Dean of the Faculty, the MBA, MPA, or Dual Degree Associate Dean 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 Dean of the Faculty 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 Dean of the Faculty 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 Dean of the Faculty and shall be composed of two faculty members, an administrator and two students. The Dean of the Faculty 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 Dean of the Faculty shall appoint a substitute board member. The Appeal Board is an advisory to the Dean of the Faculty and recommends actions on an appeal.

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to:

The Bureau for Private Postsecondary Education

2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833
 (916) 431-6959 ~ (888) 370-7589
www.bppe.ca.gov ~ bppe@dca.ca.gov

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

Appendix A: FERPA - Educational Records Policy

Disclosure and Release of Student Information

In order to protect the privacy of students, the Family Educational Rights and Privacy Act of 1974 (FERPA) affords students certain rights with respect to their education records and sets certain conditions on the disclosure of personal information from these records. Students will be notified of their FERPA rights annually. These FERPA rights are:

1. The right to inspect and review the student's education records within 15 working days of the day PGS receives a request for access.
2. The right to request the amendment of the student's education records to ensure that they are not inaccurate, misleading, or otherwise in violation of the student's privacy or other rights.
3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.
4. The right to file with the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, SW Washington, D.C. 20202-4605, a written complaint concerning specific alleged failures by PGS to comply with the requirements of FERPA.

Definitions

Student - any person who attends or has attended PGS.

Education records - any record (in handwriting, print, video or audio tape, film, computer or other medium) maintained by PGS or an agent of PGS, which is directly related to a student, except:

- A personal record kept by a staff member if it is kept in the sole possession of the maker of the record and is not accessible or revealed to any other person except a temporary substitute of the maker of the record.
- Records created and maintained by municipal or state law enforcement for law enforcement purposes.
- An employment record of an individual whose employment is not contingent on the fact that he or she is a student, provided the record is used only in relation to the individual's employment.
- Records made or maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional if the records are used only for treatment of a student and made available only to those persons providing treatment.
- Alumni records which contain information about a student after he or she is no longer in attendance at PGS and which do not relate to the person as a student.

Disclosure - To permit access to or the release, transfer, or other communication of personally identifiable information contained in education records to any party, by any means, including oral, written, or electronic means.

A School official is:

- A person employed by PGS in an administrative, supervisory, academic, research, or support staff position.
- A person elected to the Board of Trustees.
- A person employed by or under contract to PGS to perform a special task, such as an attorney, auditor, or security.
- A student serving on an official committee, such as a disciplinary or grievance committee, or who is assisting another school official in performing his or her tasks.

Procedure to Inspect Education Records

Students may inspect their education records upon a written request to the appropriate records custodian, which identifies as precisely as possible the record(s), he or she wishes to inspect. The records custodian or appropriate staff person will make the needed arrangements for access as promptly as possible and notify the student of the time and place where the records may be inspected. Access must be given within 15 working days from the date of receipt of the request. When a record contains information about more than one student, the student may inspect only the records that relate to him or her.

Limitation on the Right of Access

PGS reserves the right to refuse to permit a student to inspect the following records:

1. Financial records of the student's parents.
2. Letters and statements of recommendation for which the student has waived her or his right of access, or which were maintained before January 1, 1975.
3. Records connected with an application to attend PGS if that application was denied.
4. Those records which are excluded from the FERPA definition of education records.

Refusal to Provide Copies

PGS reserves the right to deny copies of records, including transcripts, not required to be made available by FERPA in any of the following situations:

- The student has an unpaid financial obligation to PGS.
- The student is in default status on a student loan made as a student of PGS.
- There is an unresolved disciplinary action against the student.

The education record requested is an exam or set of standardized test questions. (An exam or standardized test which is not directly related to a student is not an education record subject to FERPA access provisions.)

Types, Locations, and Custodians of Education Records

Types	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
Disciplinary Records	Student Affairs and Career Development Office	Associate Director of Student Affairs and Career Development
Financial Aid Records	Financial Aid Office	Financial Aid Director
Financial Records	Student Business Services	Student Business Services Coordinator
Records for Students with Disabilities	Disability Services	Disability Services Coordinator
Transcripts & Supporting Documentation	Registrar's Office	Registrar

Fee for Copies of Records

The fee for copies will be 10 cents per page. PGS will also charge for postage. There is a separate fee for transcripts, which are kept permanently by PGS.

Disclosure of Education Records

PGS will disclose information from a student's education records only with the written consent of the student, except that records may be disclosed without consent when the disclosure is made in accordance with FERPA regulations, including when the disclosure is:

1. To school officials who have a legitimate educational interest in the records. A school official has a legitimate educational interest if the official is:
 - Performing a task that is specified in his or her position description or contract agreement.
 - Performing a task related to a student's education.

- Performing a task related to the discipline of a student.
 - Providing a service or benefit relating to the student, such as health care, counseling, job placement, or financial aid.
 - Maintaining the safety and security of the campus.
2. To officials of another school, upon request, where a student seeks or intends to enroll.
 3. To certain officials of the U.S. Department of Education, the Comptroller General, and State and local educational authorities, in connection with audit or evaluation of certain State or federally supported education programs.
 4. In connection with a student's request for and receipt of financial aid to determine the eligibility, amount, or conditions of the financial aid, or to enforce the terms or conditions of the aid. Since the terms of a Title IV loan require that it be repaid, a collection agency may have access to those records necessary to enforce the terms of a promissory note.
 5. To State and local officials or authorities if specifically required by a State law that was adopted before November 19, 1974.
 6. To organizations conducting certain studies for or on behalf of PGS.
 7. To accrediting organizations to carry out their functions.
 - To comply with a judicial order or a lawfully issued subpoena. If a subpoena is served, it will be referred to Presidio Graduate School's Legal Counsel. The Graduate School will make a reasonable effort to notify the student in advance of compliance so that the student may seek a protective order. Note that the Graduate School must comply with orders in subpoenas for Federal Grand Jury or other law enforcement purposes that forbid such notification.
 - To appropriate parties in a health or safety emergency.
 - To individuals requesting directory information so designated by PGS.
 - The results of any disciplinary proceedings conducted by PGS against an alleged perpetrator of a crime of violence to the alleged victim of that crime. By law, the alleged victim must keep the results of the disciplinary action and any appeal confidential.

Record of Requests for Disclosure

PGS must maintain a record in the student's education record of all requests for or disclosures of information from a student's education records except when disclosure is in response to:

1. A written request from the student (the request will be maintained in the record);
2. A request from a school official;
3. A request for Directory Information; or
4. A court order or lawfully issued subpoena (the order or subpoena and response will be maintained in the record).

The record will indicate the name of the party making the request, any additional party to whom it may be disclosed, and the legitimate interest the party had in requesting or obtaining the information. The eligible student may review the record.

Directory Information

PGS designates the following items as Directory Information: student name, address, telephone number(s), e-mail address, parent's name(s), date and place of birth, major field of study, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees and awards received, and most recent previous school attended. PGS may disclose any of those items without prior written consent, unless the student notifies the Registrar in writing to the contrary.

If student directories are published, students will have the opportunity to have their names, addresses, and telephone numbers omitted.

Correction of Education Records

Students have the right to ask to have records corrected that they believe are inaccurate, misleading, or in violation of their privacy rights. Following are the procedures for the correction of records:

1. A student must ask the custodian to amend a record. In so doing, the student should identify the part of the record to be amended and specify why the student believes it is inaccurate, misleading, or in violation of the student's privacy rights.

2. If PGS decides not to amend the record as requested, PGS will notify the student of the decision and inform the student of his or her right to a hearing to challenge the information believed to be inaccurate, misleading or in violation of the student's privacy right.
3. Upon request, PGS will arrange for a hearing, and notify the student, reasonably in advance, of the date, place, and time of the hearing.
4. The hearing will be conducted by a hearing officer who is a disinterested party; however, the hearing officer may be a school official. The student will be afforded a full and fair opportunity to present evidence relevant to the issues raised in the original request to amend the student's education records. The student, at his or her own expense, may be assisted by one or more individuals, including an attorney.
5. PGS will prepare a written decision based solely on the evidence presented at the hearing. The decision will include a summary of the evidence presented and a reason for the decision.
6. If PGS decides that the information is inaccurate, misleading, or in violation of the student's right of privacy, it will amend the record and notify the student, in writing, that the record has been amended.
7. If PGS decides that the challenged information is not inaccurate, misleading, or in violation of the student's right of privacy, it will notify the student that he or she has a right to place in the record a statement commenting on the challenged information or a statement setting forth reasons for disagreeing with the decision.
8. The statement will be maintained as part of the student's education records as long as the contested portion is maintained. If PGS discloses the contested portion of the record, it must also disclose the statement.

Disclosure in Response to Telephone Inquiries

Only those items designated as directory information shall be released in response to telephone inquiries. Such items include:

- student's name;
- address and telephone number;
- whether or not the student is currently enrolled;
- the program of enrollment;
- dates of enrollment;
- class/year status (first-year, sophomore, junior, senior, graduate student, etc.)
- degree(s) earned; date degree(s) conferred, major or field of concentration and honors received;
- participation in officially recognized activities and sports;
- weight and height of athletic team members and most recent educational institution attended.

Any student who does not wish to have directory information released must submit written notification to the Registrar's Office.

Student Directories

If student directories are published for general distribution, students shall be given the opportunity to have their addresses and telephone numbers omitted, but not their names.

Military Recruiting on Campus Policy/Solomon Amendment

Institutions of higher learning which access federally funded financial aid programs are required by law to accommodate military recruiting on campus.

Presidio Graduate School will allow entry to campuses, access to student records on campuses, and access to information that would be helpful to them for recruiting purposes including student name, address, telephone number, age, or year of birth, level of education, and major, if requested by any branch of the military. If the student has requested withholding of this type of directory information under FERPA, the information will not be released.

Appendix B: Non-Discrimination Policy

Presidio Graduate School prohibits discrimination in employment and in its educational programs and activities, including admission or access thereto, 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. This policy includes the prohibition against sexual harassment — a form of sex discrimination. (See the Sexual Harassment policy in Appendix D). PGS will conduct its programs, services and activities consistent with applicable federal, state and local laws, regulations and orders.

This policy is governed by Titles VI and VII of the Civil Rights Act of 1964, the Civil Rights Act of 1991, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, the regulations implementing these statutes, and applicable federal and California law.

Although educational institutions are obligated to make a statement confirming non-discrimination, Presidio Graduate School practices non-discrimination as a matter of choice and philosophy.

Appendix C: Drug-Free School & Workplace Policy

PGS strictly prohibits the unlawful manufacture, distribution, dispensing, possession, use, sale, purchase, transfer, consumption, or being under the influence of a controlled substance on School property or as part of any School 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 while on School premises, including meal periods and breaks, is absolutely prohibited except when authorized by either the President, Dean of the Faculty, Associate Director of Student Affairs and Career Development, or Faculty, or as set out in the Alcohol Use Policy. However, being under the influence of alcohol at any School function is prohibited.

Using or being under the influence of unauthorized drugs while attending School approved functions is also prohibited. Violation of this policy will constitute grounds for disciplinary action. Presidio Graduate School will impose sanctions for violation of this policy which may include completion of an appropriate rehabilitation program, expulsion from school, or referral to the authorities for prosecution.

Each School employee is required to notify his/her supervisor if he/she is using prescription drugs which may affect his/her ability to perform his/her job safely. Each School staff member is required to provide notice to his/her supervisor no later than five (5) days following any drug-related criminal conviction if such unlawful conduct for which he/she occurred in the workpla

Appendix D: Anti-Harassment & Sexual Misconduct Policy

Presidio Graduate School strives to provide a workplace free from sexual misconduct and all forms of harassment including, but not limited to, sexual, racial and religious harassment. PGS will not tolerate such conduct on the part of any employee, student, vendor, or other individuals. Compliance with this policy will be strictly enforced and violations will be dealt with in accordance with published disciplinary policies and procedures.

Presidio Graduate School finds sexual misconduct totally unacceptable to this working/learning environment. Staff, faculty and administrators are not to engage in sexual relationships with students, whether consensual or otherwise. Supervisors are not to engage in sexual relationships, whether consensual or otherwise, with staff who report to them, directly or indirectly.

PGS will take all reasonable steps necessary to prevent harassment and sexual misconduct. Administrators will support and assist staff, faculty, and students in the legitimate pursuit of investigating and remediation of problems of harassment or sexual misconduct whenever it occurs. If you are a student or employee who feel you have been subjected to such abuses, you should report all harassment and sexual misconduct complaints (knowing that it will be in confidence and without reprisal or retaliation) to the Human Resources Officer or to your supervisor. In most cases, the procedures by which incidents of harassment will be handled are the standing grievance procedures.

Definitions of Harassment

Sexual harassment means unwelcome sexual advances, requests for sexual favors, and other verbal, visual, or physical conduct of a sexual nature. This behavior is unacceptable in the academic environment and in other school-related settings such as school-sponsored activities or school-related social events.

Sexual harassment is sexually related behavior the victim perceives as offensive or threatening or which makes the victim uncomfortable. It is usually repeated behavior, but it can be an action that occurs only once. Sexual harassment exists when:

- submission to the conduct is explicitly or implicitly made a term or a condition of an individual's academic status or progress;
- submission to, or rejection, of the conduct by the individual is used as the basis of academic decisions affecting the individual;
- the conduct has the purpose or effect of having a negative impact upon the individual's academic performance, or of creating an intimidating, or hostile, educational environment; or
- submission to, or rejection of, the conduct by the individual is used as the basis for any decision affecting the individual regarding benefits and services, honors, programs, or activities available at or through PGS.
- Examples that may constitute sexual harassment include:
 - offering grades or academic benefits in exchange for sexual favors
 - making or threatening reprisals after a negative response to sexual advances
 - subtle pressure for sexual activity
 - unnecessary brushes or touches
 - disparaging remarks about one's gender or physical appearance
 - assault
 - physical aggression such as pinching and patting
 - verbal sexual abuse directly expressed or disguised as humor
 - whistling in a suggestive manner
 - obscene gestures
 - favoritism of any kind toward one gender or the other

Racial harassment. Racial harassment is defined as creating a racially intimidating, hostile or offensive social, educational, or work environment.

Religious harassment. Religious harassment is defined as creating a religiously intimidating, hostile or offensive social, educational, or work environment. (This definition will be interpreted and applied consistent with generally accepted standards of mature behavior, academic freedom, and freedom of expression.)

Harassment Policy

It is the policy of PGS that all persons should enjoy freedom from unlawful discrimination of any kind. The purpose of this policy is to provide notification of the prohibition against sexual harassment as a form of sexual discrimination and to provide notification of available remedies. This policy applies to prohibit all types of harassment and misconduct between members of PGS community, including between students, or between students and School employees.

Any student who feels that he or she has been subjected to sexual or another kind of harassment by any School employee or other student should let the offender know immediately and firmly that the student identifies the behavior as harassment and that the employee's/other student's behavior is unwelcome, and (if applicable) that s/he is rejecting the advance or invitation.

Report the matter according to the procedure set out in the Student Grievance Policy. Complaints about harassment or sexual misconduct will be responded to promptly and equitably. The right to confidentiality of all members of the community will be respected in both informal and formal procedures, insofar as appropriate. Any harassment or sexual misconduct complaints received by the Student Affairs and Career Development office will be referred to the Human Resources Officer.

No individual will suffer reprisals for reporting any incidents of sexual or other harassment or making any such complaints, or participating as a witness in the investigation. Any incidents or further harassment or retaliation should be reported immediately.

It is expected that many complaints of sexual/racial/religious harassment will result from misunderstanding rather than from willful misconduct, and that explanation, education and warning will prevent further complaints.

Appendix E: Intellectual Property Policy

A. Purpose. The Presidio Graduate School (the “School”), its faculty (whether part-time or full time) (“Faculty”) and paid employees (whether part-time or full time) (“Staff”), the individuals that attend any Program (defined below) as students (the “Students”), and third parties that participate in any Program (each, a “Third Party”) all have a mutual interest in articulating the terms and conditions governing the ownership of any Intellectual Property (defined below) that is created for and during a Program.

B. Definitions. The following capitalized terms will have the meanings given them below. Any capitalized term used and not defined in this PGS IP Policy will have the meaning given in the PGS Policy.

1. “Intellectual Property” or “IP” means (i) patents, patent applications, patent disclosures and inventions (whether patentable or not), (ii) trademarks, service marks, trade dress, trade names, logos, corporate names, Internet domain names, and registrations and applications for the registration for any of them, together with all goodwill associated with any of them, (iii) copyrights and copyrightable works (including computer programs and mask works) and registrations and applications for registration, (iv) trade secrets, know-how and other confidential information, (v) waivable or assignable rights of publicity, assignable moral rights, (vi) unregistered and registered design rights and any applications for registration, (vii) database rights and all other forms of intellectual property; and (viii) drafts and embodiments of any of the foregoing. Without limiting the foregoing, “IP” includes, but is not limited to, the following: business plans, discoveries, developments, designs, ideas, improvements, inventions, formulas, processes, techniques, know-how, data, new and non-obvious ideas and/or their reduction to practice that results in new devices, processes, products, computer software, data bases, circuit design, any improvement on existing systems and processes, original works of authorship fixed in any tangible medium of expression that can be perceived, reproduced or communicated, whether directly or with the aid of a machine or device, including but not limited to publications, pictorial, graphic, and 3-dimensional works, literary works, creative and artistic endeavors, video and audio.
2. “Parties” means, collectively, PGS, Faculty, Staff, Students and Third Parties.
3. “EL Project” means a defined project for a Third Party outside of the classroom, in connection with PGS’s Experiential Learning program, whereby Students, guided by Faculty, incorporate their classroom learnings in a business case setting.
4. “Program” means any program, course or project of PGS, including MBA, MPA, Executive or custom-made programs or courses and any Capstone project of a Student.

C. IP Ownership.

1. PGS Policy Terms Governing Ownership of Copyright. For purposes of terms and conditions incorporated herein from the PGS Policy with respect to ownership of “Copyright” (as defined in the PGS Policy), such terms will be deemed to apply to “Intellectual Property” (as defined above).
2. Ownership of IP – Students. Except as set forth below in Sections D3 (Ownership of IP – EL Project), D4 (Ownership of IP – Internships) and D5 (Ownership of IP – Sponsored Projects), each Student will own all rights to Intellectual Property to the extent created by the Student for and during a Program. If two or more Students claim ownership rights in Intellectual Property, it is the sole responsibility of those Students to allocate ownership rights as between them. Each Student is responsible for taking such steps as are necessary to protect his or her rights in

Intellectual Property (e.g., by registering a copyright, etc.). Upon creation, Students shall promptly disclose the existence and nature of any and all Intellectual Property to PGS and to those Parties that are involved in the Program for and during which the Intellectual Property was created. The Parties agree that PGS has no obligation to preserve, protect or safeguard any Student rights in Intellectual Property.

3. Ownership of IP – EL Projects. Students may, from time to time, engage in an EL Project. Students who participate in a EL Project shall execute a Third Party Intellectual Property and Confidentiality Agreement in accordance with Section E1 (Third Party Intellectual Property and Confidentiality Agreements). Students and Faculty are not permitted to make any representations or warranties as to the results of any EL Project. The Parties agree that PGS shall not be liable to any Student, Faculty or Third Party with respect to the results, findings or conduct of any EL Project.
4. Ownership of IP – Internships. Each Student who wishes to participate in an internship with a Third Party shall execute a Third Party Intellectual Property and Confidentiality Agreement in accordance with Section E1 (Third Party Intellectual Property and Confidentiality Agreement). The Parties agree that PGS shall not be liable to any Student, Faculty or Third Party with respect to the results, findings or conduct of any internship.
5. Ownership of IP – Sponsored Projects. From time to time, Students may participate in a project undertaken by PGS that is sponsored by either PGS or a Third Party, but that is neither an EL Project nor an internship (each, a “Sponsored Project”). Students who participate in a Sponsored Project with a Third Party shall execute a Third Party Intellectual Property and Confidentiality Agreement in accordance with Section E1 (Third Party Intellectual Property and Confidentiality Agreement) with each Third Party that is or will be involved in the project. Students who participate in a Sponsored Project with PGS shall execute an agreement with the terms and conditions required by PGS. The entity that sponsors each Sponsored Project (i.e., PGS or Third Party) shall own all Intellectual Property created for and during that project. The Parties agree that PGS shall not be liable to any Student, Faculty or Third Party with respect to the results, findings or conduct of any Sponsored Project.

D. Use of Third Party Intellectual Property and Confidentiality Agreements and Non-Disclosure Agreements.

1. Third Party Intellectual Property and Confidentiality Agreements. Students involved in a Program with a Third Party shall execute an agreement with each Third Party, under the supervision and guidance of Faculty, whereby the Third Party will hold rights to Intellectual Property created for and during the Program (each, a “Third Party Intellectual Property and Confidentiality Agreement”). A form of Third Party Intellectual Property and Confidentiality Agreement is attached hereto as Exhibit B. The Parties agree that rights with respect to Intellectual Property created for and during the Program shall be determined in accordance with the Third Party Intellectual Property and Confidentiality Agreement, and PGS shall not be liable to any Party with respect to the warranties, representations or allocation of IP rights in a Third Party Intellectual Property and Confidentiality Agreement. The Students involved in a Program shall: (a) execute a Third Party Intellectual Property and Confidentiality Agreement before beginning a Program that involves a Third Party; (b) notify PGS and the relevant Faculty advisors after a Third Party Intellectual Property and Confidentiality Agreement has been executed; and (c) provide a copy of the agreement for PGS's files.
2. Intellectual Property Rights Assignment Document. If requested by a Third Party, students will sign an Intellectual Property Rights Assignment document in the case where the Third Party Intellectual Property and Confidentiality Agreement was not executed at the beginning of the project. See Assignment of IP rights to Third Party, attached hereto as Exhibit D.

3. Non-Disclosure Agreements. The Parties acknowledge that it may be appropriate to execute a Non-Disclosure Agreement with a Third Party in connection with a Program. In such cases, the relevant Faculty advisors, Students and Third Party involved in the Program shall execute a Non-Disclosure Agreement substantially in the form attached hereto as Exhibit C before participating in any substantive discussions or exchanges with the Third Party regarding the Program. The Parties agree that PGS shall have no liability with respect to any Non-Disclosure Agreement. The Students involved in a Program shall notify PGS and the relevant Faculty advisors after a Non-Disclosure Agreement has been executed and provide a copy of the agreement for PGS's files.
- E. Use of School's Name.
1. In connection with activities that are conducted outside PGS's premises with the support of non-School entities (e.g., a Third Party), Faculty and Students may use PGS's name to identify themselves to third parties (e.g., "Jane Doe, Professor of Sustainable Business Economics, Presidio Graduate School" or "John Doe, graduate student of Presidio Graduate School"). In so doing, Faculty and Students agree that they: (i) will state that PGS does not endorse or bear responsibility for the particular activity, and will not imply otherwise; and (ii) will conduct themselves in a manner that does not reflect adversely on PGS. Faculty and Students may not otherwise use PGS's trademarks to identify any activity or publication that is not related to PGS without PGS's prior written approval.
 2. Faculty and Students may not use PGS's logo for any purpose without PGS's prior written approval.
- F. Dispute Resolution. In the event of a dispute between the Parties concerning or relating to this PGS IP Policy, a Third Party Intellectual Property and Confidentiality Agreement or a Non-Disclosure Agreement (a "Dispute"), the complaining Party must provide the other Party with written notice of the Dispute, and the Parties agree that they will meet and will use all reasonable efforts to resolve the Dispute. If the Dispute has not been resolved within thirty (30) days of the initial written notice that there is a Dispute (or such additional time to which the Parties may agree in writing), the Parties hereby agree to submit the Dispute to mediation within thirty (30) days. Each Party shall bear its own costs in any mediation, but the Parties agree to share the cost of the mediator equally. Notwithstanding the foregoing, the Parties have the right to seek equitable relief from a court of competent jurisdiction with respect to any dispute for which there is no adequate remedy at law.