



PRESIDIO
GRADUATE SCHOOL



**STUDENT
CATALOG
2021-22**

SPRING 2022 ADDENDUM



Locations and Business Hours	
Administrative Offices 649 Mission Street, Suite 500 San Francisco, CA 94105 Phone: (415) 561-6555	Place of Instruction 1355 Sansome Street San Francisco, CA 94111
Business Hours Monday – Friday 9:00 a.m. – 5:00 p.m. Pacific	

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

Accreditation

Presidio Graduate School is a private, non-profit institution accredited by the Western Association of Schools and Colleges Senior College and School Commission (WSCUC), 1001 Marina Village Parkway, Suite 402, Alameda, CA 94501, (510) 748-9001.

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

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

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

This catalog is revised annually, and addenda are published as needed. This catalog is effective January 1, 2022.

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Community & Purpose

Instructional Site

As a school without a permanent campus, Presidio has moved classroom locations through the years, giving each cohort of students a different local flair to their time at PGS. Historic sites for Presidio's hybrid residency program include our namesake, the Presidio; Fort Mason in San Francisco; Bainbridge Island in the Seattle area; and our most recent home in Oakland, Oakstop.

In Spring 2022, Presidio will be offering classes at Hult International Business School in San Francisco. The Hult facilities provide classroom space ready to meet Presidio's evolving technology needs. Hult is also a natural fit for shared space with Presidio, offering forward-thinking business education to a global student body. The campus is centrally located in San Francisco with access to the Bay, a variety of employers and potential partners, and community gathering spaces.

Faculty Academy

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

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

Faculty Council

Faculty Council (FC) advises the Chief Academic Officer and the Office of Academic Affairs on all academic matters by providing timely and thoughtful feedback and insights to the academic leadership.

The members of the Faculty Council include the adjunct faculty on a rotating basis. The current members of the Council include:

Maggie Winslow, Ph.D.
Elizabeth Burke, M.S., CPA
Erin Burns, Ph.D.
Dwight Collins, Ph.D. (Dean Emeritus)
Vanessa Cossgrove-Fry, Ph.D.
Martina Doleshal, M.B.A.
Alyson Mike, Ed.D.
Matthew Sykes, Student Representative
Marsha Willard, Ph.D.

Full-Time Faculty

Maggie Winslow, Ph.D., Academic Dean, and Chief Academic Officer
Ph.D., Energy and Resources Group, University of California at Berkeley
M.S., Natural Resources and Environment, University of Michigan
B.A., Political Science, Williams College

Erin Burns, Ph.D., Assistant Professor

Ph.D., Psychology, University of Georgia
M.S., Psychology, University of Georgia
BS, James Madison University
Certificate in Sustainable Management, Presidio Graduate School

Adjunct Faculty, 2021-2022

Jasmin Ansar, Ph.D.

Ph.D., Economics, Solent University
B.A. Economics with Mathematics, Sussex University

Larry Azer, M.P.A.

M.P.A., Bridgewater State University
B.A., Social Psychology, Tufts University

Seth Barad, M.B.A.

M.B.A., Harvard Business School
B.S., Mathematics, Tufts University

Elizabeth Burke, M.S., CPA

M.S., Antioch University

Vanessa Cossgrove-Fry, Ph.D.

Ph.D., Public Policy and Administration, Boise State University
M.B.A., Presidio Graduate School
B.A., Biology, Fine Art, Wittenburg University

Carlos Davidson, Ph.D.

Ph.D., Ecology, University of California at Davis
M.A., Economics, University of California at Berkeley
B.A., Economics, University of California at Berkeley

Tala Daya, Ph.D.

Ph.D., Mechanical Engineering, University of California at Berkeley
M. Eng., Mechanical Engineering, University of California Berkeley
B.S., Chemical Engineering, Northeastern University
Certificate for Business and Sustainability, University of California at Berkeley

Martina Doleshal, M.B.A.

M.B.A., Sustainable Management, Presidio Graduate School
M.S. Biochemistry and Biotechnology, University of Chemistry and Technology, Prague

Samuel Evans, Ph.D.

Ph.D., Agricultural and Resource Economics, Colorado State University
M.A., Colorado State University
B.A., Economics, Grinnell College

Alison Gold

B.A., Anthropology, Columbia University
Certificate, Nonprofit and Business Management, Tuck School of Business at Dartmouth

Cecily Joseph, J.D.

J.D., Tulane University Law School
B.A., English, University of Miami
Certificate, Nonprofit Management, Cal State University East Bay

Elizabeth Leiba, M.B.A., M.A.

M.A., English/Writing, Western New Mexico University

M.B.A., Business, University of Phoenix

B.S., Journalism, Communication, University of Florida

Deniz Zeynep Leuenberger, Ph.D.

Ph.D., Public Administration, University of Nebraska at Omaha

M.P.A., University of Nebraska at Omaha

B.A., English, History, and Sociology, Midland University

Certificate, Women in Education Leadership & Advancement Leadership, Harvard University Graduate School of Education

Certificate, Design Leadership for Business: Healthier Materials and Sustainable Building, Parsons School of Design – The New School

Certificate, Core Arts Management, University of Massachusetts Amherst.

Terea Macomber, M.B.A.

M.B.A., Social Entrepreneurship, Mills College

B.A., Environmental Studies, University of Nevada Las Vegas

Carrie Maultsby-Lute, M.B.A.

M.B.A., Mills College

B.A., Anthropology, University of California at Berkeley

Jeremy Nelson, M.A.

M.A., Urban Planning, University of California at Los Angeles

B.A., History, Reed College

Andrea Prebys-Williams, M.B.A., M.P.A.

M.B.A., Sustainable Solutions, Presidio Graduate School

M.P.A., Sustainable Solutions, Presidio Graduate School

Art of Leadership, Rockwood Leadership Institute

B.A., Sociology, Linfield College

Certificate, Advanced Project Management, San Francisco State University

Certificate, Web Design, San Francisco State University

Emad Rahim, D.M.

D.M., Management and Organizational Development, Colorado Technical University

M.S., Project Management, Colorado Technical University

M.S., Business Management, Colorado Technical University

B.A., Community Human Service, SUNY Empire State University

Post-Doctorate Certificate, Higher Education Leadership, Harvard University

Certificate, Executive Decision Making, Cornell University

Certificate, Comprehensive Software Engg/IT Project Management, Syracuse University

Gireesh Shrimali, Ph.D.

Ph.D., Electrical Engineering, Stanford University

M.S., Electrical Engineering, University of Minnesota, Twin Cities

B Tech, Electrical Engineering, Indian Institute of Technology, Delhi

Roger Sparks, Ph.D.

Ph.D., Economics, University of California at Davis

B.A., Economics, University of California at Riverside

Chad Spitler, M.A.

M.A., University of Colorado at Boulder

B.S., Ecology and Resource Management, University of Michigan

Jorge Taborga, Ph.D.

Ph.D., Organizational Systems, Saybrook University

M.S., Computer Science, Texas A&M University

B.S., Computer Science, Texas A&M University

Nancy Van Leuven, Ph.D.

Ph.D., Communication, University of Washington

Jennifer Walske, D.B.A.

D.B.A., Strategy & Entrepreneurship, Questrom School of Business, Boston University

M.B.A., Marketing, University of California at Santa Clara

B.A., Communication Studies, University of California at Santa Barbara

Marsha Willard, Ph.D.

Ph.D., Educational Psychology & Technology, University of Southern California

B.A., German, Mount Holyoke College

Victoria Woo, Ph.D.

Ph.D., Designing Sustainable Systems, Case Western Reserve University

B.A., Economics, University of Texas at Austin

Post-Doctoral Research Fellow, Human Resources Management and Services, Case Western Reserve University

Kristin York, M.B.A.

M.B.A., University of San Francisco

B.S., Business Administration, University of San Francisco

Administration

Krystal Alston

Academic Affairs and Compliance Manager | Registrar

Diana Asaad, Ed.D.

Chief Operating Officer

Clair Baca

Vice President, Academic Administration and Institutional Effectiveness

Emily Battaglia

Director of Program Expansion

Emilie Cortes

Interim Chief Financial Officer

Kate Deyoe

Advisor, Strategic Initiatives

Pamela J. Gordon

Managing Director, PGS Consults

Jaq King

Communications and Design Manager

Rachel Loud

Associate Director of Development & Alumni Affairs

Elizabeth Maw

President

Alyson Mike, Ed.D.

Director of Online Learning and K12 Strategy Development

Amanda Opperman, Ph.D.

Vice President, Admissions and Marketing

Tameka Sullivan

Finance and Accounting Associate

Leilani Tice

Events and Program Coordinator

Matthew Victor

Systems Operations & Outreach Coordinator

Maggie Winslow, Ph.D.

Academic Dean and Chief Academic Officer

Board of Directors

Dr. Suzanne Farver, Chair

Business Owner & former professor and non-profit leader

Dr. Gurinder Singh, Vice Chair

Vice Chancellor, Amity University

Dr. Warren Fox, Secretary

Chief of Higher Education, Dubai Knowledge and Human Development Authority in United Arab Emirates

Malcolm S. Walter, Secretary

Retired, COO Bentley Systems

Aashish Bindra, Treasurer

CFO, Amity Education Group

Chandra Alexandre, Member

CEO, Community Action Marin

Karin H. Bauer, Member

Program Director, UC Berkeley Haas Blockchain Initiative

Dr. Pankaj Bhargava, Member

Vice President, Gilead Sciences, Inc.

Dr. Tanu Jindal, Member

Vice Chancellor (R&D) and Directory, Amity Environmental Institutes

Barbara Karlin, Member

Vice President Emerita & Professor of Tax Law, Golden Gate University

Sabrina Watkins, Member

Retired, Head of Sustainability ConocoPhillips

Dr. Aseem Chauhan, Chair Emeritus

Chancellor, Amity University and CEO, Amity Innovation Incubator and Amity Capital Ventures

Steven Swig, Trustee Emeritus

Co-Founder of Presidio Graduate School

Academic Calendar

For the 2021-22 academic year Presidio Graduate School will use both a semester and a trimester academic calendar. Only certain programs are offered on each calendar. Students may only attend classes on the academic calendar associated with their program. Beginning in the 2022-23 academic year Presidio will transition to a single semester calendar for all programs.

Academic calendar dates are subject to change. If an academic calendar is changed, the community will be notified in writing.

Hybrid (MBA, Dual Degree, Certificate) Calendar

Spring 2022 Semester

Event	Date	Day
Spring 2022 Registration Opens for all students	October 18	Monday
Spring 2022 Registration closes for continuing students*	November 14	Sunday
Spring 2022 Registration closes for new students*	January 4	Tuesday
Spring 2022 Tuition/fees due*	January 10	Monday
New Student Orientation – <i>(required for new students)</i>	January 12	Wednesday
Spring 2022 Semester Begins	January 10	Monday - Sunday
First Residency	January 13 - 16	Thursday – Sunday
Last day to add/drop classes for Spring 2022**	January 24	Monday
Second Residency	February 10 - 13	Thursday – Sunday
Third Residency	March 10 - 13	Thursday – Sunday
Last day to withdraw from classes for Spring 2022**	March 22	Tuesday
Fourth Residency	April 7 - 10	Thursday – Sunday
Spring Break (no classes)	April 11 - 17	Sunday-Monday
Fifth Residency	May 5 - 8	Thursday – Sunday
Spring 2022 Semester Ends	May 15	Sunday
Spring 2022 grades due to Registrar	May 30	Monday
Spring 2022 grades available online	June 1	Wednesday
2022 Commencement	May 16	Monday

Summer 2022 Semester (8 weeks)

Event	Date	Day
Summer 2022 Registration opens	February 28	Monday
Summer 2022 Registration closes	March 14	Monday
Summer 2022 Tuition/fees due*	June 6	Monday
Summer 2022 Session Begins	June 6	Monday
First Residency	June 11 - 12	Saturday - Sunday
Last day to add/drop classes for Summer 2022**	June 12	Sunday
Last day to withdraw from classes for Summer 2022**	July 13	Wednesday
Summer 2022 Session Ends	July 31	Sunday
Summer 2022 grades due to Registrar	August 15	Monday
Summer 2022 grades available online	August 17	Wednesday

Fall 2022 Semester

Event	Date	Day
Fall 2022 Registration Opens for all students	April 25	Monday
Fall 2022 Registration closes for continuing students*	May 8	Sunday
Fall 2022 Registration closes for new students*	August 8	Monday

Fall 2022 Tuition/fees due*	August 15	Monday
New Student Orientation - <i>(required for new students)</i>	August 17	Wednesday
Fall 2022 Semester Begins	August 15	Monday
First Residency	August 18 - 21	Thursday - Sunday
Last day to add/drop classes for Fall 2022**	August 29	Monday
Second Residency	September 15 - 18	Thursday - Sunday
Third Residency	October 13 - 16	Thursday - Sunday
Last day to withdraw from classes for Fall 2022**	October 26	Wednesday
Fourth Residency	November 10 - 13	Thursday - Sunday
Fall Break (no classes)	November 21 - 25	Monday - Friday
Fifth Residency	December 8 - 11	Thursday - Sunday
Fall 2022 Semester Ends	December 18	Sunday
Fall 2022 grades due to Registrar	January 3	Tuesday
Fall 2022 grades available online	January 4	Wednesday

Spring 2023 Semester

Event	Date	Day
Spring 2023 Registration Opens for all students	October 31	Monday
Spring 2023 Registration closes for continuing students*	November 13	Sunday
Spring 2023 Registration closes for new students*	January 9	Monday
Spring 2023 Tuition/fees due*	January 16	Monday
New Student Orientation – <i>(required for new students)</i>	January 18	Wednesday
Spring 2023 Semester Begins	January 16	Monday
First Residency	January 19 - 22	Thursday - Sunday
Last day to add/drop classes for Spring 2023**	January 30	Monday
Second Residency	February 16 - 19	Thursday - Sunday
Third Residency	March 16 - 19	Thursday - Sunday
Last day to withdraw from classes for Spring 2023**	March 29	Wednesday
Spring Break (no classes)	April 3 - 7	Monday - Friday
Fourth Residency	April 13 - 16	Thursday - Sunday
Fifth Residency	May 11 - 14	Thursday - Sunday
Spring 2023 Semester Ends	May 21	Sunday
Spring 2023 grades due to Registrar	June 5	Monday
Spring 2023 grades available online	June 7	Wednesday
2023 Commencement	TBD	TBD

Online MPA Calendar

Spring 2022 Trimester

Event	Date	Day
Spring 2022 Registration Opens for all students	November 15	Monday
Spring 2022 Registration closes for new students	December 13	Monday
Spring 2021 Tuition/fees due	December 13	Monday
New Student Orientation – online (required for new students)	January 12	Wednesday
Spring 2022 Trimester Begins	January 10	Monday
Last day to add/drop classes for Spring 2022	January 24	Monday
Last day to withdraw from classes for Spring 2022	March 14	Monday
Spring 2022 Trimester Ends	April 24	Sunday
Spring 2022 grades due to Registrar	May 2	Monday

Spring 2022 grades available online	May 3	Tuesday
Summer 2022 Trimester		
Event	Date	Day
Summer 2022 Registration opens	March 7	Monday
Summer 2022 Registration closes	March 21	Monday
Summer 2022 Tuition/fees due*	May 9	Monday
New Student Orientation – online (required for new students)	May 7	Saturday
Summer 2022 Trimester Begins	May 9	Monday
Last day to add/drop classes for Summer 2022	May 23	Monday
Last day to withdraw from classes for Summer 2022	July 5	Tuesday
Summer 2022 Trimester Ends	August 12	Friday
Summer 2022 grades due to Registrar	August 29	Monday
Summer 2022 grades available online	August 30	Tuesday
Fall 2022 Semester		
Event	Date	Day
Fall 2022 Registration Opens for all students	April 25	Monday
Fall 2022 Registration closes for continuing students*	May 8	Sunday
Fall 2022 Registration closes for new students*	August 8	Monday
Fall 2022 Tuition/fees due*	August 15	Monday
New Student Orientation - (<i>required for new students</i>)	August 17	Wednesday
Fall 2022 Semester Begins	August 15	Monday
First Week of Class Meetings	August 22	Monday
Last day to add/drop classes for Fall 2022**	August 29	Monday
Last day to withdraw from classes for Fall 2022**	October 26	Wednesday
Fall Break (no classes)	November 21 - 25	Monday – Friday
Fall 2022 Semester Ends	December 18	Sunday
Fall 2022 grades due to Registrar	January 3	Tuesday
Fall 2022 grades available online	January 4	Wednesday
Spring 2023 Semester		
Event	Date	Day
Spring 2023 Registration Opens for all students	October 31	Monday
Spring 2023 Registration closes for continuing students*	November 13	Sunday
Spring 2023 Registration closes for new students*	January 9	Monday
Spring 2023 Tuition/fees due*	January 16	Monday
New Student Orientation – (<i>required for new students</i>)	January 18	Wednesday
Spring 2023 Semester Begins	January 16	Monday
Last day to add/drop classes for Spring 2023**	January 30	Monday
Last day to withdraw from classes for Spring 2023**	March 29	Wednesday
Spring Break (no classes)	April 3 - 7	Monday – Friday
Spring 2023 Semester Ends	May 21	Sunday
Spring 2023 grades due to Registrar	June 5	Monday
Spring 2023 grades available online	June 7	Wednesday
2023 Commencement	TBD	TBD

Academic calendar dates are subject to change. Changes will be communicated to the community in writing.

Student Business Services

Payment Policy

Students will be asked to submit a payment election document that specifies how they plan to pay tuition. Payment elections will carry over to subsequent terms unless the student notifies Presidio of a change. Tuition payments are due in full each term by the deadline published on the Academic Calendar.

Students may contact the Office of Student Business Services to schedule a payment plan for the term; however, all payments must be completed by the end of the semester. Students who receive VA funding, Military Tuition Assistance, or Title IV federal financial aid must provide documentation to the extent possible prior to the tuition payment deadline. Students who audit a class or take courses as a non-matriculator must pay tuition in full no later than the Add/Drop deadline.

Students who do not submit a payment election form or pay tuition in full by the deadline will be dropped from classes. Students with questions may contact any of the following offices to receive assistance:

Student Business Services	sbs@presidio.edu
VA/Military Assistance	va@presidio.edu
Office of Financial Aid	finaid@presidio.edu

*Note, a 2.9% convenience fee is applied to all credit card payments.

Employer Tuition Reimbursement

Students whose employers help cover tuition costs must submit Third Party Tuition Billing forms to sbs@presidio.edu. If a student is applying for scholarships or tuition reimbursement, they may need proof of enrollment or documentation of grades by a certain date. Students may retrieve their schedule and unofficial transcripts via Populi as needed.

Late Payments and Course Withdrawal

A late payment fee will be assessed for payments received after the due dates listed on the Academic Calendar. Refer to the Incidental Fee Schedule for further information.

Students who fail to pay their tuition or make a payment arrangement with the Office of Student Business Services by the add/drop deadline may be removed from their courses. After the add/drop deadline students who fail to meet their payment obligations may be locked out of their course(s). Students who are prevented from accessing their courses for non-payment are subject to the participation guidelines outlined in the Administrative Course Withdrawal policy.

No student may register for a subsequent term until all outstanding tuition and fees are paid in full. Non-payment of tuition or fees may result in the 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 to collect any amount past due.

Past Due Accounts

Students are required to pay tuition and fees for each enrollment period in accordance with the policies set forth in the catalog. Any student who is delinquent in payments due to Presidio is subject to exclusion from school privileges including, but not limited to, registration for future courses, access to current courses, and participation in commencement ceremonies. Students whose accounts are past due are subject to dismissal and referred to a collection agency at the discretion of Presidio.

Student Services

Events

Catering

When hosting events and meetings, Presidio Graduate School serves plant-based meals by default, giving diners the choice to opt-in for meals with animal products. This practice is inclusive, reduces our carbon footprint, and increases the healthfulness of meals.

Academic Affairs

Dual Degree MBA/MPA in Sustainable Solutions

The MBA/MPA Dual Degree in Sustainable Solutions is a natural product of Presidio's intersectoral approach to sustainable management. Dual Degree graduates emerge with the ability to both manage integrated bottom lines and to convene coordinated action in the public interest. Students receive the skills and knowledge to thrive in the most challenging, dynamic, and complex organizational systems. Presidio 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.

Program Length

Total Credits: 73 credits

Time to Completion: 2 ½ years (full-time) or 4 ½ years (part-time)

Program Format

The Dual MBA/MPA program is offered in-person in a low-residency format as well as online. All students meet for monthly residencies from Thursday – Sunday. In-person students are required to attend residencies in the San Francisco Bay Area, while online students participate in residency by attending virtually. All students also attend regular synchronous webinars and participate in regular instruction in the Canvas Learning Management System. Some students may not be eligible to participate in the distance education modality, depending on their state of residence.

The dual MBA/MPA hybrid program is designed to integrate the curriculum of the two programs. Dual degree students are enrolled in both programs and complete the course requirements concurrently, with both degrees conferred simultaneously upon completion of all requirements for the dual program.

Students who enroll in the dual degree and wish to have their degrees conferred consecutively instead of concurrently must withdraw from the dual program and enroll in the individual degree program they wish to pursue first. The degree requirements will be based on the individual programs and not on the dual program curriculum, which may result in additional coursework. Degree requirements will be determined by the date of enrollment into the individual degree programs, not the original enrollment date for the dual program.

After completing one program, students who apply to complete a second program then must request an assessment of their academic record to determine if equivalent coursework may be applied from one degree to the other. In instances where coursework was completed within 3 years, equivalency credit will be granted. Equivalency determinations for courses that were completed more than 3 years ago will be determined on a case-by-case basis to ensure fulfillment of current program learning outcomes. Capstone courses are not eligible for waiver based on transfer or equivalency credit.

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

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

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

Program Learning Outcomes

Upon completion of the Dual MBA/MPA in Sustainable Solutions, students will be able to perform the Program Learning Outcomes for both degree programs.

The following program learning outcomes (PLOs) for the Dual MBA/MPA program will establish the basis for student

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proficiencies:

1. Apply whole systems thinking to orient strategies, activities, and organizations toward sustainable, and just solutions.
2. Lead teams and organizations through change, promoting productivity, sustainability, collaboration, and social justice.
3. Integrate and apply business fundamentals and concepts of sustainability and inclusion to design, develop, and manage businesses that promote the common good.
4. Utilize critical thinking to evaluate the nature of information and apply and synthesize information in innovative, ethical, and impactful ways.
5. Articulate the root causes of social, political, and economic inequity and ecological problems, and the government’s leadership role in ensuring the common good.
6. Obtain and allocate financial resources through fair, just, and equitable processes that serve the public.
7. Convene, include, understand, and respect diverse stakeholders, and apply communication skills to effectively collaborate across business, government, and civil society sectors in an inclusive and just manner.

Required Degree Program Courses

Course*	Units
MBA600, Professional Skills for a Career with Purpose	1
MBA610, Systems, Sustainability, and Social Justice	4
MBA614, Accounting	4
MBA620, Cultivating Leadership Capacity	4
MBA622, Data Analytics	4
MBA634, Economics for Sustainability	4
MBA638, Marketing and Communications for Social Impact	4
MBA630, Leading Organizations and Change	4
MSS6220, Market Failures and the Regulatory Environment	4
MSS6240, Research Methods and Policy Evaluation	4
MBA648, Operations and Supply Chain Management	4
MBA654, Finance	4
MSS6200, Civic Leadership, Diversity, and Systems Thinking	4
MSS6320, Planning, Policy, and Sustainable Economic Development	4
MSS6360, The Fundamentals and Future of Public Administration	4
MBA650, Strategy and Sustainability	4
MSS6300, Multisector Strategic Partnerships and Financial Solutions	4
MBA660, Climate and ESG	4
MBA690, Integrative Capstone	<u>4</u>
<i>Total</i>	<u>73</u>

**Detailed course descriptions are provided in the Catalog of Courses section.*

Master of Public Administration (Online Only)

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

Program Length

Total Credits: 41 credits
Time to Completion: 2 years (2 classes per trimester)

Program Format

The online MPA program is fully online and is in 15-weeks long trimesters through the 2021-2022 academic year. The program will transition to a semester format starting in Fall 2022. The learning experience is divided between synchronous and asynchronous modalities. For each course, students will have 3 hours of synchronous instruction (live classes with instructors and peers) per week. These classes will be on a weeknight from 5:15-8:15 p.m. PT.

In addition to the synchronous course sessions, students participate in synchronous learning in the following two instances:

1. Orientation (1 day at the start of Term 1, 4 hours)
2. Capstone in Term 6 (approximately 7 hours of synchronous learning), including:
 - a) Advisor sessions for project development (1 2-hour session)
 - b) Networking and student presentation of capstone projects (1 day, 5 hours)

Transfer Credit

The online MPA is a unique program with a practitioner model for teaching and learning. As a result, the learning outcomes are achieved through a series of projects completed during the program. Due to the nature of the program, a maximum of 8 units may be transferred into the MPA program or waived via completion of previous coursework at Presidio. The awarding of transfer credit is subject to the guidelines set forth in the Transfer Credit Policy and to approval by the Academic Dean. The capstone courses are not eligible for waiver based on transfer or equivalency credit.

Program Learning Outcomes

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

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

Required Degree Program Courses

Course*	Units
MPA6111, Leadership in a Social Context	4
MPA6121, Systems Thinking for Social and Environmental Solutions	4
MPA6211, Effective Communication Strategies	4
MPA6221, Applied Analytics	4
MPA6311, Research Methods and Policy Evaluation	4
MPA6321, Public Economics	4
MPA6411, Policymaking for Sustainability and Social Justice	4
MPA6421, Public Budgeting and Finance	4
MPA6511, Managing Public Organizations	4
MPA6531, Public Administration Capstone I	1
MPA6541, Public Administration Capstone II	<u>4</u>
Total	41

*Detailed course descriptions are provided in the Catalog of Courses section.

K12 Professional Development

Teaching Extreme Weather

This Teaching Extreme Weather course provides K-12 science, math and English Language Arts (ELA) teachers with an opportunity to explore the driving forces behind extreme weather events, specifically those occurring where they live. While not all extreme weather events are correlated to climate change, climate change is playing an increasingly primary role.

During this Teaching Extreme Weather course, teachers will create a lesson or series of lessons focused on extreme weather that align to the Next Generation Science Standards as well as to State Standards for their grade level. The course prepares teachers to help their students understand the causes behind disruptive extreme weather events as well as what can be done to mitigate them.

This course is for teachers who want to go beyond just downloading extreme weather resources or lesson plans and instead want to explore how to integrate the topic into their classroom curricula, in collaboration with peers and the support of an instructional facilitator. This course acts as a complement to downloadable lesson plans and resources by providing a deep dive on how to teach about extreme weather and make it relevant to your own location and geography.

Course Length

Total Hours/Credits: This course provides 15 hours of professional development or 1.5 Continuing Education Units (CEUs),

Academic Credit: Students may elect to take this course for 1 unit of academic credit. Students who opt to earn academic credit are responsible for completion of additional work to meet Presidio's academic credit hour definition guidelines.

Time to Completion: 4 weeks

Course Format

The K12 Climate Change Essentials course is a non-matriculating professional development course. Students may earn professional development hours or opt to earn graduate education credit. This course is a standalone course and is not part of a degree or academic certificate program.

This course is offered online with both synchronous and asynchronous components. All students complete 15 hours of coursework over 4 weeks. Students who earn academic credit must complete additional assignments to meet the academic credit hour guidelines.

Trauma-Informed and SEL Practices for Managing Climate Change Eco-Anxiety

This course provides K-12 educators with an opportunity to explore the use of trauma-informed teaching practices and Social Emotional Learning (SEL) as a means to alleviate eco-anxiety in student populations.

Today's youth are acutely aware of how the impact of climate change will affect their future and lives. In addition, a growing number of students have personally experienced traumatic extreme weather events. As a result, research shows an increase in eco-anxiety in younger generations that is affecting their mental health and wellbeing.

During the Teaching Practices for Managing Eco-Anxiety course, teachers will explore activities they can implement in their classroom to support the social and emotional needs of their students who are experiencing eco-anxiety. The course introduces teachers to trauma-informed teaching strategies and the CASEL framework for social emotional learning.

Course participants look at the neurobiology of traumatic events and mental illness and explore how neuroplasticity can be used in teaching and learning to support student growth. And they examine how developing the social and emotional skills within the CASEL framework can help students to navigate eco-anxiety. Throughout the course, teachers have opportunities to apply what they are learning in their classroom environment.

This unique, much-needed, professional development gives teachers the knowledge, skills, and confidence to implement research-based teaching practices to help their students manage eco-anxiety, process and heal from trauma, and build their social, emotional skills such as grit and resilience.

Course Length

Total Hours/Credits: This course provides 15 hours of professional development or 1.5 Continuing Education Units (CEUs),

Academic Credit: Students may elect to take this course for 1 unit of academic credit. Students who opt to earn academic credit are responsible for completion of additional work to meet Presidio's academic credit hour definition guidelines.

Time to Completion: 4 weeks

Course Format

The Teaching Practices for Managing Eco-Anxiety course is a non-matriculating professional development course. Students may earn professional development hours or opt to earn graduate education credit. This course is a standalone course and is not part of a degree or academic certificate program.

This course is offered online with both synchronous and asynchronous components. All students complete 15 hours of coursework over 4 weeks. Students who earn academic credit must complete additional assignments to meet the academic credit hour guidelines.

Catalog of Academic Courses

Elective Courses*

MBA681 Integrating Racial Equity into our Sustainability Work (1 unit)

This course provides a foundational overview for sustainability and social impact professionals who are building racial equity programs. This course is intended to get you started on this journey, and we recognize that in many instances we have only just scratched the surface of this work.

While much of the course content highlights historical foundations of racial inequity focused on a United States perspective, the frameworks, content related to the business imperative for racial equity, and case studies and blueprint for implementation are all applicable to a global audience.

By the completion of this course, participants should be able to:

- Describe why and how sustainability/CSR leaders should integrate racial equity into their work
- Lead a build-out of a comprehensive racial equity program as part of sustainability

MBA683 ESG and Risk Management (2 units)

This course furthers students' understanding of ESG, explores how ESG factors may relate to financial performance, and provides frameworks for calculating ESG impact on financial performance. In this context, special attention is given to the climate (C) factor, which is a subset of the E factor. This course examines what climate risk is, how it translates into financial risk, how it impacts valuations and debt-ratings, and how to hedge it in portfolios.

MBA687 Persuasive Communications (2 units)

This course has been designed as a small-group workshop-style course allowing students to practice, improve and refine their skills in the areas of written and oral communication. Basic business writing, presentations with and without PowerPoint, presenting with Zoom, and other situations will be covered. There will be assignments that focus on the use of data in presentations, the unique presentation challenges of crisis management, persuasion in interviews, and the special opportunities created by announcements of positive or negative changes in an organization.

The course provides many opportunities to present, get feedback and present again trying to incorporate the feedback. The philosophy of the course is based on principles of persuasion. In most business writing or oral presentations, the writer or speaker is trying to inform, inspire, and persuade an audience toward a course of action.

The class will be a chance to learn from watching others as well as getting personal feedback. The professor creates a safe environment for students to try new approaches. Each student will set their own goals for improvement and will have an opportunity for one-on-one coaching with the professor.

MBA688 Creating and Measuring Impact (2 units)

The objective of this course is to take a deep dive into impact and its evaluation across large corporations, nimble startups, nonprofits and social movements. This includes hearing from guest speakers who are luminaries in the field of impact. Class discussions will delve into questions around how society should recognize large-scale capital projects that have significant positive social impact. Also – how should one measure impact for startups? How might this measurement change as startups scale? This course includes an assessment of how organizations measure impact, using baseline metrics, randomized control trials, and other tracking techniques. This course is an overview course, not requiring an in-depth understanding of statistics. Instead, case studies on impact bonds, impact investing and larger corporations' use of impact measurement to map to the U.N.'s SDGs will be used through-out the course, to illustrate how impact measurements strategies might differ across organizations.

MBA689 Supply Chain Sustainability (2 units)

This is an overview of Supply Chain and more specifically is designed to deal with how sustainability, namely environment (water, waste, energy), health, safety, human rights and ethics can be applied to complex supply chains. This course is designed as a Project Based Learning Course where you will delve deeply into a major

product/industry commodity (Fast Moving Consumer Good – FMCG), to learn what leaders and laggards are doing as it relates to strategic planning, monitoring, verification, reporting and communications; how business models and geography affects value chains; understand the connections to life cycle assessments; and finally comprehend how all these factors affect the 3 Ps, people, planet and profit.

MBA693 Sustainable Innovation (4 units)

Innovation is the engine for human progress. Innovation that designs in sustainability from the start and embedding it into the entire product development process, has an enduring effect on the firm's products, operations, and communities. This course introduces the core concepts necessary to bring a new product or service to market and scale for growth and profit. The content is geared to both entrepreneurs and intrapreneurs alike who have a passion to build a sustainable future through innovation. We will examine how requirements for sustainability affect the process of product development and will assess how sustainable products contribute to a firm's competitive advantage and its entrepreneurial opportunities.

This course will consider the 5 pillars of sustainable innovation: Circularity, Incentive Structure, Scaling Impact, Sustainable Leadership and Funding. We will study various frameworks for integrating the environment and societal externalities in traditional product design decisions. Course themes include identifying markets and opportunities, defining the product/service offering and customer experience, creating demand, generating revenue, and measuring success. Whether you plan to launch a startup, join an early-stage venture, or work in a more mature company that can benefit from entrepreneurial thinking, this course will provide practical tools to help you succeed.

**Electives are not offered every term or guaranteed to be available. MBA students may also take MSS courses from the MPA program for elective credit. Please consult with the Office of the Registrar for current course offerings.*

K12 Professional Development

510XCCB Teaching Extreme Weather (1 units)

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520XCCB Trauma-Informed and SEL Practices for Managing Climate Change Eco-Anxiety (1 unit)

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can be used in teaching and learning to support student growth. And they examine how developing the social and emotional skills within the CASEL framework can help students to navigate eco-anxiety. Throughout the course, teachers have opportunities to apply what they are learning in their classroom environment.

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Policies

Code of Conduct

Presidio Graduate School places high value on and is committed to the preservation of academic freedom. The basic significance of this commitment lies in the protection of intellectual freedoms: the rights of professors to teach, of scholars to engage in the advancement of knowledge, and of students to learn and to express their views, free from external pressure or interference. These freedoms can flourish only in an atmosphere of mutual trust, honesty, civility, and respect, and only when members of the community are willing to accept self-restraint and reciprocity as the condition upon which they share in its intellectual autonomy.

Additionally, Presidio's Code of Conduct reflects its commitment to building, encouraging, and supporting a diverse group of teachers, learners, and administrators. To that end, members of the community are expected to conduct themselves in a manner that is professional, respectful, and that displays care for the community. The Code of Conduct outlines behavioral expectations, prohibited conduct, and procedures and consequences for conduct violations.

Conduct Jurisdiction

Presidio Graduate School strives to create an environment that endorses academic achievement and integrity. Presidio seeks a professional community that is respectful of the rights and welfare of students, faculty, staff, and guests of the school. Presidio Graduate School's faculty and administrative staff are committed to acting 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 Presidio community.

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

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

Violation of a school regulation, which is also a violation of civil law or criminal law, shall be procedurally handled as a Presidio disciplinary situation regardless of whether there is a prosecution under the law. Disciplinary action at Presidio 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 Presidio 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 Presidio 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 Presidio, as well as other appropriate sanctions as provided in this code.

In general, Presidio, 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.

Standards of Engagement

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

Graduate students are expected to always act with professional competence and demeanor 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 commit to act with scholastic honesty and academic integrity.
3. 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.
4. 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 a resolution.
5. We hold ourselves and other members of the Presidio community to standards of interaction that are: respectful and promote dignity; collaborative and cooperative; attentive to and honoring of our roles.
6. We commit to addressing 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.
7. We recognize the difference between making promises and having expectations, and when expectations are unfulfilled, we move to make requests, offers, and proposals that produce shared promises

Conduct Rules and 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 Code of Student Academic Conduct. Conduct violations should be reported to the Vice President of Academic Administration and Institutional Effectiveness who acts as the facilitator for the Code of Conduct and the Conduct Committee.

Any student found to have committed, attempted to commit, or acted with complicity in any of the following is subject to disciplinary sanctions. While it is not possible to define every act which may give rise to a finding of misconduct, wherever possible, the school has attempted to provide examples here and within the Student Catalog. Examples should be considered illustrative and not comprehensive.

1. Acts of dishonesty including but not limited to:
 - a. Cheating, plagiarism, or other forms of academic dishonesty
 - b. Impersonation
 - c. Furnishing false information to any Presidio official, faculty member, or office
 - d. Forgery, alteration, or misuse of any Presidio document, record, or instrument of identification
 - e. Fraud – receiving or attempting to receive payment, services, or academic credit under false pretenses.
2. Abusive behavior including but not limited to:
 - a. Harassment as defined by the Presidio Policy Against Unlawful Harassment, Discrimination, and Retaliation or in violation of the Non-Discrimination Policy outlined in the Student Catalog
 - b. Verbal and written abuse intended to bully, tease, threaten, demean, humiliate, insult, or taunt; threats, intimidation, coercion, profanity, which is derogatory and inflammatory and directed at

- another individual or group.
- c. Stalking which includes repeated unwanted contact by a person toward another person. Contact includes but is not limited to communication in person, by phone, electronically, or via proxy; following or remaining in the physical presence of the other person; monitoring, threatening, or interfering with the other person's property.
 - d. Hate behavior which is any occurrence that is intended to create emotional suffering, physical harm, or property damage to a person because of their perceived or actual race, ethnic background, national origin, religious belief, gender, gender identification, sexual orientation, or physical or mental disability.
3. Unprofessional conduct including but not limited to:
- a. Verbal or written communication with any member of the Presidio community that is combative, hostile, or otherwise lacks a professional tone. This includes communication that occurs on all communication channels such as email, phone, social media, video conferencing, Slack, etc.
 - b. Excessive or inappropriate communication to any member of the Presidio community. This includes repeated text messages, emails, or phone calls, as well as other forms of disruptive communication. Students should not contact faculty or staff using a personal phone number unless directed to do so.
 - c. Repeated failure to follow directives regarding communication, academic support, or resource usage.
 - d. Inappropriate use of Presidio resources, including academic and course support resources not limited to syllabi, course discussion boards, resource courses, and staff and faculty resources.
 - e. Offensive or disorderly conduct, which causes interference, annoyance, or alarm, or recklessly creates a risk of harm.
 - f. Interference with the freedom of any person to express their views, including invited speakers.
 - g. Visitors, guests, children, and pets other than service animals are not permitted without permission from the Vice President of Academic Administration and Institutional Effectiveness.
4. Physical abuse, threats of physical abuse, or other conduct which threatens or endangers the health and safety of any person.
5. Possession of a firearm at the Presidio administrative offices, classroom, or at any school-sponsored event is prohibited.
6. A violation of the school's Copyright Policy and Acceptable Use Policy which can be found in the Student Catalog constitutes a violation of the Student Code of Conduct.
7. A violation of the School's Drug-Free Campus Policy which can be found in the Student Catalog constitutes a violation of the Student Code of Conduct.
8. Failure to comply with directions of school officials, including but not limited to faculty, staff and administrators, law enforcement officers, or contract service vendors acting in performance of their duties. This includes willfully resisting, delaying, or obstructing School officials in the discharge or attempts to discharge the duty of their office.
9. Theft, abuse, or misuse of Presidio property and systems, including but not limited to:
- a. Attempted or actual theft of or damage to PGS property or property of a member of the school community
 - b. Unauthorized entry into school resources to use, read, or change the contents, or for any other purpose
 - c. Unauthorized transfer of school resources
 - d. Use of another individual's username or password
 - e. Use of school systems to interfere with the work of another member of the community
 - f. Use of school systems to send obscene, threatening, or harassing messages
 - g. Interfering with the normal operation of school systems and resources
 - h. Unauthorized use of school systems and resources to obtain or disclose the personal details of another member of the community
 - i. Tampering with communications

10. Disruption or obstruction of advising, facilitation, instruction, research, administration, disciplinary proceedings, or other school activities.
11. Abuse of the Student Code of Conduct system, including but not limited to:
 - a. Failure to obey a notice from school administration acting in accordance with the terms of the Student Code of Conduct system to appear for a meeting or hearing
 - b. Falsification, distortion, or misrepresentation of information before the Student Conduct Committee or other school official
 - c. Disruption or interference with the orderly conduct of a Student Code of Conduct hearing
 - d. Institution of a Student Code of Conduct proceeding in bad faith
 - e. Attempting to discourage an individual's proper participation in or use of the Student Code of Conduct system
 - f. Attempting to influence the impartiality of a member of the Student Conduct Committee or other school official prior to or during the course of the Student Code of Conduct proceedings
 - g. Harassment, retaliation, or intimidation of a member of the Student Conduct Committee, School official, or witness or participant in a Student Code of Conduct investigation or hearing
 - h. Failure to comply with the sanction(s) imposed under the Student Code of Conduct
12. Violations of any other published school policies, rules, or regulations, including those implemented during the academic year.
13. Behavior that clearly violates community norms in the judgment of the President or their designee

Code of Conduction Violation and Disciplinary Procedures

Reporting

Any member of the Presidio community may bring charges against any student. Such charges must be in writing and filed with the Vice President of Academic Administration and Institutional Effectiveness or their designee.

Complaints should be filed in writing within 90 days of the violation. This time for filing can be extended up to one calendar year based upon unforeseen information or circumstances. Alleged violations of federal, state, or local laws will be reported to the appropriate authorities as required.

Students, faculty, or staff who believe they have been subject to sex/gender discrimination, sexual misconduct, harassment, domestic violence, dating, or other related inappropriate behavior or violence should freely and without fear of retaliation report such misconduct or file a complaint under Title IX with the designated Title IX Officer, Diana Asaad, at dasaad@presidio.edu

Investigation

The Vice President of Academic Administration and Institutional Effectiveness or an appointed designee may conduct an investigation to determine if the charges have merit or request additional support for the charges. This initial investigation is not an exhaustive examination of the facts. It is intended to allow a determination of whether there is some credible evidence, which is true, supports an allegation that would constitute a violation of the Student Code of Conduct.

If it is determined there is no credible evidence to support a violation of the Code of Conduct, such determination shall be final, and there shall be no subsequent proceedings.

If it is determined there is credible evidence to support a violation of the Code of Conduct, Vice President of Academic Administration and Institutional Effectiveness will arrange for a Student Conduct Committee hearing involving impartial members of the school community, which may include staff, faculty, or Student Representatives.

Notification to Respondent

The Respondent, or the student accused of violating conduct rules, will be notified of pending Student Code of Conduct violation charges in writing. Should the respondent issue an admission of responsibility and accept any sanctions that may be imposed, a hearing will not be necessary. In instances where the charges or sanctions are in dispute, a hearing will be scheduled. A time for the hearing shall be set with the Respondent. Hearings will occur

within five (5) calendar days after the student has been notified. Maximum time limits for scheduling the hearing may be extended at the discretion of the school. The Respondent may request additional witnesses be contacted as part of the investigation by providing the names of individuals they would like to contribute to the evidence. Witnesses should have direct knowledge of the conduct violation allegations.

Hearing

Hearings regarding Student Code of Conduct violations may be conducted in person or via phone or Zoom. The Respondent and members of the Student Conduct Committee will be in attendance at the hearing. The Respondent also has the right to have a friendly advisor present at the hearing. Attorneys are not permitted.

Any written or physical evidence, including written statements from witnesses, should be provided to the Vice President of Academic Administration and Institutional Effectiveness at least 48 hours prior to the hearing. A witness is defined as someone who observed the actual incident, and they may be contacted to discuss their statement in advance of the hearing or to present their testimony at the hearing. Witnesses may be excluded from the hearing during the testimony of other witnesses. Any person attending the hearing, including the Respondent, who disrupts the proceedings may be evicted from the hearing.

The hearing will be presided over by the Vice President of Academic Administration and Institutional Effectiveness or a designee who will act as the chairperson. The details of the charges and any additional evidence will be presented. The Respondent will have an opportunity to present their case to the Student Conduct Committee and to respond to witness testimony. The chairperson will preside over a period of questions and answers directed toward the Respondent. The Respondent has a right to decline to answer any question. If the Respondent fails to appear for the hearing, the hearing will be conducted in their absence, and the Respondent forfeits their right to present testimony on their own behalf.

The hearing will be conducted in a fair and impartial manner, although strict rules of evidence do not apply. Hearings may be recorded as determined by the chairperson. The record must be maintained in the Student Affairs department for two years or until such time as all School appeal procedures are exhausted.

Once the hearing concludes, the Student Conduct Committee will review the evidence and make a determination by consensus as to whether the violation was more likely than not to have occurred. If it is determined that a violation occurred, SCC will review the student’s full record as well as the Student Code of Conduct violations and determine appropriate sanctions. This determination is final.

Notice of Determination

Within five (5) business days of the hearing, the chairperson will notify the student in writing of the determination of the Student Conduct Committee. The student will also be notified of any sanctions being imposed. The student is expected to comply with all sanctions. Failure to do so may result in further sanctions up to and including dismissal. If the sanctions imposed on the student include suspension or dismissal, the student will be issued a refund of tuition in compliance with the Refund Policy outlined in the Student Catalog. Students who are suspended for Code of Conduct violations may apply for readmission after the suspension period has elapsed or the conditions of readmission have been met. Students who are dismissed are not eligible for readmission.

Disciplinary Sanctions

The following disciplinary sanctions comprise a range of official actions which may be imposed for violation of regulations. One or more sanctions may be imposed. Additionally, students who violate federal, state, or local laws also may be referred to the criminal justice system for prosecution.

Code of Conduct determinations and sanctions are part of the student’s academic record and may be noted on the transcript in some instances.

Student Sanctions	
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.
Suspension	This sanction is one of involuntary separation of the student from Presidio for a

	designated period of time. After this period of time, the student is eligible to return. The Student Conduct Committee may establish additional requirements prior to eligibility for 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.
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 Presidio activities and premises.

Student organizations (e.g., clubs) formally approved by Presidio 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.

Student Organization Sanctions	
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.

Appeals

Generally, the determinations and sanctions of the Student Conduct Committee are final. In rare instances, a student may be entitled to an appeal. Appeals must be submitted in writing to the Vice President of Academic Administration and Institutional Effectiveness within five days of the notice of determination. Appeals 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 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.

The Vice President of Academic Administration and Institutional Effectiveness or their designee will limit their inquiry to the record of fact from the hearing. A response to the appeal will be provided in writing within ten calendar days. The Vice President of Academic Administration and Institutional Effectiveness may reject, amend, or modify the action taken by the Student Conduct Committee or grant a new hearing with them.

Interpretation and Revision

Any questions regarding the interpretation or application of the Student Code of Conduct system should be addressed with the Vice President of Academic Administration and Institutional Effectiveness or their designee.

The Student Code of Conduct shall be reviewed annually under the direction or discretion of the Vice President of Academic Administration and Institutional Effectiveness. Any changes to the Student Code of Conduct will be published in the Student Catalog each year. In the interim, the Student Code of Conduct may be amended at any time upon appropriate notice to students. Suggested revisions may be made to the Vice President of Academic Administration and Institutional Effectiveness to be reviewed by a panel of designated School officials.

Course Content

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

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

timely manner how the course syllabi or lesson plans have changed.

Degree Conferral

The awarding of degrees is not an automatic process. All students are required to complete the following steps to be eligible for graduation:

1. Complete an Application for Graduation
2. Complete all required academic course and program requirements
3. Earn a cumulative Grade Point Average of at least 3.0
4. Complete all requirements in accordance with the Statute of Limitations for Degree Completion Policy
5. Students who have received Title IV federal financial aid must also complete Exit Counseling with the Department of Education

Degree conferral will occur in the term during which all requirements have been met using the last date of the term as the date on which the degree is awarded. Degree conferral will not be backdated for students who require additional time to meet graduation requirements. Program changes and awarding of degrees or credentials cannot be done retroactively. Students must be actively enrolled in the program of study and taking at least one course (except in instances of an approved course incomplete) during the term in which a degree or credential is awarded.

The Dual MBA/MPA degree program is an integrated program. Degree conferral for both programs is done simultaneously.

Payment Policy

Students will be asked to submit a payment election document that specifies how they plan to pay tuition. Payment elections will carry over to subsequent terms unless the student notifies Presidio of a change. Tuition payments are due in full each term by the deadline published on the Academic Calendar.

Students may contact the Office of Student Business Services to schedule a payment plan for the term; however, all payments must be completed by the end of the semester. Students who receive VA funding, Military Tuition Assistance, or Title IV federal financial aid must provide documentation to the extent possible prior to the tuition payment deadline. Students who audit a class or take courses as a non-matriculator must pay tuition in full no later than the Add/Drop deadline.

Students who do not submit a payment election form or who do not pay tuition in full by the deadline will be dropped from classes. Students with questions may contact any of the following offices to receive assistance:

Student Business Services	sbs@presidio.edu
VA/Military Assistance	va@presidio.edu
Office of Financial Aid	finaid@presidio.edu

Employer Tuition Reimbursement

Students whose employers help cover tuition costs must submit Third Party Tuition Billing forms to sbs@presidio.edu. If a student is applying for scholarships or tuition reimbursement, they may need proof of enrollment or documentation of grades by a certain date. Students may retrieve their schedule and unofficial transcripts via Populi as needed.

Late Payments and Course Withdrawal

A late payment fee will be assessed for payments received after the due dates listed on the Academic Calendar. Refer to the Incidental Fee Schedule for further information.

Students who fail to pay their tuition or make a payment arrangement with the Office of Student Business Services by the add/drop deadline may be removed from their courses. After the add/drop deadline students who fail to meet their payment obligations may be locked out of their course(s). Students who are prevented from accessing their courses for non-payment are subject to the participation guidelines outlined in the Administrative Course Withdrawal policy.

No student may register for a subsequent term until all outstanding tuition and fees are paid in full. Non-payment of tuition or fees may result in the 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.