PRESIDIO
GRADUATE SCHOOL

STUDENT CATALOG

2022 - 2023

Spring 2023 Addendum

JANUARY 2023 • AY 2022-2023 • VOLUME 2

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

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 Stocks
Accreditation Liaison Officer
Vice President, Academic Administration and Institutional Effectiveness
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This catalog is revised annually, and addenda are published as needed. This catalog addendum is effective January 1, 2023.

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Community & Purpose

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 lecturers 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
Dwight Collins, Ph.D. (Dean Emeritus)
Vanessa Cossgrove-Fry, Ph.D.
Martina Doleshal, MBA
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

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B.A., Religion & Politics, Princeton University

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B.S., Mathematics, Tufts University

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M.S., Counseling Psychology, California State University at Hayward
B.A., Psychology, University of La Verne

Elizabeth Burke, M.S., CPA
M.S., Antioch University

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Ph.D., Public Administration and Policy, Golden Gate University
M.A., Social and Public Policy, Georgetown University
M.S., Public Service Management, DePaul University
B.A., Urban Studies/Affairs, Johnson C. Smith University

Kelly Jones
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B.A., Economics, University of Texas at Austin
Post-Doctoral Research Fellow, Human Resources Management and Services, Case Western Reserve University

Administration

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Academic Affairs & Compliance Manager | Registrar

Diana Asaad, Ed.D.
Chief Operating Officer

Neli Avila
Director of Admissions

Emily Battaglia
Director of Program Expansion

Kate Deyoe
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Communications Manager

Rachel Loud
Director of Community Engagement and Development

Elizabeth Maw
President

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Finance and Operations Associate

David Selden
Librarian

Angela Siegel
Marketing Coordinator

Clair Stocks
Vice President, Academic Administration & Institutional Effectiveness

Matthew Victor
Systems Operations & Outreach Coordinator

Maggie Winslow, Ph.D.
Academic Dean and Chief Academic Officer

Academic Calendar

Presidio Graduate School offers classes on a semester basis. Academic calendar dates are subject to change. If an academic calendar is changed, the community will be notified in writing.

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 - *(required for new students)*	August 13	Saturday
Fall 2022 Semester Begins	**August 15**	**Monday**
First Residency	August 18-21	Thursday - Sunday
Last day to add/drop classes for Fall 2022**	August 22	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	Friday
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 30	Wednesday
Spring 2023 Registration closes for new students*	January 9	Monday
Spring 2023 Tuition/fees due*	January 16	Monday
New Student Orientation – *(required for new students)*	January 14	Saturday
Spring 2023 Semester Begins	**January 16**	**Monday**
First Residency	January 19-22	Thursday - Sunday
Last day to add/drop classes for Spring 2023**	January 23	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	June 4	Sunday

Financial Aid

Military Education Benefits

VA Basic Allowance for Housing

The Veteran's Administration establishes the Basic Allowance for Housing (BAH). PGS currently offers programs in a hybrid format, with more than 50% of learning occurring on-site during residencies. Students who participate in a distance education program may receive a reduced BAH benefit amount based on parameters set by the Veteran's Administration. For information about your benefits, please consult with your School Certifying Official.

In person attendance at residencies is required to maintain an in-person designation. Attending any residency meetings virtually will count as an in person absence which may redesignate the program as distance education and reduce BAH allowance or impact other VA requirements regarding in person versus distance education programs.

Academic Affairs

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

Learning Modalities

Presidio's degree programs may be offered in-person in a low-residency format or online. Residents of certain states may not be eligible to enroll in distance education programs. Students wishing to enroll in distance education should consult with the Office of Admissions to determine if they live in an eligible state. For students with an agency or state affiliation requiring in person programs and attendance, attending residency virtually may result in a redesignation of the program as distance education. This may affect eligibility for certain programs and benefits. Students who require in person programming should consult with the appropriate agency regarding changes to their eligibility or benefits resulting from a distance education designation.

The in-person modality involves monthly attendance at residencies in the San Francisco Bay Area. Residencies are scheduled Thursday through Sunday. Students may need to attend any combination or all residency days each month, depending on course availability. Distance education students in the MBA and Dual Degree MBA/MPA programs also attend residency, though they do so virtually via Zoom.

All students attend regular synchronous webinars scheduled during the week in the evenings. The webinar schedule is subject to change each semester based on availability.

Students participate in classroom learning asynchronously using the Canvas Learning Management System. Students must log in to Canvas regularly throughout the week to review and submit assignments, participate in discussion boards, access their syllabi, view recorded lectures and other media, and retrieve their grades and instructor feedback.

Master of Public Administration in Sustainability and Social Justice (Online Only)

New student enrollment in this program is suspended, effective January 2023.

The online Master of Public Administration (MPA) in Sustainability and Social Justice connects public management theory and practice with social responsibility, ecological stewardship, systems-thinking, and empathetic 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 semester, including summer)

Program Format

The online MPA program is fully online in 17-weeks long semesters in the fall and spring and an accelerated semester in the summer. 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.

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 12 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	4
Total	*41*

Optional Electives**	
MPA6322, Legal Frameworks for Sustainability	2
MPA6422, Nonprofit Management	2

**Detailed course descriptions are provided in the Catalog of Courses section.*
***Optional elective classes may be taken in lieu of an approved required course. Substitutions must be approved by the Academic Dean.*

K12 Professional Development Courses

Teaching Climate Change Essentials

Teaching climate change in K12 education has never been more important, and this course will empower enrollees to incorporate climate literacy themes into their students' educational journeys. Through the course, enrollees will master the fundamentals of climate change / global warming so that they are prepared to incorporate that knowledge into their teaching practice. Enrollees will use that knowledge to analyze existing standards and practices and discover how climate literacy is relevant to their subject matter or grade level. As they complete that analysis, they will add a climate literacy component to lessons they are already teaching and create new lessons that align with district, state, and national standards.

Course Length

Total Hours/Credits: This course provides 30 hours of professional development or 3 Continuing Education Units (CEUs),

Academic Credit: Students may elect to take this course for 2 units 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: 6 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 2 units of 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 30 hours of coursework over 6 weeks. Students who earn academic credit must complete additional assignments to meet the academic credit hour guidelines.

Catalog of Academic Courses

Elective Courses*

MBA671 Building an Effective Social Impact/Sustainability Program (2 units)
Social impact teams are more in the spotlight than ever before. They are expected to be accretive to the business, attract & retain talent, drive progress on ESG metrics, enhance the brand, & ensure the company is contributing to SDGs. These multifaceted roles require strategic thinking skills, business acumen, ability to build strong internal and external partnerships - to name just a few of the required skills. In this course, through experiences from practitioners and case studies, you will learn how to build and run a program that is an asset to the business - helping to elevate Social Impact programs to even higher standards.

MBA672 Non-Profit Management (2 units)
The course will start with a brief overview of the nonprofit sector, followed by the key elements of managing a nonprofit such as: Developing a strategy (mission, intended impact and theory of change); Funding a nonprofit (sources of funding and best practices in fundraising); Measuring results (including concepts like Social Return on Investment); Governance (the role and challenges of boards, committees, etc.); and Scaling successful ideas (best practices for increasing impact). We will also explore the challenges of overcoming inequitable practices in philanthropy and the need to diversify and engage a wider range of stakeholders in the solutions needed to drive social change.

MBA673 Cooperatives, Employee Ownership, and Workplace Democracy (2 units)
This 2-credit course will explore well-proven but lesser-known business ownership models that foster quality jobs, worker empowerment, broad wealth building, and resilient businesses. We will study worker cooperatives in depth, including their history, social impact, and emerging trends in the field; the various ways that worker coops get formed (start-up, conversion, coop development/incubation); case studies; and their legal and capital structures and governance and management dynamics. The course will also address other forms of mission-driven businesses (e.g. B-Corps), cooperatives (e.g. platform coops, multi-service coops, and multi-stakeholder coops) and employee ownership (e.g. companies that are majority-owned by an Employee Stock Ownership Plan, or ESOP) and help students understand what makes a business a fit for these different models and how they are sometimes used together. Students will explore a spectrum of approaches to democratic practices at the governance and management levels, and how these interface with business operations. Finally the course will address the public policy relevance of cooperatives and employee ownership and provide an overview of emerging policy trends.

Course materials will be multi-media (readings, videos, podcasts) and learning methods highly participatory, including lectures, discussions, group work, and worker-owner guest speakers. Case studies and guest speakers will include coops whose members are lower-wage workers and that aim to foster racial equity and social justice through their business. Students will be able to choose among several options for a course-long applied project, such as developing bylaws for a new worker cooperative, crafting a policy proposal to support worker cooperatives, or assisting a nonprofit that works with worker cooperatives with a discrete scope of work (depending on nonprofits' availability and interest).

MBA677 Impact Investing (2 units)
Impact Investing involves using the powerful tools of finance and capital to accomplish beneficial social and environmental goals in parallel with positive financial returns.

This will be a rigorous and fun course that will train learners how to think like impact investors, and will include guest speakers from the field.

A few questions to be explored in this course:

How do socially aligned venture capital funds work? How do foundations use PRIs and MRIs? How do impact

investors quantify positive social return? What are Donor Advised Funds (DAFs) and how can they be an influential tool for beneficial good? How do funders structure deals? How do you pitch an impact investor?

Student teams will also form their own mock venture or impact investing funds oriented to a social or environmental issue area. Teams will pitch their funds at end of semester.

**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

500XCCA Teaching Climate Change Essentials (2 units)
Teaching climate change in K-12 education has never been more important, and this course will empower you to incorporate climate literacy themes into your students' educational journeys. You will master the fundamental s of climate change/global warming, so you are prepared to incorporate that knowledge into your teaching practice. You will create new lessons that align with your district, state, and national standards.

Policies

Attendance and Participation

Attendance

Attendance at monthly residencies is required for in-person/hybrid programs. Any student who misses more than one residency session per term will not qualify to pass the course. Exceptions can only be made in extenuating circumstances. In the case where a student must miss part or all of a residency, the student must inform course faculty prior to the absence. It is the responsibility of the student to make up any missed class lectures or materials.

For students affiliated with an agency or state requiring in person programming, attending any residency meetings virtually will count as an in person absence which may redesignate the program as distance education.

Students in Experiential Learning courses are required to attend the first residency. PGS courses also include required online evening class sessions. Students who miss more than three online class sessions per term may not be eligible to pass the course. Exceptions can only be made in extenuating circumstances. It is the responsibility of the student to make up any missed class lectures or materials delivered during online class sessions.

A student who stops attending or participating in a course without following the official drop or withdrawal procedure may be subject to Administrative Withdrawal. If the student does not submit drop or withdrawal paperwork to the Registrar's office within the timeframe for tuition refunds, the student may not be eligible for any refund of tuition or fees.