PRESIDIO
GRADUATE SCHOOL

STUDENT CATALOG
2023 – 2024

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** University of Redlands, Marin Campus 105 Seminary Road San Anselmo, CA 94960

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:

Liz Maw
President | Accreditation Liaison Officer
lmaw@presidio.edu

This catalog is revised annually, and addenda are published as needed. This catalog is effective July 1, 2023.

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President's Welcome

Welcome to Presidio Graduate School! Presidio is committed to providing a curriculum like no other – graduate programs that combine the knowledge and skills required to operate in a variety of professional settings with advanced teachings in how to develop and implement initiatives rooted in environmental sustainability and social justice. We are guided in all we do by our mission *to "educate changemakers to build a flourishing future for all."*

As a Presidian, you join a community of faculty, staff, students, and alumni who are all dedicated to shaping a more just and sustainable world through the work they choose and the lives they lead. Students at Presidio learn alongside faculty who are scholars, practitioners, and innovators in their field of study. With the guidance of their professors, students hone their skills with each other and with organizations during experiential learning projects. Learning is a collaborative process of inquiry and practice that allows everyone engaged to stretch and grow, creating new ways of understanding and being.

Presidio is also home to an incredible network of alumni who are bringing our mission to life through their work at small and large companies, a multitude of nonprofit organizations, and state and local municipalities. As a student, you will have the opportunity to engage with alumni eager to share their wisdom and experiences with the community. And one day, we hope you will step into their shoes, engaging the next generation of learners and acting as the beacon of inspiration that excites and invigorates them as they are propelled forward toward the *flourishing future* to which all Presidians commit themselves.

We are so happy to have you with us on this journey. We hope it is filled with extraordinary learning, growth, and connection.

Sincerely,

Liz

Community & Purpose

History of the School

Twenty years ago, Presidio's founders had a vision for a new kind of graduate program: one that integrates principles of sustainability and social impact into every course. They shared a conviction that a new style of leadership – purpose-led over profit-driven, skilled in both matters of the head and matters of the heart – could transform business, public policy, and the social sector. With campus operations launched in 2002/2003 in both San Francisco and Seattle, Presidio Graduate School came to life through the hard work and perseverance of our founders Richard M. Gray and Steven Swig (San Francisco) and Gifford Pinchot, Libba Pinchot, and Jill Bamburg (Seattle).

The founders and early staff and faculty on both campuses were driven to launch the sustainable MBA degree. They understood how critical a different kind of leader would be to solving our world's immense social and environmental issues, and they poured their livelihoods and souls into creating a truly special type of management education. The success of those efforts has been widely recognized as Presidio has taken its place as a leader in impact education, including being ranked as the #1 MBA to Change the World by *The New York Times* and the leading sustainable MBA by Net Impact.

For most of Presidio's history, the school has operated as a graduate program within a larger university or university system. Until 2014, Presidio was a program of Alliant University; in 2015, the board of directors and leadership decided to branch out as an independent 501c3 program. This independence proved difficult to sustain financially due to the overhead costs required with running a quality graduate program, and in 2018 the school decided to enter into a financial partnership with a global educational system based in India called Amity Education Group. In 2022, the board of directors determined a U.S. based partner was the right next step, and decided to merge with the University of Redlands. As of summer 2023, the merger is in process pending approvals from our accreditor and the Department of Education.

Through the years, Presidio has grown and innovated with our program offerings while remaining focused on our mission to educate changemakers to build a flourishing future for all. Presidio has added additional master's degree programs, academic certificates, and professional development education to its suite of offerings, serving students in the public, private, non-profit, and K12 education sectors. As the needs of students change, and as the world faces an abundance of climate and social crises, Presidio has also expanded to offer distance education to broaden its reach.

Presidio takes pride in its growing alumni community – nearly 2000 strong – who are actively changing the world through their work as corporate, nonprofit, and public sector leaders and innovators. Our alumni community is vital, strong, engaged and passionate, and can't wait for our current students to join them one day as Presidio alum.

The history of Presidio continues to be written each day by new community members who bring fresh ideas, insights, and opportunities to our school. Thank you for joining us, and we look forward to what's next.

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; downtown Oakland; and Bainbridge Island in the Seattle area.

In fall 2023 Presidio came full circle, returning to its original instructional site in San Anselmo, CA, at the University of Redlands Marin Campus.

Mission & Values

Mission
Presidio Graduate School's mission is to educate changemakers to build a flourishing future for all.

Values
As individuals and as an institution, we commit to the following values in support of our mission:

Community
Presidians embrace our diverse, individual experiences and respect our common striving for understanding and knowledge.

Innovation
Presidians redefine the standards of performance by nourishing unconventional views and challenging current models of doing and thinking.

Integrity
Presidians act honestly, ethically, and courageously in all our personal and professional undertakings and relationships with students, alumni, and the broader community. We hold ourselves accountable for our words and our actions.

Social Justice
Presidians champion diversity, equity, and inclusion in our work and help people of all races, genders, cultures, and socioeconomic status equally participate in society with opportunities to thrive.

Environmental Sustainability
Presidians act in stewardship for the restoration of ecological systems. This means actions must enhance the ability of future generations to flourish.

Diversity, Equity, & Inclusion Norms at Presidio

1. We value and seek diversity in all its forms.
2. We work to create a community where everyone belongs and is treated equitably.
3. We work to create safe spaces so all can thrive.
4. We cultivate empathy and understanding for one another's point of view.
5. We ensure that respect guides our interactions from beginning to end.
6. We work to be aware of our biases and minimize their impact on others.

Institutional Learning Outcomes

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

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

Accreditation

In October 2014, Presidio became accredited by the Western Association of Schools and Colleges Senior College and School Commission (WSCUC), a regional accrediting body recognized by the U.S.

Department of Education. WSCUC may be reached at:

1001 Marina Village Parkway, Suite 402
Alameda, CA 94501
(510) 748-9001.

Governance Structure

Presidio Graduate School's Board of Directors exemplifies and supports the school's mission and vision. Members bring a wealth of insight and expertise in overseeing the overall impact, strategic direction, and financial health of the institution. The Board delegates management responsibility to the President.

Presidio Faculty

Presidio Graduate School's elite community of world-class faculty is composed of scholar-practitioners with subject matter expertise in subjects ranging from ecological economics and clean technology to social entrepreneurship and urban sustainability. They are at the forefront of scholarship, teaching, and practice in the field of sustainable management. Together with our guest 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.
Casey Dilloway, MBA
Martina Doleshal, MBA
Marsha Willard, Ph.D.
Morgan Wolff, MBA

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

Adjunct Faculty, 2023-2024

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

Tanya Bluford, M.S.
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

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
Certificate for Business and Sustainability, University of California at Berkeley

Casey Dilloway, M.B.A.
M.B.A., Sustainable Systems, Presidio Graduate School
B.A., Business Administration, University of Washington

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

Rachel Egenhoefer, M.F.A.
M.F.A., University of California at San Diego
B.F.A., Maryland Institute College of Arts

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

Pamela Gordon
B.A., Business Management, California State University at San Jose
A.A., Music Theory and Composition, De Anza College

Kelly Jones, M.P.P.
M.P.P, Education Policy, Vanderbilt University
B.A., Philosophy, Politics, and Economics, University of Pennsylvania

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

Carrie Maultsby-Lute, M.B.A.
M.B.A., Mills College
B.A., Anthropology, University of California at Berkeley

Jeremy Ney, M.B.A., M.P.A.
M.B.A., MIT Sloan School of Management
M.P.A., Harvard Kennedy School
B.A., Politics, Philosophy, & Economics with Globalization Concentration, University of Pennsylvania

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

Steph Sharma, M.B.A.
M.B.A., International Business, Thunderbird School of Global Management
M.A., Communications, Business, Spanish, University of Nebraska-Lincoln
Executive Certificate, Global Corporate Social Responsibility, Thunderbird School of Global Management

James Spee, Ph.D.
Ph.D., Management, Drucker School of Management
M.B.A., Strategic Management, Drucker School of Management
B.S., Mechanical Engineering, University of Washington
B.S., Engineering, Calvin University

Chad Spitler, M.A.
M.A., University of Colorado at Boulder
B.S., Ecology and Resource Management, University of Michigan

Clair Stocks, Ed.D.
Ed.D., Leadership: Higher Education Focus, American College of Education
M.S., Management & Leadership, Western Governors University
B.A., English & B.A., Philosophy, University of La Verne

Marsha Willard, Ph.D.
Ph.D., Educational Psychology & Technology, University of Southern California
B.A., German, Mount Holyoke College

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

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

Faculty are subject to change.

Administration

Please note the administration is in a transition period due to the upcoming merger.

Krystel Alston
Academic Affairs & Compliance Manager | Registrar

Diana Asaad, Ed.D.
Chief Operating Officer

Emily Battaglia
Director of Program Administration

Karl Forest
Online Learning Administrator

Angela Hendriksen
Business Office and Payroll Manager

Anna Larson
Communications Manager

Elizabeth Maw
President

Blanca Mendoza
Finance and Operations Associate

David Selden
Librarian

Clair Stocks, Ed.D.
Special Projects Consultant

Matthew Victor
Systems Operations & Outreach Coordinator

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

*Administrative positions and personnel are subject to change.

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, Treasurer
Retired, COO Bentley Systems

Chandra Alexandre, Member
CEO, Community Action Marin

Aashish Bindra, Member
CFO, Amity Education Group

Dr. Pankaj Bhargava, Member
Vice President, Gilead Sciences, Inc.

Dr. Aseem Chauhan, Member and Chair Emeritus
Chancellor, Amity University and CEO, Amity Innovation Incubator and Amity Capital Ventures

Jeffrey Hogue, Member
Chief Sustainability Officer, Levi Strauss & Co.

Dr. Tanu Jindal, Member
Vice Chancellor (R&D) and Directory, Amity Environmental Institutes

Academic Calendar

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

Summer 2023 Semester		
Event	**Date**	**Day**
Summer 2023 registration opens	April 21	Friday
Summer 2023 registration closes	May 26	Friday
Summer 2023 tuition/fees due*	May 30	Monday
Summer 2023 Semester Begins	**May 30**	**Monday**
Last day to add/drop classes for Summer 2023	June 13	Tuesday
Last day to withdraw from classes for Summer 2023	July 17	Monday
Summer 2023 Semester Ends	**August 18**	**Sunday**
Summer 2023 grades due to Registrar	September 1	Wednesday
Summer 2023 grades available online	September 2	Friday
Fall 2023 Semester		
Event	**Date**	**Day**
Fall 2023 registration opens for all students	April 21	Friday
Fall 2023 registration closes for continuing students	May 26	Friday
Fall 2023 registration closes for new students	July 28	Monday
Fall 2023 tuition/fees due	August 28	Monday
New Student Orientation – *(required for new students)*	August 26	Saturday
Fall 2023 Semester Begins	**August 28**	**Monday**
First Residency	September 7-10	Thursday - Sunday
Last day to add/drop classes for Fall 2023	September 1	Monday
Second Residency	Sept 28-Oct 1	Thursday - Sunday
Third Residency	October 19-22	Thursday - Sunday
Last day to withdraw from classes for Fall 2023	November 1	Wednesday
Fall Break (no classes)	November 23-26	Thursday - Sunday
Fourth Residency	November 9-12	Thursday - Sunday
Fifth Residency	December 7-10	Thursday - Sunday
Fall 2023 Semester Ends	**December 17**	**Sunday**
Fall 2023 grades due to Registrar	January 3, 2024	Wednesday
Fall 2023 grades available online	January 5, 2024	Friday
Spring 2024 Semester		
Event	**Date**	**Day**
Spring 2024 registration opens	October 30	Monday
Spring 2024 registration closes	November 17	Friday
Spring 2024 New Student Orientation	January 6	Saturday
Spring 2024 tuition & fees due	January 8	Monday
Spring 2024 Semester Begins	**January 8**	**Monday**
First Residency	**January 11-14**	Thursday - Sunday

Last day to add/drop classes for Spring 2024	January 15	Monday
Second Residency	**February 1-4**	Thursday - Sunday
Third Residency	**February 22-25**	Thursday - Sunday
Last day to withdraw from classes for Spring 2024	March 13	Wednesday
Fourth Residency	**March 21-24**	Thursday - Sunday
Fifth Residency	**April 18-21**	Thursday - Sunday
Spring 2024 Semester Ends	**April 28**	**Sunday**
Spring 2024 grades due to Registrar	May 13	Monday
Spring 2024 grades available online	May 15	Wednesday

Admissions and Enrollment

Presidio Graduate School takes a "total systems" approach to the admissions process. Each component of the application is equally important. We take the time and effort necessary to know the candidate throughout the entire admissions process.

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

- Proven history of self-motivation and direction
- Experience collaborating in teams and managing projects
- Strong written and oral communication skills
- Facility with numbers and quantitative analysis
- Effective use of applicable technology
- A commitment to sustainability and social justice

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

Program Eligibility

Undergraduate Degree
Applicants must have completed a bachelor's degree from an accredited academic institution for admission to Presidio Graduate School. Applicants must demonstrate previous exposure to quantitative concepts and disciplines through coursework or professional experience. Presidio offers instruction only in English for all its programs and courses.

GPA Requirement
Presidio Graduate School requires applicants to have a cumulative undergraduate grade point average (GPA) of 2.75 or higher on a 4.0 scale. Applicants who do not meet this GPA requirement may still be considered for admittance by submitting a GPA Exemption Statement. This statement allows applicants to request an exception and submit additional material that documents their ability to perform at a graduate level in an intensive academic environment.

Fees and Deposit
Application Fee $90 (non-refundable)
Deposit $150 (non-refundable)

Students are not considered enrolled at Presidio, nor are they able to register for courses until their deposit is paid.

Program Application
Application instructions and forms may be found online at www.presidio.edu.

The application process requirements include:

1. Completed online application
2. Application fee of $90
3. Personal essay. The recommended word count is 1500.
4. Current resume or curriculum vitae (CV)
5. Thirty-minute admissions interview
6. Unofficial transcripts for the undergraduate degree-granting institution. If admitted, official transcripts are required to be sent to the Registrar. Official or unofficial transcripts for any postsecondary school attended must also be submitted, even if a degree was not conferred.
7. One letter of recommendation
8. Foreign transcripts with evaluation (if applicable)
9. Proof of English proficiency (if applicable)

Applicants have the option to include additional documents to support and strengthen their application. These documents can be uploaded directly through the online application form and may include but are not limited to GRE or GMAT test scores, professional and academic letters of recommendation, certifications, and writing samples.

Application deadlines and decision dates are posted at www.presidio.edu.

All application materials are retained for three years. Application materials become the property of Presidio Graduate School and will not be returned to the applicant or released to a third party.

Submission of Transcripts

Students should submit official transcripts directly from their degree-granting institution to Presidio. Official transcripts must show that a bachelor's degree or master's degree was conferred, a listing of the courses completed by the student with grades, and a cumulative grade point average or explanation of the alternate grading method used by the institution.

Applicants who received their degree from an institution outside of the United States that is not accredited by a U.S.accrediting agency must submit an official transcript evaluation affirming educational equivalency, including degree awarded and grade point average.

Official transcripts should be sent to:

Mail
Presidio Graduate School
Office of the Registrar
649 Mission Street, Suite 500
San Francisco, CA 94105

Electronic
registrar@presidio.edu

Transcripts must be sealed, issued directly to Presidio, and labeled as official to fulfill admission requirements. Official transcripts are due on or before the add/drop deadline during the student's first term of enrollment. Failure to provide official transcripts may result in the cancellation of enrollment.

Official transcripts and all other admissions materials become the property of Presidio Graduate School and will not be released back to the student or a third party. Admission documents are retained for three years.

Foreign Transcripts

Degrees and Studies Outside the United States		
	Official Transcripts Required	Evaluation Required
Undergraduate Degree	Yes	Yes
Non-Degree coursework	No	No
Study Abroad Programs	No	No

If an applicant received an undergraduate degree from a school outside of the U.S., Presidio requires that the transcript(s) be evaluated by a foreign education credential evaluation service agency with membership in either AICE or NACES. If the transcripts are not in English, an official translation is required. Evaluation and translation of transcripts, including all associated costs, is the responsibility of the applicant.

Applicants should send the evaluation directly to the Office of the Registrar. The evaluation must indicate the following:

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

Non-degree Coursework

If an applicant did coursework at a school outside of the U.S. (including Canada) which did not result in a degree, Presidio recommends the applicant provides these unofficial or official transcripts. Presidio does not require evaluation of non-degree coursework.

Graduate Transcripts

Applicants who have completed post-baccalaureate or graduate credits should submit transcripts for that work. Graduate transcripts may be assessed for transfer credit upon the student's request and subject to Presidio's policy on transfer credit. Transfer credit cannot be awarded for a completed graduate degree.

Evaluation for Transfer Credit

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

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

Disclosure of possible transfer credit must be made during the time of admission. Once a student has matriculated, potential transfer credits will no longer be evaluated, and the student must complete all required degree coursework at Presidio. Students who have completed previous credit at Presidio must adhere to any transfer credit policies for the new program into which they are enrolling.

Students who complete credits at Presidio and wish to transfer them to another institution must consult with the institution where they are transferring. Decisions about transfer credit are always at the discretion of the receiving institution.

English Language Proficiency

All applicants whose bachelor's degree was not completed in English may be required to provide evidence of English proficiency by taking the Test of English as a Foreign Language (TOEFL) or The International English Language Testing System Exam (IELTS). Minimum score requirements are as follows:

- TOEFL iBT - 90
- TOEFL PBT - 600
- IELTS - 7

TOEFL and IELTS scores are valid for two years from the test date. Presidio Graduate School institution code is 7306.

International applicants with extensive work experience or previous study in the U.S. may request the English

Language Proficiency Requirement be waived.

International Students

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

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

Admission as a Non-Matriculating Student

Non-matriculated students may be eligible to enroll in certain courses within Presidio programs. Anyone interested in taking a course as a non-matriculated student must contact the Office of the Registrar at registrar@presidio.edu. Non-matriculating students must meet Presidio program admission requirements and receive approval from the Registrar and Academic Dean to register for a course. Enrollment is subject to approval and availability, and priority will be given to matriculating students. The maximum number of units a non-matriculating student may complete with Presidio is 8.

Non-matriculating students are subject to the tuition and fee schedule associated with enrollment and course registration. Full tuition is due prior to the add/drop deadline of the term of enrollment. Non-matriculating students are not eligible for Title IV federal financial aid or scholarships awarded byPresidio. The refund policy guidelines apply to non-matriculating students who drop or withdraw from their course.

Readmission

Students who previously attended Presidio Graduate School but withdrew or were administratively withdrawn before program completion may apply for readmission by contacting the Office of Admission. In some cases, such as when the request for readmission is within three years of the student's original application period, an abbreviated admission application process may be available. Students with an account balance or who have been sent to collections must satisfy their financial obligations prior to applying for readmission.

Students applying for readmission must apply for enrollment into a currently offered degree program which may necessitate completing additional courses. When possible, previously completed courses will be applied toward current degree requirements. Students who were not in good academic standing at the time of their withdrawal must appeal to return to PGS on a probationary status. If readmission is approved, probationary students will be required to abide by terms set forth in a probation contract.

Students dismissed due to academic standing, academic honesty violations, or code of conduct violationsmay be considered for readmission in some circumstances. Dismissed students may be asked to take additional steps and show proof of completion of those steps prior to applying for readmission. Students may also be asked toprovide evidence of significant change relative to the issue that led to dismissal as part of their readmission application. If readmission is approved, depending on the circumstances surrounding dismissal, these students maybe required to return on a probationary status and abide by terms set forth in a probation contract.

All applications for readmission should be submitted to the Office of Admissions. Additional documentation and appeals will be reviewed by a committee comprised of representatives from the Offices of Admissions, Student Services, and Academic Affairs. Readmission is not guaranteed and is subject to approval.

Admissions Appeals

Presidio Graduate School's application review process involves the careful consideration of each application. Presidio takes the time and effort necessary to get to know the applicant throughout the entire admissions process.

If an applicant has not received admission to Presidio, they may submit an appeal to their admissions decision within 90 days of receiving their decision if they believe their academic or personal circumstances could not be considered adequately through the regular admissions review process or that an error occurred in that review. Additionally, they may submit an appeal if there is new, significant, or compelling information not previously provided at the point of

application.

Submitting an Admissions Appeal

The applicant should submit a letter to admissions@presidio.edu requesting that Presidio reconsider their application. The letter must state the applicant's name, the program and term they applied for, and reasons for appealing the initial decision. This letter should contain any new information to be considered by the appeals committee and why. The letter should not simply repeat the information that was presented in the application. This new, significant, or compelling information can be related to the applicant's academic performance, professional experience; extracurricular activities; or a description of the extenuating circumstances.

If the basis for the appeal is additional coursework taken since the application was submitted, the applicant should provide a transcript showing completion of the coursework.

The applicant may also include an additional letter of recommendation from someone who can speak to the nature of the appeal.

Admissions Appeal Committee and Decisions

The Admissions Appeals Committee will review the admissions decision appeal to determine if the new information provided by the applicant warrants a different admissions decision.

For each appeal, the Admissions Appeals Committee makes a recommendation to the Director of Admissions. They may accept or reject the committee's recommendation or ask the committee for additional information or analysis. The decision of the Director of Admissions is final. Notice of the outcome of the appeal will be delivered to the applicant via email and displayed on their student portal home page.

Presidio will not discuss appeals with any individual other than the applicant unless the applicant has completed a signed release of information.

Student Business Services

Tuition and Fees 2023-2024

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

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

2023-2024 Tuition	
Program	**Per Credit Tuition**
MBA and Dual MBA/MPA programs	$1385 per semester credit
Certificate in Sustainable Energy Management	$1385 per semester credit
Certificate in Sustainable Management (all tracks)	$1385 per semester credit
Online MPA	$850 per semester credit
Additional Fees (all students)	**Cost Per Semester/Trimester**
New Student Fee (first semester only) - MBA, Dual MBA/MPA, and Certificate	$350 one-time fee
Comprehensive Fee* – MBA, Dual MBA/MPA, and Certificate	$375 per semester
Comprehensive Fee* – Online MPA	$100 per semester

New Student and Comprehensive fees are non-refundable

New Student Fee
The New Student Fee is a one-time fee that covers new student orientation and the initial systems set-up for new students. Students who re-enter Presidio following withdrawal will be assessed the new student fee.

Comprehensive Fee
The Comprehensive Fee is a per-semester fee that covers technology acquisition, upgrading, and maintenance; technology costs used for academic and student support activities; providing student access to copyrighted material used in all academic programs; onsite learning material costs and student support activities; and record-keeping costs.

Incidental Fee Schedule

Incidental Fees	Cost
Late Tuition Payment Fee	$110
Late Registration Fee	$110
Official Transcript Fee	$10
Diploma Reprinting Fee	$55
Student ID Card Replacement Fee	$15
Returned Check Fee (for insufficient funds)	$40
Course Audit	$250 per credit
Independent Study Fee	$250 (plus tuition)

Incidental Fees are non-refundable

Miscellaneous Fees and Finance Charges

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

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.

Tuition Deferments

Tuition deferments may occur under the following circumstances:

Pending Federal Financial Aid

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

Payment Plans

To establish a monthly payment plan, students must contact the Office of Student Business Services. A late fee will be assessed if the first payment is not received by the tuition due date.

A Payment Plan must be completed by the student and approved by the Office of Student Business Services to be valid. The payment schedule must reflect the most expeditious rate of payment possible, but never longer than the end of the current term.

Repeated late payments will nullify the agreement, and all outstanding tuition immediately becomes payable in full. If financial problems arise, students should contact the Office of Student Business Services immediately. Defaulted payment plans from prior semesters may cause a student to become ineligible for future Deferred Payment Plans.

Past due balances and tuition due from prior semesters may also disqualify students from future payment plans. Students who apply for a payment plan must have a source of funding for making the payments prior to agreeing to a payment plan. Unemployment, under-employment, ineligibility for financial aid, and loss of third-party payers should be considered before deciding to sign a payment plan. It is the student's responsibility to carefully determine whether they can meet the conditions of the agreement. Failure to complete the Payment Plan agreement can result in course or School withdrawal.

Third-Party or Special Billing

Special billing is available to students whose employers or other outside agencies pay their tuition, fees, and expenses directly to Presidio Graduate School regardless of the earned grade. Students whose company or agency reimburses them directly are not eligible for special billing. Refunds of third-party or special billing will be issued after Presidio has received the funds. No refunds will be advanced to students until the funds are received, applied, and a credit balance, if any, occurs. In accordance with the Refund Policy, funds resulting in a credit balance are returned to the original source unless explicit and written permission is granted to send any credit balance to the student.

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 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's Right to Cancel and Refund Policy

A student may cancel an Enrollment Agreement or withdraw from Presidio Graduate School at any time. The student has the right to cancel the enrollment agreement through the add/drop period during their first term of enrollment. The student has a right to a full (100%) refund of all tuition paid less the non-refundable fees if the student cancels during this time.

The notice of cancellation shall be in writing and is effective upon Presidio Graduate School's receipt of the cancellation notice. The notice will be accepted in person, by mail to Presidio Graduate School's mailing address, or via email to registrar@presidio.edu.

If a student ceases attendance or provides written notice of cancellation or withdrawal after the add/drop deadline,

but before completion of 60% of the term, the amount charged for tuition (less non-refundable fees) for the completed portion of the course(s) shall not exceed the prorated portion of the total tuition charged. This portion is arrived at by multiplying the total tuition charged for the period by the ratio of the number of days attended to the total number of days in the period. No refund is made after 60% of the attendance period.

For the purpose of determining a refund under this section, a student shall be deemed to have withdrawn from a course or program under the following conditions:

1. The student notifies Registrar in writing of their intent to withdraw from a course or their program
2. The student is administratively withdrawn for failing to attend or contribute meaningfully in class for a period of 10 consecutive days without prior instructor approval
3. The student is administratively withdrawn for failing to meet financial obligations
4. The student is withdrawn as part of sanctioning related to Code of Conduct violations
5. The student does not register for classes and does not have an approved leave of absence, or the student fails to return from a leave of absence

If a credit balance occurs on a student account due to cancellation or withdrawal, PGS has 45 days to return the excess credit balance to the student. An example of how a credit balance may occur is as follows:

Example: A student completes 30 days of 125 days of a semester and paid $5380 for a course (less non-refundable fees), the pro-rata refund to the student would be $4088.80 based on the calculation set forth below:

$$\$5380 / 125 \text{ days} \times 95 \text{ days remaining} = \$4088.80$$

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

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

Students who withdraw from PGS and are recipients of student loans will have their costs and eligible loans prorated according to Title IV guidelines. PGS's tuition and refund policy begins on the first day of the term.

The official withdrawal date used for refund purposes is the last date of participation. However, withdrawal requests are not accepted after the withdrawal deadline, which occurs once 60% of the term has elapsed.

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

Financial Aid

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

Financial assistance awarded through PGS may consist of a combination of institutional scholarships and grants, state aid programs, loans, military and veteran benefits, and part-time work-study opportunities for those who qualify. Students are encouraged to contact the Office of Financial Aid at finaid@presidio.edu to discuss financial aid options.

Types of Finance Assistance

Institutional Grants and Scholarships

Institutional grants are financial awards that do not have to be repaid. They are based on need, meaning that whether a student qualifies will be determined by their Estimated Family Contribution (EFC) and Cost of Attendance (COA). Presidio also offers merit-based scholarships based on academic performance and leadership.

Scholarships funds are provided by Presidio and a variety of supportive donors and community partners. The scholarship selection process awards applicants with strong community engagement skills and wish to become a leading change agent for a better future. Scholarship funds are applied to tuition only and do not apply towards non-tuition-related expenses.

Scholarship recipients must maintain Satisfactory Academic Progress (SAP) and a minimum of part-time enrollment while receiving awards. Students who do not maintain continuous enrollment forfeit any scholarship they may have previously received and must reapply. Scholarship awards are not guaranteed and are based on availability. Students who withdraw from courses during the semester are subject to scholarship recalculation and proration.

Loans

A loan is financial aid that must be repaid to the lending institution. Eligibility, interest rates, payment deferment periods (if any), and loan amounts vary by the type of loan the student obtains. Loans are available in several forms, as briefly explained below. Students are encouraged to request and review their federal financial aid eligibility before borrowing from other lenders to finance their education.

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

- The federal or state government or a loan guarantee agency may take action against the student, including applying any income tax refund to which the person is entitled to reduce the balance owed on the loan.
- The student may not be eligible for any other federal student financial aid at another institution or other government financial assistance at another institution until the loan is repaid.

Federal (Title IV) Loans

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

The loans described are subject to borrowing limits as prescribed by the Department of Education.

Shopping Sheet

The Financial Aid Shopping Sheet is a tool used to notify students about their financial aid package. It is a

standardized form designed by the U.S. Department of Education to simplify the information regarding costs and financial aid so students can easily compare institutions and make informed decisions about where to attend school.

The Shopping Sheet will be emailed to you by your financial services coordinator. An example of the shopping sheet can be found on the Department of Education website.

The Shopping Sheet award numbers are based on initial enrollment or estimated full-time enrollment when students are awarded before enrolling. Financial aid awards may be updated after the add/drop date each semester, anytime a change is made to an award (e.g., application of scholarship funds, loan adjustment, etc.) or whenever schedule changes are made.

The amounts shown on the Shopping Sheet are estimates and not guaranteed. Please contact finaid@presidio.edu if you have questions regarding your aid.

Military Education Benefits
Presidio Graduate School is approved by the California State Approving Agency for Veteran's Education (CSAAVE) for the education of veterans, active-duty personnel, reservists, and eligible dependents under current law. The federal Department of Veterans Affairs website is the best source for information about all VA Educational Benefits Programs and can be accessed at www.gibill.va.gov. For more information regarding these policies, students may also contact the School Certifying Official at va@presidio.edu.

Military Education Benefits

Information for students Using Vocational Rehabilitation and Employment benefits (CH31) or Post-9/11 GI Bill® (CH33)
To demonstrate current eligibility and intent to use Chapter 31 or 33 benefits, a student must provide the following documents:
- VA Form 28-1905 (Authorization and Certification of Entrance or Reentrance into Rehabilitation and Certification of Status); or
- Certificate of Eligibility (COE) or Education Enrollment Status form (printed from the VA website).
- A written request to use either VA Vocational Rehabilitation or Post 9/11 G.I. Bill® benefits; and
- All additional information requested by the School Certifying Official to properly certify enrollment to the VA.
- Notice of admission into one of the offered programs at Presidio Graduate School.

Compliance with VA 3679(e)
In compliance with VA 3679(e), Presidio Graduate School does not charge additional fees or terminate enrollment for delays in processing funds if a student has provided a certificate of eligibility for entitlement to education assistance under chapter 31 or 33.

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.

Tuition Assistance
PGS is approved by the U.S. Department of Defense for the education of military students utilizing their Tuition Assistance benefits. Each military branch has its own tuition assistance form and procedures. Please contact your local education center for eligibility information.

Military Student and Veteran Status Definition
Full-time military and veteran students are defined as those taking at least 8 units per semester. Part-time students are defined as taking at least 4 units per semester.

Policy on Leave for Service

Active duty servicemembers who are called to serve and must take a leave from their studies will not be penalized. Students may receive an incomplete in courses with up to two semesters to finish requirements if they are unable to complete courses due to service obligations. Students may also have up to twelve months of leave of absence. If a student is unable to return after twelve months due to service obligations, they will be withdrawn from Presidio. However, applications for readmission for service members will be fast tracked to provide a seamless process.

Complaint Policy

The Student Grievance Policy outlines the process for submitting a complaint or grievance with the School. If an issue cannot be resolved internally, students may submit a complaint to:

Bureau for Private Postsecondary Education
2535 Capital Oaks Drive, Suite 400
Sacramento, CA 95833
Ph: (916) 431-6924
Fax: (263-1897

GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at http://www.benefits.va.gov/gibill

Title IV Federal Financial Aid

Estimated Cost of Attendance

The cost of attendance (COA) budget is an estimate of the total amount of money it will cost a student to attend school per academic year. In addition to helping a student project total education costs, the cost of attendance budget is also used to determine the maximum amount of financial aid a student can receive for a particular enrollment period. Presidio calculates the COA budget using rules established by the US Department of Education.

The COA budget varies, depending on the program of study and the length of enrollment. The table below shows a listing of estimated COA budgets by program. These are effective in the 2023-2024 academic year and are subject to change.

Cost of Attendance MBA and Dual Programs		
	Full-Time*	Part-Time*
Tuition	$44,320	$22,160
Fees**	$1,100	$1,100
Books & Supplies	$2,400	$1,200
Room & Board	$42,300	$42,300
Personal Expenses	$4,950	$4,950
Food Allowance	$7,200	$7,200
Transportation	$10,350	$10,350
Total	**$112,220**	**$88,860**

*Full-time status calculation is based on 16 units per semester with two semesters per year, comprised of 9 months of enrollment. Part-time status calculation is based on 8 units per semester with two semesters per year, comprised of 9 months of enrollment.
**Fees include comprehensive fee and one-time new student enrollment fee.

Cost of Attendance Online MPA Program		
	Full-Time*	Part-Time*
Tuition	$20,400	$10,200
Fees**	$650	$650
Books & Supplies	$2,000	$1,000
Room & Board	$42,300	$42,300
Personal Expenses	$4,950	$4,950
Food Allowance	$7,200	$7,200

Transportation	$10,350	$10,350
Total	**$87,600**	**$76,400**

Full-time status calculation is based on 8 units per semester with three semesters per year, comprised of 11 months of enrollment.
Part-time status calculation is based on 4 units per semester with three semesters per year, comprised of 11 months of enrollment.
**Fees include comprehensive fee and one-time new student enrollment fee.

Academic Terms
PGS offers instruction in standard terms as defined by the Department of Education Federal Student Aid (FSA) program. Terms are 8-17 weeks in length, and academic progress is measured in semester credit hours.

MBA/Dual Enrollment Status Definition
For the purpose of federal financial aid, full-time MBA/Dual students are defined as those taking at least 8 units per semester. Presidio defines a full-time academic schedule as 12-to-16 units per semester.

For the purpose of federal financial aid, part-time MBA/Dual students are defined as those taking at least 4 unit per semester. Students taking summer-term courses are defined as part-time if they enroll in at least one unit. Presidio defines a part-time academic schedule as 8 units per semester.

Online MPA Enrollment Status Definition
For the purpose of federal financial aid, full-time Online MPA students are defined as those taking at least 8 units per trimester. Presidio defines a full-time academic schedule as 8 units per trimester.

For the purpose of federal financial aid, part-time Online MPA students are defined as those taking at least 1 unit per trimester. Presidio defines a part-time academic schedule as 1 unit per trimester.

Applying for Federal Financial Aid (Title IV)
Students applying for Title IV federal financial aid must complete the Free Application for Federal Student Aid (FAFSA). Applying for financial aid is a detailed process that requires careful completion of forms, attention to deadlines, and quick response if additional information is required.

The Free Application for Federal Student Aid (FAFSA) helps determine the amount of assistance for which a student is eligible. The FAFSA is used to collect personal and financial information, which is used to calculate financial need and determine eligibility for financial aid. This analysis considers factors such as income, assets, number of family members in the household, and the number of family members enrolled in college. All students who wish to be considered for financial aid assistance must establish financial aid eligibility annually.

PLEASE NOTE: Aid cannot be calculated until the financial aid application packet is complete. It is the student's responsibility to check that the application has been received in its entirety. Students receiving financial aid are responsible for reading and understanding federal financial aid policies. Financial aid policies and procedures are subject to change and may change without notice.

Eligibility for Federal Financial Aid
A Presidio student is eligible for financial aid if they:
- Are a US citizen or eligible non-citizen
- Sign a statement on the FAFSA certifying federal student aid will be used only for educational purposes
- Are not in default on a federal student loan or have made satisfactory repayment arrangements
- Do not owe money back on a federal student grant or has made satisfactory repayment arrangements
- Have not borrowed in excess of the maximum allowed for federal loans
- Have not been convicted for a drug offense that occurred while enrolled in school and receiving federal student aid
- Are registered with Selective Service (males at least 18 years old)
- Have a valid social security number
- Are enrolled at least half-time per term (1 credit per term) and maintain satisfactory academic progress in an eligible degree or certificate program at a school participating in federal financial aid programs
- Are making Satisfactory Academic Progress (SAP)

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

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

Financial need is the difference between what a family is expected to contribute toward the cost of education and the actual cost of education. The aid students receive from all sources (including non-need-based aid) may not exceed the cost of attendance.

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

1. Determine Financial Aid Eligibility. See "Eligibility" above for details.
2. Obtain a PIN from the US Department of Education. A PIN is necessary to electronically sign your FAFSA online. If you do not have one or have forgotten your PIN, go to www.pin.ed.gov to obtain one before starting the FAFSA online.
3. Complete the Free Application for Federal Student Aid (FAFSA) or the Renewal FAFSA online at www.fafsa.ed.gov. You will need to have your Federal Tax information handy to complete the FAFSA. Presidio Graduate School's Federal School Code is 042355.

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

After the Office of Financial Aid receives the results of the student's FAFSA, a budget will be created for the student based upon the information submitted in the financial aid application. The student will be awarded an aid package based upon the qualifications that fit the student and the student's budget and resources. Students may be selected for verification or need to resolve conflicting information (c-codes) by submitting additional documents at the request of the Office of Financial Aid. In the event of an unusual or extenuating circumstance, students may request a professional judgment.

Presidio will send the student's financial aid award letter to the email address listed on the student's record. The student must review and accept or decline the aid/award.

A loan entrance interview will be necessary if Federal Subsidized, Unsubsidized Direct, and/or PLUS loans are part of the financial aid package. The student must also complete the Direct Loan Master Promissory Note (MPN) and return it to the lender to receive Direct Loan funds. Students will need to complete entrance counseling and their MPN at https://studentaid.gov/.

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

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

Federal Financial Aid Disbursements, Distribution, and Refunds

Federal Financial Aid Disbursements
All student financial aid credits will be stipend to students not more than 14 days after the:

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

Federal Student Aid funds are awarded to students to pay current year charges. If the student gives written permission, Presidio Graduate School may hold funds on their account. Students may rescind this permission at any time. Any remaining balance on Federal Student Aid loan funds must be returned to students by the end of the loan period, and any other remaining Federal Student Aid program funds must be returned by the end of the last payment period in the award year for which they were awarded. Students receiving federal financial aid who withdraw or drop below half-time will have any credit balance on their accounts returned to their lenders or the appropriate financial aid program.

Financial Aid Refund Distribution Policy

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

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

PGS will return unearned aid within 30 days of the date if:
- The student officially withdraws
- The student is dismissed
- The institution determines the student's withdrawal date in the case of an unofficial withdrawal.

Return to Title IV Withdrawal and Refund Policy

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

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

There are three steps that the School must complete to comply with the federal policy:
1. Determine the withdrawal date
2. Determine the amount of earned federal aid
3. Return unearned federal funds to the appropriate program(s)

The withdrawal date is the date the student gives official notification of their decision to withdraw. For a withdrawal to be considered official, students must follow the official withdrawal process detailed in the Policies section of the catalog.

Unearned aid is any disbursed aid that exceeds the amount of Title IV aid the student earned. The unearned aid amount is to be returned to the U.S Department of Education, a responsibility shared by Presidio Graduate School and the student. This may create a balance owed on a student's tuition billing account. The student is responsible for paying the amount owing on their billing account. Presidio Graduate School will return as soon as possible, but no later than 45 days from the date the institution determines that the student withdrew, all unearned funds for which it is responsible.

Funds are considered to have been fully returned if they are deposited or transferred into the school's federal funds bank account, returned to the ED electronically using the "Refund" function in G5, or if a check is issued to the ED.

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

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

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

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

1. Federal Direct Unsubsidized Loan Program
2. Federal Direct Plus Loan Program
3. Any other Title IV program
4. Other federal, state, private, or institutional student financial aid programs

Students Convicted of Sale or Possession of Drugs
A student who has been convicted of any offense under any Federal or State law involving the sale of a controlled substance shall not be eligible to receive any financial aid grant, loan, or work assistance during the period beginning on the date of such conviction and ending after the interval specified in the following table.

	First Offense	Second Offense	Three or More Offenses
Possession of Illegal Drugs	1 year from date of conviction	2 years from date of conviction	Indefinite period
Sale of Illegal Drugs	2 years from date of conviction	Indefinite period	Indefinite period

If a student is convicted of both possessing and selling illegal drugs, and the periods of ineligibility are different, the student will be ineligible for the longer period.

Rehabilitation
A student whose eligibility has been suspended may resume eligibility before the end of the ineligibility period if:

(a) the student satisfactorily completes a drug rehabilitation program that
      (i) complies with the standards for a qualified drug rehabilitation program*
      (ii) includes passing unannounced drug tests
(b) the conviction is overturned, reversed, set aside, or removed from the student's record
(c) the student completes two unannounced drug tests, which are part of a rehab program (the student does not need to complete the rest of the program)

A qualified drug rehabilitation program must include at least two unannounced drug tests and satisfy at least one of the following requirements:
    Be qualified to receive funds directly or indirectly from a federal, state, or local government program;
    Be qualified to receive payment directly or indirectly from a federally or state-licensed insurance company;
    Be administered or recognized by a federal, state, or local government agency or court; or
    Be administered or recognized by a federally or state-licensed hospital, health clinic, or medical doctor.

Financial Aid Exit Counseling
Students in their final semester should complete exit counseling at www.studentloans.gov. This is a mandatory requirement for all Title IV recipients. Failure to complete exit counseling may result in a hold preventing conferral of a student's degree and issuance of diploma or transcripts. Students may confirm completion of exit counseling by

contacting finaid@presidio.edu.

Satisfactory Academic Progress (SAP)

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

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

SAP Requirements

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

- **Cumulative Minimum Grade Point Average**: Students must maintain a minimum cumulative grade point average (cGPA) of 3.0 at the end of each term. Presidio uses a 4.0 grading scale, and grades are measured, and GPA calculated at the end of each term. Withdrawals are not included in the GPA, and in the case of retakes, only the highest grade is included in the GPA calculation.
- **Cumulative Credit Completion Rate**: Cumulative credit completion rates are calculated after the end of each academic term once grades are final. Students must complete a minimum cumulative percentage of all credit hours attempted in order to maintain satisfactory academic progress, as follows:
  - *First-term of enrollment*: Students must complete a minimum of 42% of credit hours attempted in their first 15 credits of enrollment.
  - *Subsequent terms of enrollment*: Students must subsequently maintain a minimum cumulative credit completion rate of 70% starting in their second term of enrollment.
  - Credits associated with grades of A, B, C, D, F, CR, NC, Incompletes, Withdrawals, and Hardship Withdrawals are all included in the student's completion rate calculation. In addition, if a student retakes a course, all credits attempted are included in the cumulative completion rate, whereas only the highest grade is included in the cumulative GPA (cGPA) calculation. Credits excluded from the cumulative completion rate include transfer credits and audited courses.

Grade	Credits Attempted	Credits Completed	Calculated in cGPA	Counted in Completion Rate
A through C-	Yes	Yes	Yes	Yes
D+ through F	Yes	No	Yes	Yes
CR or NC	Yes	Yes	No	Yes
I (incomplete)	Yes	No	Yes	Yes
WD (withdrawal)	Yes	No	No	Yes
HW (hardship withdrawal)	Yes	No	No	Yes
AU (audit)	No	No	No	No

- **Maximum Time Frame (MTF)**: Students must complete their educational program within 1.5 times (150%) the standard program. The following Maximum Time Frames (MTF) apply:
  - Full-time or part-time MBA in Sustainable Solutions degree: 80 credits
  - Full-time or part-time Dual MBA/MPA in Sustainable Solutions degree: 110 credits
  - Full-time or part-time MPA in Sustainable Management degree: 67 credits

SAP Requirements Summary			
Program	Cumulative GPA	Completion Rate	Maximum Time Frame
MBA Sustainable Solutions	3.0	42% first 15 credits 70% subsequent credits	80 credits
Dual MBA/MPA Sustainable Solutions	3.0	42% first 15 credits	110 credits

		70% subsequent credits	
MPA Sustainable Management	3.0	42% first 15 credits 70% subsequent credits	67 credits

Students Not Meeting SAP Standards

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

First Term: Academic Warning

After the initial term, when a student has failed to meet the standards for Satisfactory Academic Progress, they will be placed on Academic Warning. Students will be notified of their placement on Academic Warning in writing. Students on Academic Warning must make Satisfactory Academic Progress during their subsequent academic term. A hold may be placed on future term registration pending a progress report. Students who make good progress by completing all courses and earning a semester GPA of 3.0 or higher will return to good standing provided they meet the SAP standards following their subsequent term. Students who make good progress in the term but do not achieve the cumulative standards on SAP will continue on Academic Warning until they achieve the SAP standards. Students who do not make good progress in their subsequent term will be Academically Suspended. During Academic Warning students retain their eligibility for Federal financial aid.

Second Term: Academic Suspension

Students who do not meet SAP standards for a second consecutive term will be academically suspended. Students will be notified of their Academic Suspension in writing. Students receiving Title IV funding will also lose their eligibility for federal financial aid. Students who wish to continue at PGS and who wish to have their Title IV eligibility restored must appeal to continue on a probationary status.

Students who are on Academic Probation must make Satisfactory Academic Progress during their subsequent academic term. Students who make good progress by completing all courses and earning a semester GPA of 3.0 or higher will return to good standing provided they meet the SAP standards following their subsequent term. Students who make good progress in the term but do not achieve the cumulative standards on SAP will continue on Academic Probation until they achieve the SAP standards. Students who do not make good progress in their subsequent term will be Academically Suspended and require further appeals to continue their enrollment and request restoration of Title IV eligibility.

Academically suspended students who do not submit an appeal to continue their enrollment at Presidio will not be permitted to enroll in classes and will therefore be dismissed.

Appeal to Continue on Probation & Restore Title IV Eligibility

Students who are academically suspended must appeal to continue their enrollment at Presidio on probation. Students receiving Title IV federal financial aid must also appeal to restore their eligibility for funding. Students will be contacted in writing with information on submitting an appeal. Students should be prepared to address why they have been unable to meet SAP standards, how matters affecting academic progress have been resolved, how they will make good progress should their appeal be approved, and a provisional schedule for continuing their enrollment.

SAP appeals will be reviewed by a committee comprised of members representing Financial Aid, Academic Affairs, and Student Services. Approval of appeals is not guaranteed. Students receiving federal financial aid may be approved to continue their enrollment without restoration of Title IV eligibility. In instances where Title IV eligibility is not restored, students must make cash payment plan arrangements with Presidio.

Students who are approved to continue their enrollment with Presidio will be placed on a SAP Contract detailing the terms of their probation. Acceptance of the approved SAP Contract supersedes other academic and financial policies. Any deviation by the student from the terms of the contract will result in the forfeiture of future financial aid eligibility and may result in dismissal.

Registrar Services

Course Standards

Course Numbering
Each course offered at Presidio Graduate School is indicated by an alphanumeric course number. The programs have varied numbering systems.

Courses in the Sustainable Studies Department (MBA, MPA, Dual, Certificate)
Each course begins with three letters that designate the course as an MBA course or a specific elective concentration area (e.g., MBA, INN, ECS, etc.). The course number is 3 digits. The first digit of '6' indicates a master's level course. The second two digits identify the specific course.

Courses in the MPA in Sustainable Management (online)
Each course begins with three letters that designate the course as an MPA course. The course number is 4 digits. The first digit of '6' indicates a master's level course. The final 3 digits indicate the specific course. A fourth number of "1" indicates a 4-unit online class. A fourth number of "2" indicates a 2-unit online class.

Courses for Academic Credit for Professional Development (K12)
Courses for academic credit taken as part of professional development programming are three numbers. The first digit of '5' indicates a post-baccalaureate level course. The second two digits identify the specific course. Each number is proceeded by an X denoting that it is a continuing education course.

Credit Hour Policy
Presidio Graduate School's Credit Hour Policy is consistent with the Carnegie Credit Hour recognized by the U.S. Department of Education.

1 unit of credit =
1 hour of direct instruction per week
+ 2 hours of independent work per week

A 4-unit course includes work that reasonably approximates 4 hours of classroom or direct faculty instruction and 8 hours of independent student work each week. In some instances, an equivalent amount of work as required through other academic activities as recognized by Presidio may be assigned and lead to the award of credit hours.

Grading Standards

Grade Scale
Presidio Graduate School uses a 4-point letter grade scale to award quality points and determine Grade Point Average.

Letter Grade	Minimum %	Quality Points	Definition
A	93%	4.0	**Exemplary Performance.** The student has demonstrated a level of high-quality work that exceeds the formal requirements, showing a clear indication of initiative and mastery.
A-	90%	3.7	
B+	87%	3.3	**Proficient Performance.** The student has demonstrated a level of good quality work that meets the formal requirements, showing initiative, comprehension, and a clear ability to handle ideas.
B	83%	3.0	
B-	80%	2.7	**Minimum Performance.** The student has demonstrated a level of work that meets the minimum requirements and demonstrates comprehension of the subject with a reasonable ability to handle ideas. *Note: C- is the minimum passing grade.*
C+	77%	2.3	
C	73%	2.0	
C-	70%	1.7	
D+	67%	1.3	**Below Average Performance.** The student has demonstrated a

D	63%	1.0	level of work below expectation and provides an inadequate demonstration of comprehension of the subject and the ability to handle ideas. Minimum requirements have not been met. *These are not passing grades, and students must repeat any course in which they have not earned at least a C-.*
D-	60%	0.7	
F	59% or less	0.0	

Alternative Grades

Alternative grades are grades that may appear on a student's transcript but are not factored into the Grade Point Average (GPA). Alternative grades may affect completion rate and maximum time frame. See the section of this catalog on Satisfactory Academic Progress for additional information.

Grade	Meaning	Definition
CR	Credit	The CR/NC grade option may be granted in certain specific situations. To receive CR, a student must earn a B (83%) or higher in the course.
NC	No Credit	
IP	In Progress	Denotes that a course is currently in progress and final grades are not yet due.
I	Incomplete	Incompletes are given in rare and extenuating circumstances. See the Incomplete Policy for additional information.
WD	Withdrawal	This grade notes a course was not completed. Students may request to withdraw for any reason through the published withdrawal deadline or may be administratively withdrawn in certain situations. See the Course Withdrawal Policy for additional information.
HW	Hardship Withdrawal	In some rare instances, students may petition for a hardship withdrawal when they are unable to complete a course. See the Hardship Withdrawal Policy for additional information.
AU	Audit	Audited courses are not taken for academic credit, and work is not formally graded. Enrollment as an auditor is limited and subject to approval. See the Audit Policy for additional information.

Grade Rounding

Final grades are determined by percentages that include decimals. When the decimal is .5 or greater and impacts the final transcripted letter grade in the course, the decimal will be rounded up. If the decimal is below .5 or does not impact the final transcripted grade, the decimal will remain as is.

Required Grades

Students must receive a minimum grade of C- (1.7) in order to receive credit for a course. Students who earn below the required grade will be required to repeat the course. In the case of course repeats, the higher grade is included in calculating the cumulative GPA.

Students must also maintain a cumulative Grade Point Average of B (3.0). A student's cumulative GPA is calculated by adding the total quality points and dividing by the number of completed units. Units for which a letter grade on the 4-point grade scale was earned are included in the GPA calculation, even if the student did not earn a passing grade. Each course only factors into the cumulative GPA once, and in instances where a course was repeated, the highest earned grade is used for the calculation. Alternative grades are not included in the GPA calculation.

Students who do not meet the minimum cumulative GPA requirement are subject to academic warning, probation, suspension, or dismissal. Please see the policy on Satisfactory Academic Progress for additional information.

Grade Reporting

Course assignment grades are documented by faculty in Canvas and available to students throughout the term. Final grades are required to be reported to the Registrar by the deadline published on the Academic Calendar. Official grades are available in Populi after the grade submission deadline each term.

Once a grade has been finalized by the Registrar, it may not be changed without submission of a written Change of Grade request form signed by the faculty member. Except in instances where an Incomplete has been issued, grades may not be changed based on completion of additional or revised work after the grading period concludes. Students are encouraged to regularly review their grades and consult with their instructor if they have questions or

concerns about their performance prior to the grading deadline. Once the grading deadline has passed, a grade change may only be made in the event of a submission error. Please see the Grade Appeal Policy for additional details.

Academic Advising

Academic advising is provided by the Office of the Registrar and by the academic Dean. The Registrar and Academic Dean monitor student progress toward degree completion, student academic standing, and other factors that impact student enrollment. Students who wish to consult about academic options and degree completion planning should contact registrar@presidio.edu.

Registration Procedures

All Presidio Graduate School students are responsible for understanding current PGS course offerings, tuition and fees, deadlines, and academic policies. Students are required to take the program curriculum listed in the catalog year under which they originally enrolled. Presidio reserves the right to offer equivalent courses to meet degree program requirements.

Incoming new students can register for courses upon confirmation of their enrollment via submission of all required admissions documents and payment of associated fees.

Continuing students can register for courses during the registration period before the term begins. The dates for open registration are published in the academic calendar. Students are provided with a recommended course schedule. Deviation from the recommended schedule may result in a lack of future course availability and delays in degree completion. Students are encouraged to meet with the Academic Dean to discuss scheduling and degree completion options.

Students who make changes to their schedule after open registration closes and through the Add/Drop period must submit an Add/Drop Form to the Registrar. Adding courses after the registration period ends is subject to instructor approval and course availability. Students who do not register for classes during the registration period will be assessed a late registration fee; however, students who change their schedule during this period are not required to pay this fee.

Presidio reserves the right to prioritize registration of certain students into courses based on circumstances such as on-time graduation, etc. The school may also cancel or amend a course's schedule based on the needs of the institution. If this occurs, students will be notified as soon as possible.

Registration Holds

Registration holds prevent a student from registering for courses or progressing with Readmission. Registration holds are placed on a student record in the following situations:

- **Academic Standing.** Students who fail to make Satisfactory Academic Progress (SAP) or who are on Academic Probation will have a hold that requires them to receive approval before registering for subsequent terms.
- **Financial Hold.** If a student has an outstanding financial obligation to Presidio, a hold will be placed on the student record until the matter is resolved.
- **Incomplete Hold.** Students with two or more active incomplete grades will have a hold placed on their registration until the grades are resolved. Students who are unable to resolve incomplete grades prior to the subsequent term start may be required to go on a mandatory leave of absence.

Enrollment Status

For academic reporting purposes, a full-time graduate student is enrolled in 5 or more credits per semester. A part-time student is enrolled in 4 credits per semester. In a student's final semester, 2 units may be considered half-time.

Presidio Graduate School students generally take 12 to 16 units per semester as full-time students. Part-time students take 4 to 8 units. Students who do not stay on the recommended track for full or part-time students or change their status may experience delays in program completion as courses may not be available when the student needs them. Students who wish to change their enrollment status should confer with the Academic Dean to discuss

degree completion options.

Change of Degree Program

Students wishing to change programs must confer with the Academic Dean about enrollment options and complete a Change of Program form. Students who change programs are bound by the catalog curriculum in place at the time of the program change. This may result in additional course requirements and program costs.

If a student has completed courses prior to the program change, those courses will be evaluated for transfer to the new program. Courses completed at Presidio that are relevant to the new program will factor into a student's completion rate and cumulative Grade Point Average. Students must request a change of program at the start of a term and submit all required documents no later than the Add/Drop date for the term during which the change is taking place.

Dual Degree Students

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.

Degree Conferral and Graduation

The awarding of degrees is not an automatic process. Students will receive an Application for Graduation from the Registrar at the beginning of their final term. For degree conferral to occur, the following terms must be met:

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.

Transcripts and Diplomas

Transcripts

Students may access unofficial transcripts in Populi at their convenience. Students who need official transcripts must order through Parchment and pay the official transcript fee. Students can visit the Parchment transcript portal at www.presidio.edu/transcripts. Graduates are provided with a complimentary copy of their official transcript via mail upon degree conferral.

Diplomas

Diplomas are issued following degree conferral. Students receive a validated digital diploma as well as a hard copy

of their diploma in the mail. Diplomas are issued once, but students may order additional copies for a fee. Additional diploma copies may be ordered by emailing registrar@presidio.edu.

Student Services

Disability Services and Accommodations

In compliance with Section 504 of the Rehabilitation Act of 1973 and the implementing regulations 34 CFR part 104 (barring discrimination on the basis of disability), and the Americans With Disabilities Act (ADA) of 1990 and the implementing regulations in 29 CFR part 1630 (1992), Presidio Graduate School is committed to providing students with disabilities full access to its programs, events, and facilities. The Office of Student Services oversees the coordination of reasonable accommodations for students with disabilities.

Students seeking accommodations must self-disclose a disability and submit a Request for Accommodations Form. Students must provide the following as part of their request for accommodations:

- Documentation of the disability from a medical provider that has been issued within 3-years
- The specific accommodations which the student is seeking. Note, the school cannot recommend accommodations as these must be determined in consultation with the student's medical provider
- Affirmation of the appropriateness of the requested accommodations for the student's disability by the medical provider

The Office of Academic Affairs will review accommodation requests and work with the student directly to implement all approved and reasonable accommodations. A student's disability has no bearing whatsoever on a student's acceptance or non-acceptance to any of Presidio Graduate School's degree programs.

Potential or current students with a disability seeking accommodations may also contact the Office of Academic Affairs, which will provide answers to common questions about disability services or the accommodations process and is responsive to all situations.

Presidio Graduate School has an obligation to maintain confidentiality regarding a student's disability. Any information collected is solely for the student's benefit. It is maintained separately from the student's School record and housed within secure files with access limited to staff with a legitimate academic interest. An accommodated student will be informed as to what information is being provided to the faculty or staff regarding the request. Except where permitted by applicable law, disability information will not be shared with non-Presidio Graduate School employees without the student's express written permission.

New Student Orientation

New student orientation is highly recommended for all incoming Presidio students. Orientation is a two-step process at Presidio; asynchronous and the live orientation. The live orientation provides students with an opportunity to begin the process of relationship-building with members of their cohort and the larger PGS community. During the live orientation, students will have an opportunity to network, broaden their understanding of community and academic standards, and acclimate to PGS. In addition to engagement opportunities, the asynchronous orientation provides instruction on how to use PGS platforms such as Canvas and Populi, course and program expectations, information about student clubs and organizations, and academic standards.

Student Communication

Presidio uses a variety of communication platforms to share information with students. Students are provided with a Presidio email address which is intended to be the primary mode of communication. Students are also signed up for the institution's Slack Workspace, which is used to share opportunities and event information, for conversation among students and staff, and as a place to build community. Presidio also has approved social media accounts that students may follow to stay informed.

Presidio is not liable for communications that occur on non-School approved channels, nor does the school participate in, approve, or confirm the accuracy of information shared in these spaces.

Resource Courses

PGS provides students with access to the following resource courses in Canvas. These are free, self-paced, self-accessed courses designed to provide students with support and tools as they go through their program:

- Career Services Center
- Academic Resource Center
- Student Resource Center

Students will be enrolled in these courses at the time of admission and are encouraged to use the resources provided at their discretion.

Referrals to Resources

In general, students may find resources in the resource courses in Canvas. To the extent possible, the Office of Student Services may assist students with connecting to the right department, individual, or resource as needed. The school's resources are generally academic in nature.

Technical Support

Students may use the following technical support contacts for assistance:

Populi Email/SSO Reset
http://presidio.populiweb.com/

Canvas Support
Phone: (844) 912-1727
Email: support@instructure.com

Other Technical Support
helpdesk@presidio.edu

Career Development Services

Overview
Presidio's Career Services program provides students with the resources needed to build successful, impactful, and meaningful careers in sustainability and social justice. Students have access to a variety of resources, including career coaching, networking events, skill-building webinars, job/internship postings, and a required, for-credit course that supports student career development goals. There are also abundant opportunities to participate in student leadership roles and clubs, as well as initiatives that allow students to extend their academic learning into real-world experiences.

Career Services Center
The Career Services Center in Canvas provides details about the services offered and how to access them. It includes useful links to career-related events, job listings, and additional resources to support students as they explore and map their career plans.

Career Coaching
Career coaching appointments are designed to assist students in identifying their skills, interests, and values as they relate to career objectives and employment choices. Current MBA, MPA, Dual Degree, and Certificate program students can sign up for one-on-one career coaching sessions to discuss a range of career-related issues, including job search strategies, cover letter and resume writing, networking and interviewing, and negotiating an offer.

Career Webinars and Workshops
Presidio's webinars and workshops help facilitate career exploration and skill building in an interactive and engaging way. They are specially tailored to the needs and interests of students with a focus on careers in sustainability. Topics include refining focus, leveraging a network, and developing a targeted job search strategy. Webinar archives are available in the Career Services Center.

New listings for full and part-time jobs, internships, fellowships, and other opportunities can be found in the Career Services Center on Canvas and are pushed to Slack for immediate notification. Students, faculty, and staff are encouraged to submit opportunities of interest to Slack. A digest of the week's postings is emailed to all students each week.

Student Governance

Students elect representatives or "reps" from the current student body advocate on behalf of student interests and ensure students are recognized as critical stakeholders within the institution of Presidio Graduate School. Reps act as liaisons between the student body and the administrative staff. Student representatives are responsible for synthesizing feedback from students and providing the administration with an overall perspective on the most pressing issues or concerns among students.

Student reps are dedicated to the student body's best interest and bring concerns of the student body to the administration on an as-needed basis. Students may contact reps to ask questions, provide feedback or seek solutions to problems. Student reps meet regularly among themselves and the administrative staff to discuss student issues or concerns and receive feedback on how they are being addressed. These meetings comprise agenda items from key stakeholder groups, including faculty, staff, and the student body. Notes from the meetings are posted to the entire community via the Presidio Network. All student representatives may be contacted at studentreps@presidio.edu.

For concerns regarding student representatives, students are encouraged to reach out to the representatives to contact the Director of Community Engagement.

Student Activities

Presidio Graduate School offers a variety of co-created student activity programs. A number of these extracurricular activities, which are the result of student-led initiatives, reflect Presidio's mission and commitment to sustainability and social justice.

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.

Student Clubs

PGS encourages students to self-organize into interest-based clubs to facilitate the development of specific priorities and interests. All clubs are technically sub-groups of the Net Impact Presidio student chapter. Clubs are approved and registered with the Office of Student Services. Once a club is approved, Presidio provides a certain level of oversight through a minimal amount of funding for any club events. In some instances, the administration will co-sponsor a larger-scale event with a club.

Student Services staff are available to provide guidance to clubs in establishing their goals and planning events. Coordination of the transition of student leadership as club leaders graduate is also provided. If no students are interested in continuing as club leadership, the student club may go dormant but may continue to engage on the community portal. Each spring, the clubs are expected to report a summary of their activity and events to the Student Services team.

Commencement

Commencement is held once per academic year following the Spring semester. Students who have completed their degree requirements in the previous 12 months or have completed at least 90% of their program requirements may participate in the ceremony. Students may only participate in commencement once.

Participation in Commencement is ceremonial and does not imply degree completion or conferral.

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.

Required and Recommended Equipment
Presidio requires that all students, whether they attend in person or online, have access to the following to support their educational needs:

- Computer or laptop with a recent operating system and wireless capabilities
- High-speed internet access
- Microsoft Office (including Word, Excel, and PowerPoint)
- A headset or earbuds
- Webcam

Experiential Learning (EL)

Presidio programs provide an opportunity for students to learn and demonstrate sustainable practices through practical experience. Using this "living case" methodology, students gain experience in the workplace and learn how to apply skills learned throughout their program. Teams of 3-5 students are paired with an organization and are challenged to apply both traditional management concepts and metrics, such as profitability and ROI calculation, as well as to integrate sustainability metrics that examine social and natural capital with partnering organizations. In EL courses that are part of our MPA programs, students work with a company, nonprofit, or government organization that acts as a project sponsor. They provide the time of key staff members to guide student teams and make available internal organizational data as needed to maximize the business value of the project.

Students gain greater practical experience in areas they may wish to focus on after graduation. In addition, there is the opportunity to hone skills (e.g., communication with stakeholders, problem-solving, inspiring and motivating others) that will be needed to bring about transformational change.

Library Services

The Presidio Library provides access to the world of knowledge and information. The Library is available on Canvas,

so students and faculty may access it wherever they are.

The Presidio Library licenses full-text databases that provide students and faculty with access to scholarly work in the field of business, as well as archives of the leading newspapers in the country. Open access databases in the online library include business, market, statistics, general reference, justice, legal, government, census, small business, e-commerce, resources for women and minority entrepreneurs, business plans, company information, social, health, diversity, and career-related resources. Presidio has also developed a rich inventory of business and sustainability-related websites and resources, which are continually updated in the online library.

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

Course Evaluations

At the end of each term, Presidio conducts end-of-course evaluations. These surveys provide an important and valuable tool for students to provide feedback directly to faculty and administrative staff. The surveys provide a detailed course evaluation, which asks questions about course content, pedagogy, pre- and post-knowledge and skills, workload, instructional quality, and other topics.

The results of these surveys are shared with faculty and administration and form the basis for course revisions, faculty hiring, and faculty mentoring. Course evaluations provide an important source of information that contributes to continuous institutional improvement.

MBA in Sustainable Solutions

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

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

Program Length

Total Credits: 53 credits
Time to Completion: 2 years (full-time) or 3 ½ years (part-time)

Program Format

The MBA 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.

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.

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

1. Apply systems thinking to strategies, activities, and organizations in order to move them towards more just and sustainable 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. Engage stakeholders through written, visual, and oral communication to create shared understanding.

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
MBA648, Operations and Supply Chain Management	4
MBA654, Finance	4
MBA650, Strategy and Sustainability	4
MBA690, Integrative Capstone	4
Electives	8
Total	*53*

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

MPA in Sustainable Solutions*

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

*The MPA in Sustainable Solutions is only offered as part of the Dual MBA/MPA degree program. It is not available to new students seeking an MPA-only program. Students who would like to enroll in an MPA-only program should refer to the MPA in Sustainability and Social Justice which is available in the online modality.

Program Length
Total Credits: 48 credits
Time to Completion: 1 ½ years (full-time), 3 years (part-time). Only available as part of the Dual MBA/MPA program. Please refer to the Dual program information for time to completion.

Program Format
The MPA in Sustainable Solutions program is offered only as part of the Dual MBA/MPA program and not as an independent degree program. The Dual 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.

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

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
MBA610, Systems, Sustainability, and Social Justice	4
MBA614, Accounting	4
MBA620, Cultivating Leadership Capacity	4
MBA622, Data Analytics	4
MBA634, Economics for Sustainability	4
MBA630, Leading Organizations and Change	4
MSS6200, Civic Leadership, Diversity, and Systems Thinking	4
MSS6220, Market Failures and the Regulatory Environment	4
MSS6240, Research Methods and Policy Evaluation	4
MSS6300, Multisector Strategic Partnerships and Financial Solutions	4
MSS6320, Planning, Policy, and Sustainable Economic Development	4
MSS6360, The Fundamentals and Future of Public Administration	4
Total	*48*

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

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 proficiencies:

1. Apply systems thinking to strategies, activities, and organizations in order to move them towards more just and sustainable 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 and the common good.
7. 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.

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
MBA690, Integrative Capstone	4
Electives	<u>4</u>
Total	*73*

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

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	<u>4</u>
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.

Certificate in Sustainable Management

Presidio's Certificate in Sustainable Management provides an opportunity for working professionals to become familiar with the language and tools of sustainable management and systems thinking. It enables students who may

be already schooled in tools of conventional business management, especially if they already have an MBA, to come up to speed quickly in their familiarity with the language and tools of sustainability. Students can choose between five concentration tracks allowing them to focus on a specific skill set or competency: Sustainable Management, Sustainable Leadership, Sustainable Operations, Sustainable Marketing Strategy, or Sustainable Economics and Finance.

Program Length

Total Credits:	12 credits
Time to Completion:	1 ½ years (one course per semester)

Program Format

The Certificate in Sustainable Management 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.

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.

Required Certificate Program Courses

Sustainable Management General Track

Course*	Units
MBA610, Systems, Sustainability, and Social Justice	4
Elective Courses**	8
Total	*12*

**Students may take 8 units from either the MBA or MPA in Sustainable Solutions programs to customize this certificate. Courses from the online MPA in Sustainable Management are not eligible toward completion of the certificate.*

Sustainable Leadership Concentration

Course*	Units
MBA610, Systems, Sustainability, and Social Justice	4
MBA620, Cultivating Leadership Capacity	4
MBA630, Leading Organizations and Change	4
Total	*12*

Sustainable Operations Concentration

Course*	Units
MBA610, Systems, Sustainability, and Social Justice	4
MBA622, Data Analytics	4
MBA648, Operations and Supply Chain Management	4
Total	*12*

Sustainable Marketing Strategy Concentration

Course*	Units
MBA610, Systems, Sustainability, and Social Justice	4

MBA638, Marketing and Communications for Social Impact	4
MBA650, Strategy for Sustainability	<u>4</u>
	12

Sustainable Economics and Finance Concentration

Course*	Units
MBA610, Systems, Sustainability, and Social Justice	4
MBA634, Economics for Sustainability	4
MBA654, Finance	<u>4</u>
	12

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

Certificate in Sustainable Business Practices

The Certificate in Sustainable Business Practices focuses on the comprehensive skillsets required for sustainable business leaders. Students will take courses covering quantitative skills, leadership, and strategy, as well as our flagship course in systems, sustainability, and social justice.

Program Length

Total Credits:	16 credits
Time to Completion:	1 year (two courses per semester)

Program Format

The Certificate in Sustainable Business Practices is offered in-person in a low-residency format. All students meet for monthly residencies from Thursday – Sunday in the San Francisco Bay Area. All students also attend regular synchronous webinars and participate in regular instruction in the Canvas Learning Management System.

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.

Required Certificate Program Courses

Course*	Units
MBA610, Systems, Sustainability, and Social Justice	4

Quantitative Skills Course** (select one)

Course*	Units
MBA614, Accounting	4
MBA622, Data Analytics	4

Leadership Skills Course (select one)

Course*	Units
MBA620, Cultivating Leadership Capacity	4
MBA630, Leading Organizations and Change	4
MSS6200, Civic Leadership, Diversity, and Systems Thinking	4

Strategy Skills Course (select one)

Course*	Units
MBA648, Operations and Supply Chain Management	4
MBA650, Strategy for Sustainability	<u>4</u>
Total	16

*Detailed course descriptions are provided in the Catalog of Courses section.
** Students with significant experience in accounting and data analytics may petition to substitute this requirement for MBA622, Economics for Sustainability or MBA654, Finance.

Catalog of Academic Courses

MBA Courses

MBA600 Professional Skills for a Career with Purpose (1 unit)
This course provides both an introduction to the Presidio MBA and Dual degree programs as well as a collection of modules and activities to support students' career development goals.

MBA610 Systems, Sustainability, and Social Justice (4 units)
This first term course helps students understand the context within which business and government operate and what is unsustainable about our practices, policies, and mental models. The context includes understanding current events and trends in public policy, the myriad of complex social, environmental, and economic issues facing society, as well as some of the historical context of all of this. Students apply all these concepts to a particular issue of their choice and do a deep study of that issue and the system within which it resides. As part of this process, students develop and apply research methods, data analysis, stakeholder engagement strategies, systems thinking, and presentation skills. Lectures and readings provide an overview of the critical literacies in economic, financial, environmental, and social justice issues, the history of the sustainability movement, including the various social and economic movements from which the current practices of sustainability in business and society grew, and the key actors and the basic literature in the field. The course culminates in the exploration of business' responsibility in embracing the quadruple bottom line and embedding the principles of sustainability, environmental stewardship, and social justice in strategic operations.

MBA614 Accounting (4 units)
The principles and tools of accounting are fundamental to understanding the financial reporting that leaders, investors, and stakeholders rely on to make decisions. This course explores the challenges and structure of traditional GAAP accounting through translating day-to-day business operations and more complex exchanges to accounting transactions and then to the financial statements that tell the organization's economic story. But what is being counted, and what is left of out of this counting? What are the social justice and environmental implications of what is not being counted? Accounting information is used by decision-makers within the organization, as well as by external decision-makers. We will work with frameworks to extract useful information, analyze performance, and align organizational resources. To envision change, we will assess quantitative and qualitative aspects of the benefits and costs of engaging initiatives. Through case study analysis and discussions, we will frame issues and ground decisions with financial particulars and risks within the organization's context.

MBA620 Cultivating Leadership Capacity (4 units)
This is the first of two courses exploring leadership capacities for complex change and transformation for self, teams, and organizations. This course will focus on leadership as a collaborative *process* and ongoing *practice*, guided by anti-racist, community, and feminist interventions that center justice and honor our interdependence in relationship to each other and the environment. Embracing the leadership as practice paradigm where we respect the process as much as the outcome, the course will provide opportunities to build and refine leadership skills in service of developing strategies for sustainable engagement and complex change across sectors and among diverse stakeholders. By examining the political and social structures that contribute to our understanding of leadership, this course will encourage critical reflexivity and a willingness to sit in discomfort in service of re-imagining leadership beyond the confines of neoliberalism, white supremacy, and patriarchy. We will explore how to transform systems of power and privilege, cultivate dialectical humanism and the generosity mindset comprised of trust, empathy, hope, and resilience that will define what kind of change is possible.

MBA622 Data Analytics (4 units)
We live in a world where huge volumes of data are collected and used every day. These data and associated analyses help us understand and assess the state of the world and our environment. Given these valuable resources, how can we find the information we need, and how can we make use of the data? This course challenges students to discover, evaluate, and learn to use this information and data to promote social justice and sustainability. We will learn where and how to search for valuable data and how to critically analyze the information in the analyses. Data do not just inform but also serve as a basis for action. With that in mind, we will also learn the analytical tools that we can use to analyze choices and risks to make more socially effective decisions. These tools include

probabilistic reasoning and statistical analysis. Finally, not only is data powerful because of its ability to help us learn to make better decisions, but also because of its ability to tell stories. We will learn how to use quantitative data to create compelling narratives and tell the stories we need to bring about the changes we want to see in the world.

MBA630 Leading Organizations and Change (4 units)

This course frames organizations as complex adaptive systems with purpose, structures, boundaries, and dynamics, whether for-profit, non-profit, or community based. It explores the influence of leadership in the overall dynamics of these complex systems and their emergent properties of organizational culture, employee engagement, people development, and environmental and social impact. Team dynamics are studied in the context of diversity, equity, and inclusion, and the development of higher levels of psychological safety, collaboration, innovation, learning, wellbeing, and performance. Change in organizations is explored as an ongoing and iterative process emphasizing fairness in change equity, decision-making, and communication. Students have the opportunity to practice Agile as a team project management process and Action Inquiry as a method for personal and team change. Students also get to design an organizational operating system aimed to put people and the planet first and address the complexity needed to drive lasting social change. *Pre-requisite: MBA610, MBA620*

MBA634 Economics for Sustainability (4 units)

This course is a one-semester introduction to the fundamentals of Managerial Economics and Ecological Economics. The course will cover basic economic tools, focusing on analysis at the margin, supply and demand theory, production theory, capital theory, profit maximization, pricing strategy, game theory, cost minimization, firm structure, and behavioral economics. Throughout the course, we will be viewing economic frameworks and theories through a critical lens, and will incorporate issues of sustainability, climate change, and social justice. *Pre-requisite: MBA610, MBA614*

MBA638 Marketing and Communications for Social Impact (4 units)

This course explores how organizations can thrive in a changing marketing communication landscape. Students develop the mindset of a marketer and learn the concepts and techniques that comprise a successful marketing strategy for a business, product, or idea. The semester progresses through learning how to analyze social and economic forces and context, understand customers, position, and apply marketing communication frameworks and tools. Students practice effectively communicating marketing recommendations for action. Most importantly, students will gain the mindset of a marketer — an ability to inquire into the real needs of the individual and society, create sustainable value, and build programs for relevant, meaningful engagement. This course has an Experiential Learning component. In the Experiential Learning Project, students work in teams to develop a marketing plan for a partner organization. Teams consult with their partners to define the scope and objectives of the project. Next, they research the marketing situation faced by their partner, develop customer profiles, and create a marketing plan to build measurable engagement and influence. At the end of the semester, teams present the research findings and marketing plan to their partner to get backing for the implementation of their recommendations. *Pre-requisite: MBA600, MBA610, MBA620*

MBA648 Operations and Supply Chain Management (4 units)

Students learn how to navigate their way in the strategic, tactical, and operational decision-making environments of operations and supply chain management of service and manufacturing companies. Major topics are process analysis, cost and quality management, service systems management, inventory optimization, industrial ecology, life cycle assessment (LCA), and greenhouse gas emissions minimization, and the circular economy. Students learn how to apply concepts of probability, statistics, and optimization via the use of a number of quantitative operations management tools. They learn how to apply corporate codes of conduct to enforce high standards of social justice throughout a company's supply chain. Experiential Learning Project: Students apply the arc of inquiry based on principles of pragmatism to fine-tune their skills with applied learning. They do this on a semester-long team project in which they work closely with a partner company or nonprofit organization. The focus of the project is evaluating alternative operations approaches using concepts and tools learned in class. From this analysis, students recommend the best approach and build operations plan to execute it. *Pre-requisite: MBA622, MBA634, MBA638*

MBA650 Strategy for Sustainability (4 units)

This course is designed to help students define the strategic questions/issue, analyze the context, and develop strategies for any organization - including either overall organizational strategy or sustainability strategy – and become proactive and more holistic strategic thinkers. We will introduce a diverse set of frameworks for analyzing, developing, and implementing effective strategies. We will use various concepts and thought experiments that define

strategy as an integrated set of choices that position the business/organization in its complex contextual environment. We will combine insights from classic strategic frameworks with the new tools of emergent strategies to harness new opportunities and deliver impacts in the context of environmental and social systems.

The course provides conceptual tools and practical methodologies for catalyzing organizational transformation based on a strategic, systemic, and sustainable appreciation of change. This course will integrate traditional business concepts with sustainability as a platform for creativity, innovation, and competitive advantage for both new and established organizations. It also includes a mini course on design thinking and scenario planning. *Pre-requisite: MBA630, MBA634*

MBA654 Finance (4 units)

This course introduces core concepts, metrics, and tools of financial management and corporate finance and applies them to conventional (for-profit) and complex (e.g., impact-mandated) enterprise settings. Students will use financial statements and data to develop analysis, valuation, and capital budgeting of investment projects and enterprises and risk management of financial flows and investments. Risk management component will focus on traditional risk assessment and modeling and will extend to cover applications to Environmental, Social, and Governance risk. We will also extend risk management framework to account for VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) environment as consistent with modern enterprise strategy development and operations. The course will take an entrepreneurial approach to developing key tools of financial management. Students will encounter and work with case problems designed to apply theoretical fundamentals of financial management to real-world live cases of new venture finance. *Pre-requisite: MBA634*

MBA690 Integrative Capstone (4 units)

This course integrates and synthesizes the material learned throughout the program in sustainable management. The objective of the course is for the student to demonstrate an understanding and mastery of the mindset, practical skills, knowledge, and attributes needed for creating a convincing business case, whether in the creation of a new enterprise or a new initiative in an existing organization. The course integrates business strategy, leadership, and decision science, with the functional areas of business (accounting, finance, marketing, and operations). We will examine the principles, frameworks, and techniques central to understanding markets, competitive positioning, and launching new ventures or strategic initiatives. This course builds on the necessary leadership competencies to support the creation, development, and evolution of ventures/initiatives within broad social, economic, ecological, and political systems. Students will articulate a systematic understanding of issues and explore current and emerging trends in their chosen field/area of specialization. Students may choose the track of start-up or social entrepreneur, "intrapreneur," consultant, non-profit leader, etc. As part of this leadership mindset development, students will be asked to provide collaborative expertise and constructive feedback to support classmates. Problem definition, context analysis, solution concepts ideation, prototyping, and hypothesis-based prototype testing to solicit feedback and advisor inputs are critical elements of this process. *Must be taken in final term.*

MPA Courses*

MPA in Sustainability & Social Justice (Online) Courses

MPA6111 Leadership in a Social Context (4 units)

This course explores leadership and capacity-building aimed at systems-wide transformation. Both individual and collective responsibility are examined as the underpinning of effective public service in a democratic society. This course also focuses on leaders' personal development, knowing their passion, and honing skills for humility, listening, empathy, and emotional intelligence. Students will look at responsibility for authenticity, accepting responsibility, and doing the right thing under difficult circumstances. Furthermore, skills for creating and managing effective teams that collaborate with diverse stakeholders are developed through team projects and case studies. We also critically examine the social and political structures that contribute to the current understanding of leadership and the ways that this understanding may reinforce systems of domination, such as patriarchy and white supremacy—the principles of anti-racism, sustainability, and social justice guide the leadership practice and decision-making.

MPA6121 Systems Thinking for Social and Environmental Solutions (4 units)

The fundamentals of systems thinking and analysis for solving environmental and social issues are the focus of this course. We examine systems thinking principles to frame/define problems and to innovate solutions to inter-related social and environmental problems such as climate change and social inequity. Dynamic systems

modeling techniques are used to explore solutions to complex issues. We explore the prevalent practice of applying observations and mental models in decision making and assess the strength and weaknesses of system models. The systems analysis theories and practice in this course are applied to social and ecological systems for well-being through case studies and experiential learning projects.

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

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

MPA6311 Public Economics (4 units)
This course starts with the principles of macro-, micro-, and ecological economics and how tools and concepts from economics can be used to analyze and better understand challenging social problems, as well as to help develop and analyze policy solutions. The prevalent neoclassical economic system is analyzed in relation to the distribution of resources, economic and political power, social injustice, climate change, and other environmental challenges. Alternatives to prevalent market fundamentalism are examined, including government policy intervention and alternate theories of governing the common resources. The students will imagine new economic systems that are in harmony with the ecological systems and that enable equitable well-being on both local and global scales - without compromising the ability of future generations to realize their own well-being.

MPA6321 Research Methods and Policy Evaluation (4 units)
This course focuses on both qualitative and quantitative research methods in the public sector, including research objective-setting and gathering evidence through primary and secondary research. Methods explored include community-based, participatory-action research and data-synthesis to inform holistic decision-making processes. The focus of the research methods in this course will be on the evaluation of selected policies and whether the intended policy outcomes could be achieved and ultimately are achieved. The students will deepen their understanding of the research and policy evaluation methods discussed in this course through case studies and engagement in experiential learning projects.

MPA6322 Legal Frameworks for Sustainability (2 units)
This course will provide an overview of the California and federal environmental regulatory framework and policies. The objective will be to help sustainability managers understand the interplay between environmental regulatory requirements, sustainability initiatives, and compliance-focused environmental management systems—with an awareness of regulatory constraints which must be considered.

We will cover the overarching legal and regulatory framework which governs the administration of environmental policy in the business context and explore applications of environmental management systems to current policy problems such as climate change, water scarcity, toxic pollution, management of hazardous chemicals and waste. *This is an optional elective course.*

MPA6411 Policymaking for Sustainability and Social Justice (4 units)
In this course, we focus on the policy-making process and how holistic, effective, and cutting-edge policy solutions can be designed and implemented in consideration of business, government, and civil society. We explore the power of policy in shaping social outcomes and the structural and institutional obstacles to policy change. We will discuss

policy-relevant cause-and-effect relationships in solving climate change, systemic racism, and economic inequity issues and assess whether a particular policy agenda can be achieved within existing political and judicial structures or requires reform of those structures. The course will also cover the role of courts and administrative law in policy development and implementation. We explore the regulatory regimes, including the creation and protection of the rule of law and threats to the practice of democracy in America.

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

MPA6422 Nonprofit 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). *This is an optional elective course.*

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

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

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

MPA in Sustainable Solutions (Hybrid) Courses

MSS6200 Civic Leadership, Diversity, and Systems Thinking (4 units)
This course applies systems-thinking rubrics to community engagement and civic leadership. Students complete a minimum of twelve immersive civic experiences, including a self-selected portfolio of experiential learning (EL) activities that require direct civic engagement, systems analysis, evaluative research, and structured inquiry with

intentional consideration of power, privilege, and the Common Good. Students engage in significant inter-residency fieldwork with local, national, and international organizations, with emphasis on cultural competency, allyship, practitioner teamwork, facilitative leadership, and sustainability as a function of environmental, economic, and social justice. *Pre-requisite: MBA610, MBA620*

MSS6220 Market Failures and the Regulatory Environment (4 units)
To see where to intervene, you have to see the system. To find the best solution, you have to see the alternatives. This course is designed to help sustainability managers, whether MBA or MPA, think across sectors and consider the entire institutional playing field when seeking new sustainability solutions.

Business, government, and civil society are human institutions in a dynamic and interdependent system. One way to model this system is as a series of exchanges called markets. While markets are a good means to provide an optimal allocation of desired goods and services, markets sometimes fail, often predictably. When this happens, government regulation or civil society organizations step in to repair or prevent market failure. However, regulation and civil society also sometimes fail, often predictably. Sustainability challenges often reside where markets, civil society, and regulation have all failed to prevent a normatively undesirable result.

This course will examine market failure as a framework for defining and articulating sustainability challenges. Students will receive a survey of the American regulatory system and its complementary balancing role in curing or preventing market failure. Specific areas of regulation to be examined will include fiduciary, corporate formation, securities, environmental, antitrust, torts, intellectual property, and contract law. Based on this understanding of interdependent market and regulatory environments, students will practice and enhance their ability to innovate new solutions to complex and seemingly intractable problems--i.e., be social entrepreneurs. Students will consider the pros and cons of delivering their solutions through business, governmental, civil societal, or hybrid organizations. Students will be able to articulate financing mechanisms, public, private, or otherwise, for their proposed solutions.

MSS6240 Research Methods and Policy Evaluation (4 units)
RMPE uses policy/program evaluation as a lens for examining research methods used in the social sciences. Students formulate an evaluation proposal that includes a thorough literature review, theory of change and logic model/s, research methods (quantitative and qualitative), and an examination of theories applied to policy/program evaluation questions. Evaluation proposals correspond to policy briefs developed concurrently in the course. Students also explore best practices, controversies, and questions related to research ethics, with an emphasis on equity, inclusion, and evaluation as a tool for social justice. By semester's end, students gain an understanding of how research and evaluation used in academic settings, business management, public administration, and policy and portrayed in the media influence economic, social, and environmental systems.

MSS6300-FIN6340 Multisector Strategic Partnerships and Financial Solutions (4 units)
This course will help you develop the foundations for understanding and working in multisector partnerships focused on transforming systems in the U.S., with an emphasis on building relationships with systems actors and designing and facilitating processes that lead to positive and equitable change. The course focuses on four themes in the work: 1) the purpose of MSPs as well as what motivates and limits sectors, organizations & people who participate in them; 2) designing and facilitating structures and strategy in MSPs; 3) funding MSPs and case-making for systemic change work, and 4) using learning and accountability tools to understand the system and evolve strategy. You will build your practice through reading, discussing, and applying frameworks and examples that exist, trying on skills and methodologies in class, learning from a wide range of guest speakers who are multi-sector partnership leaders, and applying content to a semester-long group project focused on developing the strategy for an MSP aiming to address a complex social, economic, or environmental problem.

MSS6320 Planning, Policy, and Sustainable Economic Development (4 units)
This course focuses on the systemic aspects of planning, economics, and policy driving sustainable development and, ultimately, community resilience. It explores global issues in the context of social equity, environmental health, and economic development of urban and rural communities. The course introduces students to theoretical and practical or foundational perspectives useful for community planning, development, coalition building, environmental politics, local government leadership, sustainable urban and rural development, with students being exposed to literature from sustainable economic development, policy design, and land use and transportation planning to deepen their theoretical knowledge. This course also covers master planning, strategic planning, policy process and evaluation, civic education and leadership, and citizen participation in government. In addition, this course

encourages students to explore areas of sustainable development of particular interest to them. Course lecturers and class guest speakers will be used to build dialogue with community planning leaders and to provide translation from theory to practice. The course is designed for mid-level to advanced-level practitioners of public administration and public-private partnerships.

MSS6360 The Fundamentals and Future of Public Administration (4 units)

This foundational course presents key themes in public administration and policy. It focuses on developing an increased understanding of public administration theories and on applying this information for professional growth. The course will introduce the history of public administration theory, including a discussion of key figures, theorists, and eras. Topics of both technical and practical interest such as budgeting, human resources, ethics, agenda setting, policy development, policy process, and leadership development will be introduced. The course will also introduce students to meta-narratives of public administration and discuss their importance to practice and theory. Public administration draws its foundational knowledge from a number of fields, including political science, business, sociology, philosophy, psychology, and economics. This course will introduce the key figures and theories influencing public administration, drawing from readings from the disciplines above. It will also explore primary sources that define public administration and emerging meta-narratives forming the normative debates within the field. Each reading will be tied to public administration practice and will allow students to demonstrate problem-solving skills for improving the delivery of quality services to citizens.

*MSS courses may be taken for elective credit by students in the MBA program.

Elective Courses*

FIN6320 Capital Structures and Technology for Impactful Financial Markets (4 units)

Sustainable solutions can be financed by traditional and innovative capital structures, whether a business, civil society NGO, or government. Technological innovations, new platforms, and online communities empower organizations seeking capital to connect with a wider reach of investors at lower cost and customized engagement. This course focuses on the building blocks of financing – known as the "capital stack"—to fund the operations, expansion, and impact of entities across the business, social, and government sectors; and the technologies that enable new securities (e.g., social impact bond), structures, and sources of capital. Students will learn how to think and act like a chief financial officer to issue securities (equity, debt, convertible, revenue-based securities) and evaluate sample "term sheets." In addition, students will learn about tech-enabled innovations (e.g., crowdfunding, crypto-currencies, blockchain) in financial systems, processes, products, and providers. *Pre-requisite: MBA622*

INN6300 New Ventures and Product Innovation – Entrepreneurship (4 units)

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

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).

MBA674 Energy Systems for Sustainability (4 units)
This course explores energy technologies and systems in a framework of enduring social and environmental stewardship on a global scale. The course explores alternate energy generation technologies, consumption patterns, and energy efficiency. The emphasis will be on renewable energy generation, energy storage, microgrids, and emerging system operations, including demand management. On the consumption side, we focus on buildings and the transportation sector.

MBA675 Management Consulting Skills for Sustainability Professionals (1 unit)
This one-unit course is for (1) management consultants who want to expand their practice to include sustainability and environment, social, and governance (ESG) consulting, (2) sustainability and ESG professionals who wish to become management consultants, and (3) students new to and interested in both management consulting and sustainability/ESG. The first part of this course will delineate definitions and an ethical code for sustainability management consulting. Next students will learn how to propose, win, and conduct management consulting projects in a variety of sustainability/ESG areas. Effective communications between clients, consulting team members, and other stakeholders -- which is critical to successful management consulting -- is addressed next. The assessment at the end of the course offers an experience of designing and proposing a sustainability management consulting project, with individual feedback from the professor. *Equivalent: May be taken in lieu of MBA600 with approval.*

MBA676 Sustainable Food Systems (2 units)
This course will inspire students to explore and understand the local and global food system and the resource-intensive nature of the current model as it relates to issues of sustainability. The focus will be on a critical analysis of the historical and contemporary methods of production, distribution, consumption, and waste with respect to the food system. Along with a team of fellow learners and guest lecturers, students will spend 8 weeks in a collaborative, learning environment, gaining access to the fundamental theoretical, scientific and technical information they need to create solutions to our most pressing food-connected problems and plan for the innovative food business opportunities these challenges present. Students will discover the latest trends and technologies in the food system and produce concept maps, papers, presentations, and other learning artifacts. In addition to studying the contemporary food system, we will explore the history of how we came to where we are today and what the future may bring, with an emphasis on connecting students with cutting-edge technology, developing trends, and advances in policy.

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.

MBA678 Greenhouse Gas Accounting and Management (2 units)
For companies to be able to report on their greenhouse gas (GHG) emission impacts, set GHG reduction targets and reduce emissions over time, they must have GHG accounting practices in place that produce inventories that are accurate and verifiable. This course will educate students on proper GHG accounting and management practices and approaches that can be applied to any corporation looking to quantify, report and reduce their emissions. Students will learn the about the most widely used corporate GHG accounting standard, the GHG Protocol, the components of a corporate GHG inventory, emission factor sources and will get practical experience in completing their own GHG emissions inventory. At the end of this course, students will be equipped with the skills and knowledge to assist corporations in quantifying and reporting their GHG emissions.

MBA679 Creating a Sustainable and Effective DEI Strategy (2 units)
The objective of this course is to take a deep dive into the components of effective diversity, equity and inclusion (DEI) strategy within companies and organizations. While many enterprises say they want to create more diverse, equitable, and inclusive work environments, not all are successful in achieving their goals. Not all DEI strategies and interventions are effective in yielding desired outcomes. During this course, we will explore DEI best practices, identify the non-negotiables that are critical to create work environments that are inclusive, welcoming, equitable and where all are able to contribute their best work. Effective DEI work involves more than hiring more diverse staff, it is about creating an organizational culture that values trust, transparency, innovations, and individual differences. During this course, you will learn how to build accountability into your DEI strategy and provide support to change agents, allies, and DEI champions within the organization.

MBA680 Energy Systems (2 units)
This course prepares the students to assume the responsibilities of a sustainability and climate leader within corporations and the government. We discuss the root causes of global climate change, its consequences, and the imperative corporate responsibility. We explore technological, economic and public policy strategies for global warming mitigation, and strategies for adaptation through resilience and risk management. Students will learn the standard and emerging metrics for assessment, monitoring, and disclosure of corporate climate action plan.

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. *Equivalent: May be taken in lieu of MBA600 with approval.*

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

MBA682 Advanced Course on GRI and SDGs (2 units)
The Advanced course on GRI and SDGs is a blended offering that will provide you with a theoretical and practical understanding of the structure of the current and updated GRI Standards and how to apply the set of Standards together. It will explain the concept of double materiality and the importance of stakeholder engagement in reporting as well provide you with tips on how to integrate the SDGs in reporting. The course is highly interactive, including best practices, group work and assessments.

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.

MBA684 Legal Frameworks for Sustainability (2 units)
This course will provide an overview of the California and federal environmental regulatory framework and policies. The objective will be to help sustainability managers understand the interplay between environmental regulatory requirements, sustainability initiatives, and compliance-focused environmental management systems—with an awareness of regulatory constraints which must be considered.

We will cover the overarching legal and regulatory framework which governs the administration of environmental policy in the business context and explore applications of environmental management systems to current policy problems such as climate change, water scarcity, toxic pollution, management of hazardous chemicals and waste.

MBA685 Promoting Anti-Racism and Diversity in the Workforce (2 units)
Increasing diversity is a complex issue dealing with deep-seated beliefs and both implicit and explicit biases. Enhanced diversity will not be accomplished easily and requires time, planning, and a willingness to be uncomfortable.

Developing an anti-racism philosophy and approach involves self-reflection, intentionality, and motivation for the manifestation of meaningful and measurable change.

In this course, we will explore what qualities and theories of leadership will help an individual steer an organization through the cultural shifts needed to promote and foster diversity and anti-racist mindset, philosophies, and practices within the workplace and out into the community.

Our discussion will focus on what actions leaders can take to promote a true philosophy of anti-racism and a culture of belonging within their workforce, followed by a study of the actions that can be taken to promote diversity and cultural sensitivity in interactions with members of the communities being served.

MBA686 Sustainability, Carbon Accounting, and Climate Action Planning (4 units)
How do we reduce carbon emissions in cities and institutions? This course covers greenhouse gas accounting and climate action planning with a focus on the local level – cities, counties, and institutions such as businesses and universities. Topics include energy, water, food, transportation, and social justice aspects of climate plans and the political and economic challenges and strategies for reducing emissions. Students will develop applied, real-world skills involved in emissions reduction work and improving their technical skills using excel, data gathering, data analysis, and producing professional style reports.

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 statics. 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.

MBA691 Analytics for Social Impact (2 units)
Make a measurable impact on the world. The goal of this course is to prepare the next generation of leaders to use data analytics and data visualization to drive social impact through business and enterprise. Students will develop key technical skills for analyzing a range of social issues in America. Our work will cut across disciplines to identify solutions that companies and communities can implement while uncovering new patterns in the data for change. In this course, students will: develop a framework for analyzing and communicating with data; build technical skills to implement that framework; explore social impact problems to apply the skills and frameworks to; and generate data-driven solutions. By the end of the course, students will be able to create their own data projects, have a toolkit of data science capabilities for making their case, and have expertise on some of the biggest social challenges that America is currently facing.

MBA692 Regenerative Business Practices (2 units)
Operating a business sustainably has become the hallmark of corporate responsibility. But operating "sustainably" will not save us from the many cataclysms facing society today. Business has both an opportunity and a moral imperative to learn to be regenerative – actually giving back more to humanity and the environment than it takes in its pursuit of profits. This course frames the definition of a "regenerative" organization around the five "capitals:" financial capital, manufactured capital, natural capital, human capital and social capital. It further explores the strategies needed to contribute to each of the capitals. Students will co-create a set of principles that guide regenerative business practices as well as research examples and prepare a case study of current best practices.

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.

MBA694 Design Thinking + Systems Thinking: Tools for Innovating the Future (2 units)
This course teaches students how to use various Design Thinking methodologies in conjunction with Systems Thinking frameworks to develop innovative solutions for sustainable futures. We will begin with an overview of histories and theories of sustainable design practices (green design, cradle to cradle, emotional design, design for behavior change, design for circular economies, regenerative design, and others). Then we will unpack different Design Thinking methodologies for working through project solutions including the double diamond, design ethnography, human centered design, and others. Throughout the term, students will apply these skills to their own hands-on project specific to their own practice/ interests. Along the way we will explore concepts of transition design, intersectionality, pluriverse and regeneration. By the end of the semester students will have a completed project pitch/ proposal for a new innovative solution in the climate space. By weaving Design Thinking and Systems Thinking together in this way, entrepreneurs and innovators have the potential to map intersectional leverage points that design for impact at individual, community, and cultural levels.

MBA695 Greenhouse Gas Accounting (2 units)
For companies to be able to report on their greenhouse gas (GHG) emission impacts, set GHG reduction targets, and reduce emissions over time, they must have GHG accounting practices in place that produce inventories that are accurate and verifiable. This two-unit course will include a background on how emissions from organizational operations contribute to climate change, as well as educate students on proper GHG accounting and management practices and approaches that can be applied to any corporation looking to quantify, report, and reduce its emissions. Students will learn about the most widely used corporate GHG accounting standard, the GHG Protocol, the components of a corporate GHG inventory, and emission factor sources. Through the development of a solid foundation in the quantitative tools necessary to calculate emissions associated with energy use, operational needs, and manufacturing processes, students will get practical experience in completing their own GHG emissions inventory. At the end of this course, students will be equipped with the skills and knowledge to assist corporations in quantifying and reporting their GHG emissions.

MBA696 Break on Through: Building Your Brand as a Sustainability Thought Leader (1 unit)
In this 6-week course, led by Presidio Alumni, Jared Brick, MBA (C13) you will step into the spotlight as a thought leader. Jared and 4 other experts guide you and share their process to crafting your brand, either as a person or as a company. Dive into a purpose discovery process, brand development, media marketing, content creation, business strategy, and knowledge based course creation. The 6-week journey is comprehensive and holistic to all Presidio grad students.

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.

Policies

Adding and Dropping Courses

Students may register for courses in Populi. Adding a course after the registration deadline is subject to space availability. After the term begins, adding a course may also require faculty permission. Students should contact registrar@presidio.edu for advising regarding schedule changes during the Add/Drop period and to complete necessary paperwork.

Students with financial aid must confer with the Office of Financial Aid at finaid@presidio.edu before adding or dropping courses to ensure appropriate financial aid award planning.

If a student drops a course on or before the add/drop deadline, no record of the course will appear on the student's transcript, nor will tuition be assessed. After the add/drop deadline, students may no longer add a new course to their schedule. Additionally, discontinuation of a course will be processed as a withdrawal which will result in a transcript notation and prorated tuition charges in accordance with the Refund Policy.

Amorous Relationships Affecting Students and Employees

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

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

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.

Religious Holidays

PGS respects and embraces cultural diversity throughout the entire learning community and understands that sometimes conflicts may occur with residencies. For all students, faculty, and staff who wish to observe holy days that are relevant to their spiritual practice and that coincide with residencies, PGS will make the appropriate accommodations. Students should contact their instructor to make accommodations for the observance of religious holidays.

In addition to class attendance, student participation will be assessed through student interactions within. Interactions include activities such as the submission of assignments or contributions to online discussions. Students who do not regularly participate in the course page could miss significant learning opportunities, which may impact their final grade.

A student who stops attending or participating in a course without following the official drop or withdrawal procedure may be subject to administrative withdrawal. The Registrar will consult with the student's instructor prior to administratively withdrawing the student from the course. If the student does not submit withdrawal paperwork to the Registrar's office by the deadline to withdraw, they will be assessed full tuition and receive a grade in the course.

Audit Policy

Auditing PGS courses is allowed in rare circumstances. Students who wish to audit a course must contact the Office of the Registrar to submit an application. Approval of audit requests is made by the Chief Academic Officer in consultation with the course faculty. Academic credit and grades are not awarded for audited courses. Audit fees apply.

Change of Degree Program

Students wishing to change programs must confer with the Academic Dean about enrollment options and complete a Change of Program form. Students who change programs are bound by the catalog curriculum in place at the time of the program change. This may result in additional course requirements and program costs.

If a student has completed courses prior to the program change, those courses will be evaluated for transfer to the new program. Courses completed at Presidio that are relevant to the new program will factor into a student's completion rate and cumulative Grade Point Average. Students must request a change of program at the start of a term and submit all required documents no later than the Add/Drop date for the term during which the change is taking place.

Dual Degree Students

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.

Code of Academic Conduct

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

This Code of Student Academic Conduct is established to lend greater definition and meaning to the principles of

scholastic honesty and integrity and to outline standards that will guide the actions of the academic community. Any student who violates the Student Academic Code of Conduct will be subject to sanctions up to and including dismissal from PGS. A student accused of a violation is guaranteed an impartial hearing and the right to an appeal. Students must also be in compliance with the Standards of Engagement and with the Student Code of Conduct.

Students

As it is with other members of the academic community, each student's conduct is expected to be in accordance with the standards of PGS. Students bear the responsibility not only for their own academic integrity but also for bringing instances of suspected violations of the Academic Code of Conduct to the attention of proper School authorities.

Faculty and Administration

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

Violations

The following acts are examples of academic violations:
1. **Examination Behavior**. Any intentional giving or use of external assistance during an examination without the express permission of the faculty member giving the examination.
2. **Fabrication**. Any falsification or invention of data, citation, or other authority in an academic activity.
3. **Unauthorized Access**. Any unauthorized access to any person's files or computer account.
4. **Alteration or Misuse of School Documents**. Any alteration or misuse of School documents, including acts of forgery or furnishing false information.
5. **Violations Defined by Faculty Member**. Any other intentional violation of rules or policies established by a course faculty member.
6. **Assisting other Students in Acts of Academic Misconduct**.
7. **Plagiarism**. PGS has identified plagiarism as an especially serious act of misconduct, which deserves specific procedures in addition to our general academic code of conduct. Plagiarism is the representation of another's ideas, words, or work as one's own. Plagiarism may occur with or without intent. To avoid plagiarism, students should cite all ideas and work used in the development of their own work using proper formatting in accordance with APA 7th edition. The Academic Resource Center provides resources for avoiding plagiarism and using proper citations.

   In cases where students feel unsure about a question of plagiarism involving their work, they are obliged to consult their instructors on the matter before submission. PGS considers the following to be included in its policy on plagiarism:

   a. **Group Work**. When working in groups, students are responsible for all collective work. If a portion of group work is suspected to be plagiarized, all members of the group share equal responsibility.
   b. **Unauthorized Collaboration**. Collaboration in any academic exercise unless the faculty member has stated that such collaboration is permitted.
   c. **Theft of Resource Materials**. Any unauthorized taking of resource material such as course materials, library materials, computer software, or media equipment.
   d. **Previously Submitted Work**. Presenting work prepared for and submitted to another course.
   e. **Use of Artificial Intelligence Programs.** Using ChatGPT or another AI resources to compose responses to questions or to write essays when prohibited by a faculty member.

   If plagiarism is suspected, the following process shall apply:

   a.   **Report to Academic Administration.** When a faculty member suspects a student of plagiarism, they must report it to the Office of Student Services.
   b.   **Meeting and Determination.** The student will be contacted regarding the plagiarism allegation. The student will be asked to meet with members of the Office of Academic Affairs and the Office of Student Services to discuss the plagiarism charge. If the charge is found to be valid, the student will receive a 0 on the assignment.
       i.   **Multiple infractions**. Any student found guilty of plagiarism on more than one occasion

will be academically dismissed from the School.

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

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

Note: Under certain exceptional circumstances involving serious violations listed above, which pose a threat to the health and safety of the PGS community, disciplinary procedures administered by the President replace the procedures outlined below.

Process and Procedures
The following process and procedures apply to suspected instances and allegations of academic misconduct. Pending resolution of the matter and any permitted appeal regarding the matter, the student's status remains unaltered except in cases in which there are reasons relating to the physical or emotional welfare of the student or others or reasons involving the safety of persons or property. All documentation related to violations, sanctions,and appeals will be provided to the Office of the Registrar for inclusion in the student's academic file.

Violation Determination Phase
1. **Investigation**. When a faculty member directly observes or otherwise determines (based on other evidence) that an act of misconduct may have been committed by a student, it is the responsibility of that faculty member to undertake as thorough and reasonable an investigation as possible under the circumstances.
2. **Notification to Student**. If this investigation suggests to the faculty member that there may have been misconduct, the faculty member must promptly contact the student suspected of the misconduct to provide an opportunity for the student to discuss the matter directly with the faculty member. The faculty member may call upon the Chief Academic Officer to be involved in a discussion with the student. Following this contact between the faculty member and the student, the faculty member must determine whether no action of misconduct has occurred, an infraction has occurred, or a serious violation has occurred.
3. **Report to the Chief Academic Officer**. In all cases in which an act of misconduct has been determined to have occurred, the faculty member shall report this determination to the Chief Academic Officer in a timely manner so that they may determine appropriate action under the terms of this policy. The faculty member shall include in the report the following:

    a. a description of suspected misconduct (including the date, time, and circumstances);
    b. a summary of the investigation conducted;
    c. the finding and to whether the act of misconduct should be considered as an infraction or a serious violation;
    d. and a recommendation as to the sanction to be imposed.

    Pending a final determination, the faculty member gives a grade of Incomplete if the semester ends before the matter is resolved. In instances where the Chief Academic Officer is the teacher of record for a course in which there is an allegation of plagiarism, the President may act as their designee.
4. **Determination by the Chief Academic Officer**. After reviewing the faculty report, within 10 business days, the Chief Academic Officer shall notify the student in writing whether the circumstances warrant the imposition of a sanction or that a sanction is determined to be unnecessary or inappropriate under the circumstances. If a sanction is determined preliminarily to be necessary and appropriate under the circumstances, the notice to the student must include specific allegations of misconduct, the sanction proposed to be imposed, a copy of the report by the faculty member, and the recommendation of the Chief Academic Officer.
5. **Student Right to Respond**. The student must be informed that they have 10 business days from receipt of the notice to (1) respond in writing to the allegations and report, or (2) to request in writing a meeting with the Chief Academic Officer.
6. **Final Determination**. After considering the material and information presented by the student or after the lapse of 10 business days without a student response, the Chief Academic Officer or their designee shall make a final determination as to whether an act of misconduct has occurred, and if so, whether the act of

misconduct is considered an infraction or a serious violation, and the sanction. The student will be reminded of the right to appeal. The Chief Academic Officer's decision is final unless it is appealed as provided below, except in the case of academic dismissal. In the case of dismissal, the case is automatically referred to the Chief Academic Officer for mediation, appeal, or both.

Appeals Phase

All requests for appeals must be made in writing to the Chief Academic Officer within 30 days of receipt of the final determination.

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

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 President 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 President 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 President 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 if 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, President 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 President 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 President 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 President 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 President 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 President 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 President or their designee.

The Student Code of Conduct shall be reviewed annually under the direction or discretion of the President. Any changes to the Student Code of Conduct will be published in the Student Catalog each tear. 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 President to be reviewed by a panel of designated School officials.

Copyright Policy
It is the policy of Presidio Graduate School to uphold and comply with the U.S. Copyright Act. Copyright is a special protection, granted by law, for original works of authorship that exist in a fixed, tangible form, whether published or unpublished, including books, textbooks, journals, articles, songs, videos, games, software, and other creative content. The Copyright Act gives copyright owners specific exclusive rights (namely, the rights tomake copies, distribute the work, display, or perform the work publicly, and to create derivative works). Unauthorized copying or unauthorized distribution of copyrighted material is a violation of the U.S. Copyright Act.

PGS requires all faculty, students, and staff to honor copyright and not copy or share protected materials in any way that would violate the law. Consistent with this law, PGS's policy prohibits the unauthorized copying or unauthorized distribution of copyrighted works and prohibits the unauthorized distribution of copyrighted works through peer-to-peer file sharing. This unauthorized use may also violate civil or criminal law. The School's Acceptable Use Policy (AUP) extends this policy to PGS's computing resources and states that all users of the School's network must not use the School's network to engage in any illegal downloading, emailing, or peer-to-peer file-sharing of copyrighted works. PGS is required by law to take steps to prevent illegal copying or distribution and to respond appropriately to all complaints regarding copyright infringement.

There are certain allowable exceptions for U.S. academic institutions that permit a limited amount of copying without permission if specific criteria are met. The five exceptions to the exclusive rights of copyright holders are the principle of fair use, the face-to-face teaching exception, the distance learning exception articulated in the TEACH Act, the first-sale doctrine, and the library and archives exception.
Students, faculty, and staff must have permission from the copyright holder or a determination that "fair use" applies before files are copied, made available, or shared on networks.

- For the full text of the copyright law and related laws, read U.S. Copyright Law.
- For a wealth of information about copyright, see the U.S Copyright Office.
- For a clear explanation of copyright law, take the Crash Course in Copyright, developed by the School of Texas.

Peer-to-Peer File Sharing
The Higher Education Opportunity Act requires all U.S. colleges and universities to comply with its new regulations, which deal with issues surrounding the distribution of copyrighted materials, particularly through peer-to-peer file sharing. These new regulations require the School to take four actions: an annual disclosure regarding unauthorized distribution, a plan to combat unauthorized distribution, a disclosure of alternatives to illegal downloading, and a review of the effectiveness of the plan to combat unauthorized distribution. What follows below is the action the School has taken to implement each of these requirements.

Annual Disclosure: The School is required to issue an annual disclosure to all students, informing studentsthat the unauthorized distribution of copyrighted materials may subject students to civil and criminal penalties.The School is also required to disclose the steps it will take to detect and punish copyright infringement.

Annually, during the Fall Semester, the School will distribute communication to all students regarding theSchool's policies on copyright and peer-to-peer file sharing, the steps the School will take to enforce its policies, and the legal penalties for copyright infringement. This communication will also remind all students of our Acceptable Use Policy and the procedures the School will follow in responding to DMCA notices.

Plan to "Effectively Combat" the Unauthorized Distribution of Copyrighted Material by Users of the Presidio Graduate School Network: The School must certify to the Secretary of Education that it has implemented a plan to effectively combat the distribution of copyrighted materials through its network. PGS's plan must include the following components:

Community Education and Information: Consistent with the value we place on our educational principles, we view education as the most significant measure we can take to combat illegal file-sharing at the School. We use several mechanisms to inform and educate our community regarding copyright and related issues.

The School Digital Millennium Copyright Act (DMCA) and Notification Procedures describe the procedures and disciplinary action that the School will use for handling cases of alleged copyright infringement, illegal downloads, and illegal peer-to-peer file sharing. The School will respond firmly andappropriately to all instances of alleged copyright infringement on its network.

The School's Acceptable Use Policy describes acceptable and unacceptable use of PGS's computing resources and network.

Technology-Based Deterrents: The School is required to disclose legal alternatives to unauthorizeddownloading and illegal file-sharing. Educause maintains a comprehensive list of Legal Sources of Online Downloading. PGS encourages its community to make use of theseresources.

The School will review the effectiveness of its Plan to Combat the Unauthorized Distribution ofCopyrighted Material by Users of the Network annually. This review will be managed by Presidio Graduate School. Instances of alleged copyright infringement will be tabulated annually and longitudinally, and this data will be compared with that of peer institutions.

Summary of Civil and Criminal Penalties for Violation of Federal Copyright Laws: Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rightsinclude the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading oruploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or "statutory" damages affixed at not less than $750 and not more than $30,000 per work infringed. For "willful" infringement, a court may award up to $150,000 per work infringed. A court can, in its discretion, also assess costs and attorneys' fees.For details, see Title 17, United States Code, Sections 504, 505.

Willful copyright infringement can also result in criminal penalties, including imprisonment of up to fiveyears and fines of up to $250,000 per offense.

For more information, please see the Web site of the U.S. Copyright Office at www.copyright.gov,especially their FAQs at www.copyright.gov/help/faq.

Digital Millennium Copyright Act Notifications: DMCA (Digital Millennium Copyright Act) Notifications (sometimes called "Takedown Notices") are formal complaints delivered to the School, giving notice of an alleged copyright infringement on the network. This complaint will typically indicate the name of the file, the date and time this alleged infringement occurred, the specific IP address of the offending computer, and it will demand that the materials and access to the materials be removed from the computer. When a DMCA notice is received, the School will respond quickly to remove or disable access to the material for which an infringement has been claimed. Specifically, the School will:

For a first offense:

- Forward the DMCA Notification to the person who is responsible for the computer mentioned in the notice.
- Request that the user contacts the Director of Information Technology within 5 days of receiving this notification.
- Ask if the user has downloaded or shared this copyrighted material without permission.

If the user acknowledges unauthorized downloading or sharing, we will:

- Request the user to remove the materials.
- Request that the user disables file-sharing of all copyrighted materials on their computer.
- Require the user to read the Acceptable Use Policy and PGS's information regarding copyright and peer-to-peer file sharing.
- Require the user to submit a written statement that confirms this infringement, acknowledges violation of the Acceptable Use Policy, and promises not to repeat this activity.
- Deny network access to this user for 5 days.
- Inform the claimant that the matter has been resolved.

If the user denies unauthorized downloading or sharing, we will:

- Require the user to submit a written statement denying this copyright infringement claim;
- Inform the claimant that this claim has been denied;
- Inform the user that under the DMCA, the claimant may pursue a subpoena to obtain the user's identity and may file a lawsuit against this user.

For a second or repeating offense:

- Forward the DMCA Notification to the person who is responsible for the computer mentioned in the notice.
- Request that the user contacts the School's information technology department within 5 days of receiving this notification.
- Ask if the user has downloaded or shared this copyrighted material without permission.

If the user acknowledges unauthorized downloading or sharing, we will:

- Request the user to remove the materials for their computer.
- Request that the user disables file-sharing of all copyrighted materials on their computer.
- Require the user to re-read the Acceptable Use Policy and the School's information regarding copyright and peer-to-peer file sharing.
- Require the user to submit a written statement that confirms this second alleged case of infringement, acknowledges violation of the Acceptable Use Policy, promises not to repeat this activity, and recognizes that any further violations will result in disciplinary action being taken against the user.
- Deny network access to the user for 5 days.
- Inform PGS leadership of actions taken.
- Inform the claimant that the matter has been resolved.

Technology Acceptable Use Policy

In support of its mission, PGS provides access to its technological resources to its employees, students, and other authorized users. These resources include electronic media and services, computers, email, telephones, voicemail, fax machines, computing, and telecommunications networks, software, databases, intranet, Internet, and the World Wide Web. The purpose of these resources is to strengthen the various research, teaching, learning, and administrative functions that fulfill the School's mission.

The School encourages innovative use of technology in the pursuit of educational excellence, as well as effective and efficient use of technology throughout all academic and administrative departments. But all users must bear in mind that these electronic resources (including software, hardware, network equipment, and capability) and all data stored in the School's facilities are the property of the institution and that the use of these resources is a revocable

privilege and not a right of employment or matriculation. All use of these resources must be responsible and lawful, and in compliance with institutional policies.

One of the main characteristics of the School's computing systems is that they are shared resources. There are many computing activities that can occur on a network that interfere with or undermine the work of others. Some of these activities may be illegal and malicious, while others may be merely accidental or uninformed. Thefollowing policy defines user responsibilities, acceptable use, unacceptable use, and its consequences. It is applicable to all users of these systems: students, faculty, staff, and administrators of the School and its affiliated centers.

<u>User Responsibilities</u>**:** The use of technology at the School a privilege, and all users must actresponsibly. Users must:

- Respect the rights of other users of the School's networks,
- Respect the integrity of these computer systems, and observe relevant laws,
- Become familiar with, and abide by all applicable institutional policies, and
- Practice responsible computing (such as backing up data, protecting against the intrusion of computer viruses, safeguarding passwords and network security, and taking reasonable steps to minimize the influx of spam).

<u>Acceptable Use:</u> Acceptable use includes, but is not limited to:

- Electronic communication that is used for the academic and business purposes of the institution.
- The use of computing and networked resources for faculty and institutional research, classroom teaching, student learning, publishing, and accessing library resources.
- The use of technology to help fulfill the business functions of the institutionand its affiliated centers.
- Approved use of School websites for public education, institutional promotion and fundraising, and to encourage research.
- Using online databases to retrieve relevant information for academic, administrative, or professional use.
- Because these computers, technology services, and telecommunication networks are primarily for the academic and research use of students and faculty and for the administrative use of employees, limited, occasional, and incidental use for personal or non-business use is permitted. However, such use must be done in a manner that does not interfere with the user's employment, the proper functioning of equipment,or the proper functioning of a department or other institutional obligations, and in a manner that does not incur additional costs for the institution.

<u>Unacceptable Use:</u> Unacceptable use includes, but is not limited to:

- Unacceptable Electronic Communication
  - The use of electronic communications (such as email, messaging, chat rooms, electronic discussion groups, newsgroups, listservs, and social networking tools) to knowingly transmit messages or materials that are discriminatory or harassing, intimidating, derogatory, obscene, defamatory or threatening, libelous, slanderous, fraudulent, or that use vulgar or abusive language.
  - Forging electronic messages or transmitting disinformation.
  - Transmitting unauthorized bulk mail, mass email, junk email, sending or forwarding chain email, sending excessive messages, or any transmissions that consume substantial computing resources or bandwidth.
  - Unauthorized interrupting or monitoring of electronic communications.
  - Communicating in ways that imply institutional endorsement, unless authorized to do so.
  - Any use of School computers, networks, or websites for personal advertisements, solicitations, promotions, personal gain, business ventures, or private profit.

- Unacceptable Computer Use that Undermines System Integrity
  - Modifying, damaging, removing, or stealing computing resources, equipment, software, cables, networks, or furniture that is owned by the School. (Calif. Penal Code § 502.)
  - Any attempt to intercept, monitor, tamper with, read, copy, alter, or delete a file or program belonging to another person or office without the authorization of the owner.

- o Any connectivity to a network that poses safety or electrical hazards.
- o Knowingly performing any activity that interferes with the normal operations of any computers, components, or networks.
- o Using services or computer systems or the Internet in such a way as to cause network congestion.
- o Deliberately wasting computing resources.
- o Developing, installing, transmitting, delivering, or running any program that is intended to cause damage to a computer system or place a heavy load on a computer or network (including computer viruses, Trojan horses, worms, and other malware).
- o Installing unauthorized software or equipment on School-owned computers.

- Unacceptable Access
  - o Using a computer account that is assigned to someone else.
  - o Disclosing one's assigned password to another person without authorization.
  - o Obtaining a password for an account without authorization.
  - o Using PGS networks to gain unauthorized access to any campus system, program, database, or file.
  - o Any attempt to circumvent security and data protection schemes, or to discover security loopholes, or decrypt secure data
  - o Masking the identity of an account, a computer, or a transaction.
  - o Unauthorized breaching, probing, testing, or monitoring computer or network security.
  - o Use of campus computing resources by any user younger than 18 years of age.

- Use that Disrupts or Disrespects Others
  - o Any use that does not respect the rights and needs of others.
  - o Violating the privacy of other users
  - o Disseminating confidential personnel or student information without authorization or distributing proprietary financial information.
  - o Any activity that creates a hostile study or working environment, including sexual harassment.
- Violations of Copyrights, Contractual Agreements, and Licenses
  - o Distributing or making copies of software, unless permitted by copyright law or software license agreements.
  - o Distributing or making copies of documents, works of art, or other intellectual property, unless permitted by copyright law.
  - o Using peer-to-peer file sharing protocols or programs to download or distribute unauthorized copiesof copyrighted materials.
  - o Having more simultaneous users (e.g., in a department) than permitted bysoftware license agreements.
  - o Using copyrighted material without proper attribution.
  - o Violating terms of software license agreements or copyright laws.

Additional Use Policies: Users must also comply with additional applicable computer and network usepolicies.

Warnings:
- Though the School does not routinely monitor and evaluate every electronic transaction, document, file,or communication, it reserves the right to monitor access and use of its computing and networking resources to ensure the security and optimal performance of its network, to enforce its policies, to investigate possible violations of its policies, or to comply with civil authority. The School's IT staff have the right to examine systems and files that might be damaged or corrupt, as well as files associated with suspended computer accounts.
- The School reserves the right to limit or curtail access and computing privileges when state or federal laws or institutional policies are being violated.
- Though the School may authorize confidential passwords and secured access to resources, users of the network and systems have no expectation or guarantee of privacy in any communication sent or received over the network or over the Internet.
- The computing and telecommunication systems log many user transactions such as telephone numbers dialed, call length, Internet sites visited. The School reserves the right to gather and monitor this data for cost analysis, resource allocation, optimum technical management of information resources,

troubleshooting computer problems or compromises in network security, detecting patterns of use that might indicate unacceptable use of the system, and investigating allegations of unacceptable use.

- The School is not responsible for lost or corrupted personal files or data or for any financial loss as a result of personal information that a user discloses across a network (such as acredit card number).
- The School does not assume any responsibility for the content a user may discover on the Internet, newsgroups, or other online services. Some of this content may be objectionable,offensive, inaccurate, or dated. The School also does not endorse any content that may be accessible through its computer networks and services.

Consequences of Unacceptable Use
Consequences of unacceptable use may include any or all of the following: informal email or conversation when infractions appear to be accidental in nature, verbal warnings, suspension or revocation of access privileges to technological resources (including passwords and email accounts), the suspension or revocation of Library privileges, formal disciplinary action as authorized by institutional policies (up to, and including, suspension or termination from employment, or, in the case of students, dismissal), and, in cases when law has been allegedly violated, referral for criminal or civil prosecution.

Reproduction or distribution of copyrighted works, including images, text, and software, without permission of the owner, is a violation of U.S. Copyright Law and is subject to civil damages and criminal penalties.

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.

Course Sequence and Schedules
Students should take courses in the recommended order to ensure course availability and on-time graduation. Students who deviate from the recommended path or change their enrollment status may not have courses available to take when they need them and may experience a delay in program progression and completion. Students must adhere to all pre-requisite requirements. Students who are following their recommended path will have priority registration into courses. In some cases, students who are not following their prescribed path may be unenrolled from a course. Students will be notified if they are to be unenrolled from a course. Students with questions about scheduling or degree planning may contact the Office of the Registrar for academic advising.

Course Withdrawal

Student-Initiated Withdrawal
Students may withdraw from a course after the add/drop deadline through the course withdrawal deadline. Withdrawal deadlines are specified on the Academic Calendar and occur once approximately 60% of the semester has passed. Students considering withdrawal should consult with the Office of the Registrar at registrar@presidio.edu to review considerations related to withdrawing. Students receiving federal financial aid must also consult with the Office of Financial at finaid@presidio.edu to discuss any impact withdrawal will have on student aid awards and funding.

Students who elect to proceed with withdrawal must submit a Course Withdrawal Request Form to the Registrar. Withdrawal will result in a grade of "WD" noted on the student's transcript. Withdrawal does not affect a student's grade point average but does affect completion rate and maximum timeframefor degree completion. Students who withdraw may be eligible for a partial refund of tuition and should consult the Refund Policy for specific details.

Administrative Course Withdrawal
A student who stops attending or participating in a course without following the official drop or withdrawal procedure period may be subject to administrative course withdrawal. Administrative withdrawal will result in a grade of "WD" on

the student's transcript. Administrative withdrawal does not affect a student's grade point average but does affect completion rate and maximum timeframe for degree completion. Students who are administratively withdrawn may be eligible for a partial refund of tuition and should consult the Refund Policy for specific details.

Hardship Withdrawal

If a student is unable to complete a course due to physical or mental debilitation or extenuating circumstances beyond their control that prevented dropping or withdrawing from a class by the published deadlines, a student may petition for a Hardship Withdrawal. Notices must be filed promptly after the occurrence of the event that precipitated the need to withdraw from a course and prior to the end of the term. Only in rare circumstances will notices be accepted after the close of the term in which the withdrawal is being petitioned. Students who have completed the requirements for the course are generally not eligible for a Hardship Withdrawal.

Students requesting a Hardship Withdrawal must contact the Office of the Registrar to submit a Hardship Withdrawal petition. Documentation of the circumstances related to the petition will be required. Ifthe Hardship Withdrawal is granted, the student will receive a grade of "HW" on their transcript. Once the course is retaken, the grade for the retaken course will replace the HW. Tuition refunds related to a Hardship Withdrawal are handled on a case-by-case basis.

Credit Hour Policy

Presidio Graduate School's Credit Hour Policy is consistent with the U.S. Department of Education's credit hour policy.

A 4-unit course includes work that reasonably approximates (1) 4 hours of classroom or direct faculty instruction and 8 hours of out-of-class student work each week for a semester or trimester; or (2) at least an equivalent amount of work as required above through other academic activities as established by Presidio leading to the award of credit hours.

Degree programs and courses undergo regular comprehensive assessments by an interactive assembly faculty, scholars, subject matter experts, and industry practitioners. Courses are developed to be consistent with master's level student learning, time to degree completion, and policy on required credit hours. A comprehensive credit hour mapping of activities in each course is completed as part of syllabi development each semester to ensure required credit hours are achieved.

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.

Disability Services and Accommodations

In compliance with Section 504 of the Rehabilitation Act of 1973 and the implementing regulations 34 CFR part 104 (barring discrimination on the basis of disability), and the Americans With Disabilities Act (ADA) of 1990 and the

implementing regulations in 29 CFR part 1630 (1992), Presidio Graduate School is committed to providing students with disabilities full access to its programs, events, and facilities. The Office of Student Services oversees the coordination of reasonable accommodations for students with disabilities.

Students seeking accommodations must self-disclose a disability and submit a Request for Accommodations Form. Students must provide the following as part of their request for accommodations:

- Documentation of the disability from a medical provider that has been issued within 3-years
- The specific accommodations which the student is seeking. Note, the school cannot recommend accommodations as these must be determined in consultation with the student's medical provider
- Affirmation of the appropriateness of the requested accommodations for the student's disability by the medical provider

The Office of Student Services will review accommodation requests and work with the student directly to implement all approved and reasonable accommodations. A student's disability has no bearing whatsoever on a student's acceptance or non-acceptance to any of Presidio Graduate School's degree programs.

Potential or current students with a disability seeking an accommodation may also contact the Office of Student Services, which will provide answers to common questions about disability services or the accommodations process and is responsive to all situations.

Presidio Graduate School has an obligation to maintain confidentiality regarding a student's disability. Any information collected is solely for the student's benefit. It is maintained separately from the student's School record and housed within secure files with access limited to staff with a legitimate academic interest. An accommodated student will be informed as to what information is being provided to the faculty or staff regarding the request. Except where permitted by applicable law, disability information will not be shared with non-Presidio Graduate School employees without the student's express written permission.

Drug-Free Campus Policy

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

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

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

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

Exceptions to Institutional Policies

Students are expected to be aware of and abide by institutional policies and procedures as outlined in the Student Catalog and its addenda. If a student can demonstrate a compelling reason for special consideration, they may appeal to the Chief Academic Officer (CAO) or Chief Executive Officer/President (CEO). Appeals will be reviewed by designated members of the institutional community. Failure to be informed of policies, procedures, deadlines, and

academic requirements is not considered a compelling reason for special consideration.

Grade Appeals Policy

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

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

Appeals must be filed within six weeks of PGS's notification of the final grade. Students should discuss the matter with their instructor before initiating a formal grade appeal.

Students who wish to move forward with a grade appeal must follow the outlined procedure:

1. The student must submit a written petition to the instructor. This petition should contain the nature of the problem, relevant information that supports the appeal, and the remedy sought. The student should retain a copy for their records. Within two weeks, the faculty will respond to the student in writing. If the student is not satisfied with the response provided by the faculty, they may proceed to Step 2.

2. The student must submit a written appeal to the Academic Dean no later than two weeks after receiving the faculty's response in Step 1. This petition should contain the nature of the problem, a statement that an attempt was made to resolve this issue directly with faculty (including the original written petition and faculty's response), relevant information that supports the appeal, and the remedy sought. The student should retain a copy for their records. The Dean will conduct an investigation which may include soliciting additional information from the student and faculty member. Within two weeks, the Dean will respond to the student in writing with a copy to the faculty member(s) for the class. In the event that the grade under investigation was issued in a course taught by the Dean, a designee will be appointed to oversee this process. Generally, the Dean makes the final decision; however, in unusual cases, the student may proceed to Step 3.

3. In some instances the Dean may convene a Grades Appeals Committee, which shall serve in an advisory capacity to the CAO. The manner and appointment and number of members on the Grade Appeals Committee shall be determined within PGS but will not include the faculty member whose grade is being appealed. The CAO shall appoint the chairperson of the Grade Appeals Committee, and the committee shall have the right to all relevant instructor records. Within two weeks, the chairperson of the Grade Appeals Committee will make a recommendation to the CAO, who will respond to the student in writing of the decision reached, with a copy to the Registrar for the student record. This decision is final.

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

Grade Change Policy

Once a final grade is assigned for a course, no change of grade is possible on the basis of additional work unless an incomplete has been granted. Faculty may change a grade in case of a recording error or grade miscalculation. In exceptional circumstances, a reevaluation of completed work may also justify a change of grade, provided the change is made within 60 days. Faculty must submit a Change of Grade form to the Office of the Registrar in instances where a grade change is warranted, including to finalize an incomplete grade. Students with a grade dispute should consult the Grade Dispute policy in the catalog.

Incomplete Grade Policy

Students may request an Incomplete grade for a course when extenuating circumstances make it impossible for them to complete course requirements on time. At least 60% of the coursework must be completed for a student to

be eligible for an incomplete. Incomplete grades are granted at the discretion of the instructor. The incomplete period may not exceed one additional term, though faculty may assign a shorter period of time to resolve the grade.

To document an Incomplete request, the student must contact the Registrar to initiate a Request for an Incomplete Form. This must be done prior to the end of the term to allow time for faculty to review, approve, and submit the form to the Registrar prior to the grade deadline.

It is the responsibility of the student to contact the faculty member and establish a plan to submit their work within the allocated incomplete window. Upon completion of all work, the instructor must submit a Change of Grade Form to the Registrar. If a Change of Grade Form is not submitted, the grade for the course will revert to the grade the student had earned at the end of the term during which the course was scheduled.

Students with two or more Incomplete courses will be put on registration hold and will not be able to register for the subsequent term until the incomplete grades are resolved. If a student is unable to resolve their incomplete grades before the start of the subsequent term, they may be required to go on a mandatory leave of absence.

If a student requests an Incomplete in a term in which they are on SAP Warning or Probation, they will be placed on registration hold and must complete outstanding coursework before registering for a subsequent term.

Independent Study

Independent study courses may be available at the discretion of Presidio when there is an academic justification for offering a course in this format. In general, it is preferable for students to take a course in a traditional format to benefit from the engagement and discourse of their peers, which is a critical component of the learning process.

Students who would like to take a course via independent study must contact the Office of the Registrar to complete an Independent Study Request. Students will be asked to provide a justification for their request that identifies the academic benefit of taking a course in such a format. Independent study requests are reviewed and approved by the Chief Academic Officer. Independent study courses are not guaranteed and are limited to exceptional circumstances. A fee is assessed for all independent study courses that is in addition to standard course tuition and fees.

Independent study requests must be made during the open registration period to allow for adequate time for planning and course development.

Intellectual Property Rights

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

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

As above, if the work is associated with a sponsor, intellectual property rights associated with that work will also be governed under a separate formal agreement. The default agreement of the Experiential Learning projects is that the sponsor company has the right to use the work produced but that the students, faculty, advisors, and PGS retain the rights to publish and use anything that is not confidential. PGS has the right to publish or otherwise publicly disclose information gained in the course of the project. To avoid loss of potential patent rights as a result of premature public disclosure of patentable information or the disclosure of any confidential information supplied by the sponsor, PGS will submit any prepublication materials to the sponsor for review and comment at least fifteen (15) days prior to planned submission for publication. The sponsor shall notify PGS within such time period of any inventions or

discoveries subject to the parties' rights or disclose any confidential information subject to protection. PGS shall have the final authority to determine the scope and content of any publications.

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

Leave of Absence

A student may request a Leave of Absence (LOA) by contacting the Registrar and completing the Leave of Absence Request form. PGS is committed to working with students who have health, financial, or personal difficulties that are generally beyond the control of the student. However, an LOA is not automatically granted. Students requesting an LOA must be in good academic and administrative standing or have been granted a waiver of these requirements due to extenuating circumstances.

An LOA is granted for one semester or trimester. In certain circumstances, students may contact the Registrar to request an extension of their LOA for one additional semester/trimester. If a student exceeds the approved period for an official LOA and does not contact the Registrar to request an extension of the LOA or register for classes in the subsequent term before the end of the Add/Drop period, the student will be administratively withdrawn from the program. The student must then apply for readmission to the program under the curriculum in the current student catalog.

When taking an LOA, the student forfeits all scholarship support that may have been awarded by Presidio Graduate School. When they return from an LOA, they will have to re-apply for scholarship support and may not receive a scholarship award.

Students requesting an LOA who receive Title IV financial aid must contact the Office of Financial Aid to discuss their decision and understand any impact on their financial aid eligibility and repayment.

An LOA does not affect a student's Statute of Limitations for Degree Completion or the Maximum Timeframe calculation for SAP.

Mandatory Leave of Absence

A student is recommended for Mandatory Leave of Absence in circumstances in which the academic work or professional development requires serious remediation that necessitates a prescribed amount of time to address these matters. Students who have two active incomplete grades may be required to go on a Mandatory Leave of Absence.

Non-Discrimination Policy

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

Non-Matriculating Students

Non-matriculated students may be eligible to enroll in certain courses within Presidio programs. Anyone interested in taking a course as a non-matriculated student must contact the Office of the Registrar at registrar@presidio.edu. Non-matriculating students must meet Presidio program admission requirements and receive approval from the Registrar and Academic Dean to register for a course. Enrollment is subject to approval and availability, and priority will begiven to matriculated students. The maximum number of units a non-matriculated student may complete with Presidio is 8.

Non-matriculated students are subject to the tuition and fee schedule associated with enrollment and course

registration. Full tuition is due prior to the add/drop deadline of the term of enrollment. Non-matriculated students are not eligible for Title IV federal financial aid or scholarships awarded byPresidio. The refund policy guidelines apply to non-matriculated students who drop or withdraw from their course.

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 duein 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.

Program or Course Cancellation

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

Readmission

Students who previously attended Presidio Graduate School but withdrew or were administratively withdrawn before program completion may apply for readmission by contacting the Office of Admission. In some cases, such as when the request for readmission is within three years of the student's original application period, an abbreviated admission application process may be available. Students with an account balance or who have been sent to collections must satisfy their financial obligations prior to applying for readmission.

Students applying for readmission must apply for enrollment into a currently offered degree program which may necessitate completing additional courses. When possible, previously completed courses will be applied toward current degree requirements. Students who were not in good academic standing at the time of their withdrawal must appeal to return to PGS on a probationary status. If readmission is approved, probationary students will be required to abide by terms set forth in a probation contract.

Students who were dismissed due to academic standing, academic honesty violations, or code of conduct violations may be considered for readmission in some circumstances. Dismissed students may be asked to take additional steps and show proof of completion of those steps prior to applying for readmission. Students may also be asked to provide evidence of significant change relative to the issue that led to dismissal as part of their readmission application. If readmission is approved, depending on the circumstances surrounding dismissal, these students may be required to return on a probationary status and abide by terms set forth in a probation contract.

All applications for readmission should be submitted to the Office of Admissions. Additional documentation and appeals will be reviewed by a committee comprised of representatives from the Office of Admissions, Office of Student Services, and the Office of Academic Affairs. Readmission is not guaranteed and is subject to approval.

Repeated Course Policy

Students have the option to repeat courses that they have failed. In the case of required courses, students must retake failed courses in order to fulfill degree requirements. Students may also repeat courses for which they have already received a low passing grade if they need to raise their cumulative GPA to 3.0 in order to fulfill degree requirements.

Please note the following:

- A course may be repeated only twice.
- All attempts will be recorded on the student's transcript.
- Credit for the course will be given only once.
- The highest grade will count toward the GPA
- The repeated course will count toward the student's maximum timeframe for completion

Students seeking an exemption from the maximum number of course repeat policy may petition the Office of the Registrar to do so and must demonstrate a compelling need for the exception. Requests are approved by the Chief Academic Officer.

In situations where an original course is no longer offered and no active direct equivalent exists, students may seek permission to substitute a different course that covers comparable material at a similar level.

Students who receive federal financial aid will only be allowed to receive Title IV funding for one retake of a previously passed course. The Department of Education defines a passing grade as any grade other than an F. Presidio considers a class to be passed if the student receives a C- or higher. Therefore, any student who must repeat a course in which they earned a C-, D+, D, or D- to meet PGS grade requirements will be retaking a previously passed course per the Department of Education and are subject to the one retake provision.

Satisfactory Academic Progress (SAP)

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

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

SAP Requirements

Students in PGS programs that use the letter-grade/GPA policy must meet the following academic standards in order

to maintain SAP:

- **Cumulative Minimum Grade Point Average**: Students must maintain a minimum cumulative grade point average (cGPA) of 3.0 at the end of each term. Presidio uses a 4.0 grading scale, and grades are measured, and GPA calculated at the end of each term. Withdrawals are not included in the GPA, and in the case of retakes, only the highest grade is included in the GPA calculation.
- **Cumulative Credit Completion Rate**: Cumulative credit completion rates are calculated after the end of each academic term once grades are final. Students must complete a minimum cumulative percentage of all credit hours attempted in order to maintain satisfactory academic progress, as follows:
  - *First-term of enrollment*: Students must complete a minimum of 42% of credit hours attempted in their first 15 credits of enrollment.
  - *Subsequent terms of enrollment*: Students must subsequently maintain a minimum cumulative credit completion rate of 70% starting in their second term of enrollment.
  - Credits associated with grades of A, B, C, D, F, CR, NC, Incompletes, Withdrawals, and Hardship Withdrawals are all included in the student's completion rate calculation. In addition, if a student retakes a course, all credits attempted are included in the cumulative completion rate, whereas only the highest grade is included in the cumulative GPA (cGPA) calculation. Credits excluded from the cumulative completion rate include transfer credits and audited courses.

Grade	Credits Attempted	Credits Completed	Calculated in cGPA	Counted in Completion Rate
A through C-	Yes	Yes	Yes	Yes
D+ through F	Yes	No	Yes	Yes
CR or NC	Yes	Yes	No	Yes
I (incomplete)	Yes	No	Yes	Yes
WD (withdrawal)	Yes	No	No	Yes
HW (hardship withdrawal)	Yes	No	No	Yes
AU (audit)	No	No	No	No

- **Maximum Time Frame (MTF)**: Students must complete their educational program within 1.5 times (150%) the standard program. The following Maximum Time Frames (MTF) apply:
  - Full-time or part-time MBA in Sustainable Solutions degree: 80 credits
  - Full-time or part-time Dual MBA/MPA in Sustainable Solutions degree: 110 credits
  - Full-time or part-time MPA in Sustainable Management degree: 67 credits

SAP Requirements Summary			
Program	Cumulative GPA	Completion Rate	Maximum Time Frame
MBA Sustainable Solutions	3.0	42% first 15 credits 70% subsequent credits	80 credits
Dual MBA/MPA Sustainable Solutions	3.0	42% first 15 credits 70% subsequent credits	110 credits
MPA Sustainable Management	3.0	42% first 15 credits 70% subsequent credits	67 credits

Students Not Meeting SAP Standards
If a student is unable to meet the SAP standards detailed above, the consequences are as follows:

First Term: Academic Warning
After the initial term, when a student has failed to meet the standards for Satisfactory Academic Progress, they will be placed on Academic Warning. Students will be notified of their placement on Academic Warning in writing. Students on Academic Warning must make Satisfactory Academic Progress during their subsequent academic term. A hold may be placed on future term registration pending a progress report. Students who make good progress by completing all courses and earning a semester GPA of 3.0 or higher will return to good standing provided they meet the SAP standards following their subsequent term. Students who make good progress in the term but do not achieve the cumulative standards on SAP will continue on Academic Warning until they achieve the SAP standards.

Students who do not make good progress in their subsequent term will be Academically Suspended. During Academic Warning students retain their eligibility for Federal financial aid.

Second Term: Academic Suspension
Students who do not meet SAP standards for a second consecutive term will be academically suspended. Students will be notified of their Academic Suspension in writing. Students receiving Title IV funding will also lose their eligibility for federal financial aid. Students who wish to continue at PGS and who wish to have their Title IV eligibility restored must appeal to continue on a probationary status.

Students who are on Academic Probation must make Satisfactory Academic Progress during their subsequent academic term. Students who make good progress by completing all courses and earning a semester GPA of 3.0 or higher will return to good standing provided they meet the SAP standards following their subsequent term. Students who make good progress in the term but do not achieve the cumulative standards on SAP will continue on Academic Probation until they achieve the SAP standards. Students who do not make good progress in their subsequent term will be Academically Suspended and require further appeals to continue their enrollment and request restoration of Title IV eligibility.

Academically suspended students who do not submit an appeal to continue their enrollment at Presidio will not be permitted to enroll in classes and will therefore be dismissed.

Appeal to Continue on Probation & Restore Title IV Eligibility
Students who are academically suspended must appeal to continue their enrollment at Presidio on probation. Students receiving Title IV federal financial aid must also appeal to restore their eligibility for funding. Students will be contacted in writing with information on how to submit an appeal and all associated deadlines. Students should be prepared to address why they have been unable to meet SAP standards, how matters affecting academic progress have been resolved, how they will make good progress toward their degree should their appeal be approved, and a provisional schedule for continuing their enrollment.

SAP appeals will be reviewed by a committee comprised of members representing Financial Aid, Academic Affairs, and Student Services. Approval of appeals is not guaranteed. Students receiving federal financial aid may be approved to continue their enrollment without restoration of Title IV eligibility. In instances where Title IV eligibility is not restored, students must make cash payment plan arrangements with Presidio.

Students who are approved to continue their enrollment with Presidio will be placed on a SAP Contract detailing the terms of their probation. Acceptance of the approved SAP Contract supersedes other academic and financial policies. Any deviation by the student from the terms of the contract will result in the forfeiture of future financial aid eligibility and may result in dismissal.

Statute of Limitations for Degree Completion
All students are expected to complete their program within the statute of limitations for degree completion as indicated.

Program	Standard Time to Completion*	Statute of Limitations for Completion
MBA	2 – 3 ½ years	5 years
MPA	2 years	5 years
Dual MBA/MPA	2 ½ - 4 ½ years	7 years
Certificate	1 ½ years	2 ½ years

*Time to degree completion varies depending on enrollment status as a full- or part-time student.

An approved leave of absence extends the time to complete the degree by an amount of time equal to the leave. A change of degree program does not extend the statute of limitations, and the student is expected to abide by the allocated time to complete their active program.

A student who requires additional time to complete their degree requirements may apply for an extension to their

original statute of limitations not to exceed one year. Applications are submitted to the Office of the Registrar and approved by the Chief Academic Officer.

Students who do not or cannot complete their program within their statute of limitations or during an approved extension must apply for readmission. Readmitted students are required to complete the current program curriculum in the student catalog at the time of their readmission.

Student Complaints and Grievances

Presidio Graduate School is committed to treating all students justly and fairly. The school does not discriminate on the basis of race, color, religion, gender, marital status, identity, sexual orientation, national origin, disability, medical condition, or veteran status. To this end, PGS strives to promote and maintain an environment in which students are protected from misconduct by any department or member of the school community.

A student with a complaint or grievance - -a concern that a policy or procedure has been incorrectly or unfairly applied in their particular case, or a formal charge against a person's behavior -- has recourse through the complaint and grievance procedures. All conversations and proceedings are strictly confidential. The school will not tolerate retaliatory or punitive action against a student who files a complaint or grievance.

PGS will treat each complaint or concern seriously and attempts to resolve issues quickly and effectively using informal processes. PGS encourages the prompt reporting of complaints so that a rapid response can be made, and appropriate action is taken. Students should use the guidelines and policies that follow if problems arise with PGS staff, student support services, administrators, faculty, or other students.

In most cases, informal resolution of complaints and grievances is possible. Presidio encourages students to work directly with the aggrieving individual to reach a resolution. The following School representatives can aid students seeking to resolve grievances informally:

PGS Representative	Areas of Responsibility
Chief Executive Officer	• Communications with staff • Facilitating difficult conversations • Problem-solving with students and staff • Respectful treatment of others • Unethical behavior • Student billing • Facilities needs • Safety and security • Admission requirements or decisions • Discrimination and harassment (non-Title IX)
Chief Operating Officer (Title IX Officer)	• Financial aid • Discrimination and harassment (Title IX) • Student billing
Chief Academic Officer	• Grading policies • Academic performance • Academic policies and procedures • Group interactions in courses • Communications with faculty • Problem-solving with faculty • Degree progress and graduation • Course content

Formal Complaint and Grievance Procedure

Students have the right to file a formal complaint or grievance, either initially or preferably after first having attempted to resolve the problem informally. In circumstances that prevent direct communication between the student and the

aggrieving school representative, students may initiate a formal complaint or grievance without attempting informal resolution.

Filing a Complaint or Grievance

All grievances must be filed within 180 calendar days of the alleged violation or the time at which the person making the complaint (the complainant) knew (or should have known) of the alleged violation. Failure to file a formal grievance within the 180-calendar-day period constitutes a waiver of the right to file a grievance.

The student should discuss the grievance with the President or their designee. They will assist the student in understanding their rights and responsibilities and determining whether a formal investigation and proceeding are necessary. In general, the following are considered the basis for valid grievances:

- Unfair or unreasonable treatment by a staff or faculty member in relation to the discharge of PGS related duties
- Violation of a duly adopted PGS policy as described in the PGS Student Catalog or other publications;
- Illegal discrimination under federal, state, or local law
- Unethical conduct according to recognized professional standards. The following issues are not reviewable through the grievance process though students may document formal complaints about such matters:
    - An issue that would dispute the legitimate exercise of professional judgment by PGS faculty, administration, or staff
    - The content of any policy or procedure currently in force at PGS
    - A student performance evaluation or grade for a course or field placement or for independent academic work under the supervision of a faculty member (grade appeals process applies)
    - A decision regarding a student's academic status made by a duly designated administrative officer or committee
    - A procedural or final decision of a previous complaint or grievance
    - Any action taken more than 180 calendar days prior to a complaint or grievance.

The President will generally seek assistance from other PGS personnel in making a determination that escalation is warranted and will inform the student of that decision within 10 business days.

If the issue does not warrant escalation, the President will either review the complaint or refer the complaint to the appropriate authority. The President will notify the student in writing of that referral. The PGS official designated to review the complaint will normally issue a ruling regarding the complaint within 20 business days and will provide the student in writing of the ruling. If more time is needed, the person handling the complaint will notify the student to that effect. The ruling on a complaint that is not reviewable in the grievance process is final and cannot further be appealed.

If the complaint concerns the President, the complaint should be filed with the Chief Academic Officer, who will serve as the reviewing or referral authority.

Grievance Officer Designation

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

Area of Grievance	Grievance Officer
Administrative Matters	Chief Executive Officer
Academic Matters	Chief Academic Officer
Discrimination or Harassment	Chief Operating Officer (Title IX Coordinator)

When a valid grievance is in process, any related action will normally be stayed until the grievance procedure is completed. However, when, in the opinion of the Grievance Officer, there is reasonable cause to believe that immediate action is needed for the health, safety, or welfare of the complainant or other members of the community or to avoid disruption of the academic process, the Grievance Officer will work with appropriate parties to take

immediate interim appropriate actions. All parties will be informed in a timely manner and in writing of any such interim actions.

Complaints & Grievance Procedure
1. As a first step, the student must seek to resolve the issue directly with the aggrieving school representative. The student may seek the assistance of the identified Presidio Representative responsible for the area from which the complaint or grievance originates.
2. If a satisfactory resolution cannot be reached between the student and School representative, or if extenuating circumstances prevent direct communication between the student and School representative, the student should initiate a formal complaint/grievance in writing within 30 calendar days of the incident and submit it to the appropriate Grievance Officer. The Grievance Officer will act as the liaison between the student and the School representative and will facilitate the complaint/grievance resolution process.
3. In some cases, the Grievance Officer may assemble a Grievance Committee to investigate the grievance or complaint and present a ruling. Once a ruling has been made, the student will be notified in writing of the decision.
4. A written appeal of the decision may be submitted within 10 working days to the President, who will determine whether procedures were properly followed. The President will issue a decision on the appeal in writing within 30 calendar days. This decision is final, and no further appeal is possible.

If an issue cannot be resolved internally, students may contact their state of residence to submit their complaint or grievance. Students residing in California or enrolled in an in-person or hybrid program should submit complaints to:

Bureau for Private Postsecondary Education
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833
(916) 431-6924
(916) 263-1897 FAX

Students enrolled in online programs who reside outside of California may find contact information for their state agency by visiting https://www.presidio.edu/state-authorization-of-distance-education/.

Student Records and Privacy

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

The Family Education Rights and Privacy Act (FERPA) is a federal law that facilitates students' access to their education records and protects the privacy of student education records. FERPA covers currently enrolled students only, not auditors, applicants, graduates, or students who have withdrawn. PGS is required by law to notify all students of their rights, as outlined below.

Under FERPA, PGS students have:

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

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

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

   A student who wishes to ask PGS to amend a record should write to the school official responsible for the

record, clearly identify the part of the record the student wants changed, and specify why it should be changed.

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

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

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

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

If PGS determines that there is an "articulable and significant threat" to the health or safety of a student or others, PGS may disclose information from educational records to "any person whose knowledge of the situation is necessary to protect" the health or safety of the student or others. If the student is under 21 at the time of the disclosure, FERPA allows disclosure to parents if the student has violated any Federal, State, or local law or any PGS rule or policy governing the use or possession of alcohol or a controlled substance.

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

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

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

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

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-5901

Release of Directory Information

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

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

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

Directory information includes:
- student name
- identification number (NOT social security number)
- address
- phone number
- email address
- dates of attendance
- major
- degrees received
- enrollment status
- last school attended
- photo
- video image
- written testimonials

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

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

The LMS also allows students to maintain their own directory information and determine the degree to which they choose to share it. This information is maintained by the student and not by the administration. PGS asks that each member of the community respect the privacy of others and not use any directory information without permission. Course information submitted through the LMS should not be shared except on a need-to-know basis in service of institutional operations such as accreditation, audits, code of conduct matters, and in the administration of other policies.

Retention and Disposal of School Records
Records fall into two retention categories: permanent and limited. Permanent Retention Records are those records that the School is obligated to maintain permanently either directly by law or indirectly by the need of supporting documentation. These records are to be maintained in hard copy, on microfiche, or appropriate electronic format.

Permanent records include the following for any student who matriculates for at least one term:

- Presidio Graduate School transcripts
- Official transcripts (non-PGS) for admitted students
- Grade reports
- Change of Grade forms
- Enrollment records
- Academic progress notifications
- Disciplinary actions
- Complaints and grievances
- Degree awards
- Billing details
- Address and contact information
- Catalogs and addenda

Limited Retention Records are those records, which the School is obligated, either directly by law or indirectly by the

need for supporting documentation, to maintain on a limited basis. The length of time each type of document is to be retained is indicated.

- Admissions Documents, to be maintained separately in alphabetical order:
  - Files of those who applied but did not attend (either because they were denied admission or because they rejected our offer of admission): six years.
  - Incomplete admission files: six years.
  - Files of those who were admitted and then cancelled their enrollment: six years

The Registrar is the steward of student records. Individuals and students who have questions about records, record retention, or the location of specific information should contact the Office of the Registrar.

Student's Right to Cancel and Refund Policy

A student may cancel an Enrollment Agreement or withdraw from Presidio Graduate School at any time. The student has the right to cancel the enrollment agreement through the add/drop period during their first term of enrollment. The student has a right to a full (100%) refund of all tuition paid less the non-refundable fees if the student cancels during this time.

The notice of cancellation shall be in writing and is effective upon Presidio Graduate School's receipt of the cancellation notice. The notice will be accepted in person, by mail to Presidio Graduate School's mailing address, or via email to registrar@presidio.edu.

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

For the purpose of determining a refund under this section, a student shall be deemed to have withdrawn from a course or program under the following conditions:

1. The student notifies Registrar in writing of their intent to withdraw from a course or their program
2. The student is administratively withdrawn for failing to attend or contribute meaningfully in class for a period of 10 consecutive days without prior instructor approval
3. The student is administratively withdrawn for failing to meet financial obligations
4. The student is withdrawn as part of sanctioning related to Code of Conduct violations
5. The student does not register for classes and does not have an approved leave of absence, or the student fails to return from a leave of absence

If a credit balance occurs on a student account as a result of cancellation or withdrawal, PGS has 45 days in which to return the excess credit balance to the student. An example of how a credit balance may occur is as follows:

Example: A student completes 30 days of 125 days of a semester and paid $5380 for a course (less non-refundable fees), the pro-rata refund to the student would be $4088.80 based on the calculation set forth below:

$$\$5380 / 125 \text{ days} \times 95 \text{ days remaining} = \$4088.80$$

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

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

Students who withdraw from PGS and are recipients of student loans will have their costs and eligible loans prorated according to Title IV guidelines. PGS's tuition and refund policy begins on the first day of the term.

The official withdrawal date used for refund purposes is the last date of participation. However, withdrawal requests are not accepted after the withdrawal deadline, which occurs once 60% of the term has elapsed.

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

Transcripts

A transcript is a complete record of a student's academic performance. Students may obtain their unofficial transcript in Populi. Official transcripts are provided by Parchment. Students and alumni may set up a Parchment account to request either mailed or electronic transcripts by visiting www.presidio.edu/transcripts. A fee is assessed for official transcripts.

Graduates will be mailed a complimentary copy of their official transcripts upon degree conferral.

Transfer Credit

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

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

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

Credit Transfer Between Programs

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

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.

Certificate Credit Transfer to Degree Programs
Credits earned in Presidio Certificate programs are conditionally applicable to Presidio degree programs (MBA, MPA, and Dual Degree). Please note that Certificate students can transfer to Presidio degree programs without an additional admissions process, as they go through the same application/admissions process. Certificate students wishing to transfer to a degree program should contact the Office of the Registrar to initiate a program change.

Waiver of Required Course(s) - Prior Academic Learning
Because of the integration of sustainability into every course and the integration of curriculum, it is important to recognize that PGS programs are unique and course waivers are rare.

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

To apply for a waiver of required courses based on prior academic learning at another institution, a student must complete a Request for Waiver of Required Course(s) Due to Prior Academic Learning form, submit a copy of the syllabus for the prior course, and an official transcript from the institution that shows credit for the course. The waiver request form is available from the Registrar at registrar@presidio.edu. The waiver request must be approved by the Academic Dean before the required course waiver is granted and included on the student's transcript. Students have a maximum of one year from the time of matriculation to request a waiver. If a student attends a course beyond the add/drop period, a waiver cannot be granted.

Transferability of PGS Credits
The transferability of credits is at the discretion of the receiving institution.

Unlawful Harassment, Discrimination, and Retaliation
Presidio Graduate School's policy against unlawful harassment, discrimination, and retaliation applies to all employees and students. It also applies to all vendors, independent contractors, unpaid interns, and volunteers. Any such harassment will subject an employee or student to disciplinary action, up to and including immediate termination or dismissal.

PGS is committed to providing an educational environment that is free of unlawful harassment, discrimination, and retaliation, including Title IX regulations and all other forms of unlawful discrimination and harassment, including discrimination or harassment on the basis of race (including traits historically associated with race, such as hair texture and protective hairstyles, including braids, locks, and twists), ethnicity, religion, color, sex (including childbirth, breastfeeding, and related medical conditions), gender, gender identity or expression, sexual orientation, national origin, ancestry, citizenship status, uniform service member and veteran status, marital status, pregnancy, age, protected medical condition, genetic information, disability or any other category protected by applicable state or federal law.

The Department of Education clarified the definition of Sexual Harassment per the Title IX final regulations. These new regulations are effective as of August 14, 2020, and set forth three separate types of conduct that would constitute "sexual harassment" under Title IX:

- Quid pro quo harassment (by an employee);
- Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the institution's education program or activity; and
- Sexual assault, dating violence, domestic violence, or stalking

By way of illustration only, and not limitation, some examples of unlawful and unacceptable behavior include:
- Unwanted sexual advances;

- Offering an educational or employment benefit (such as a grade, raise, or promotion) in exchange for sexual favors, or threatening an adverse action for failure to engage in sexual activity;
- Visual conduct, such as leering, making sexual gestures, and displaying or posting sexually suggestive objects or images;
- Verbal sexual advances, propositions, requests, or comments;
- Electronically sending or posting sexually related text messages, videos or images;
- Verbal abuse of a sexual nature, graphic verbal comments about an individual's appearance, sexually degrading words used to describe an individual, and suggestive or obscene letters, notes, or invitations;
- Physical conduct, such as touching, kissing, groping, assault, or blocking movement;
- Physical or verbal abuse concerning an individual's gender, gender transition, gender identity, or gender expression; and
- Verbal abuse concerning a person's characteristics such as pitch of voice, facial hair, or the size or shape of a person's body, including remarks that a male is too feminine or a woman is too masculine.

In addition to the listed conduct, PGS strictly prohibits harassment concerning any other protected characteristic. By way of illustration only, and not limitation, such prohibited harassment includes:
- Racial or ethnic slurs, insults, and any other offensive remarks based on a protected characteristic;
- Jokes, whether written, verbal, or electronic that are based on a protected characteristic;
- Mocking or ridiculing another's religious or cultural beliefs, practices, or manner of dress;
- Threats, intimidation, horseplay, or other menacing behavior that are based on a protected characteristic;
- Inappropriate verbal, graphic, or physical conduct, including practical jokes based on a protected characteristic;
- Electronically sending or posting harassing text messages, videos or images; and
- Other harassing conduct based on one or more of the protected characteristics identified in this policy

Prevention of Discrimination and Harassment
All members of the PGS community are responsible for maintaining an education and work environment free from discrimination and harassment. Therefore, each member must be fully aware of the provisions of this policy and prepared to report to proper any apparent policy violation.

In support of PGS's policy, PGS promotes preventative educational measures to create greater awareness of unlawful discriminatory practices and harassment. Administrative officers and supervisors are responsible for making certain that all employees are informed fully of the types of conduct that may be classified as discriminatory, including sexual harassment, and that such conduct is prohibited.

Prohibition Against Retaliation
PGS is committed to prohibiting retaliation against those who themselves or whose family members report, oppose, or participate in an investigation of alleged unlawful harassment, discrimination, or other wrongdoing in the workplace or educational environment. By way of example only, participating in such an investigation includes, but is not limited to:

- Filing a complaint with a federal or state enforcement or administrative agency;
- Participating in or cooperating with a federal or state enforcement agency conducting an investigation of PGS regarding alleged unlawful activity;
- Testifying as a party, witness, or accused regarding alleged unlawful activity;
- Making or filing an internal complaint with PGS regarding alleged unlawful activity;
- Providing notice to PGS regarding alleged unlawful activity;
- Assisting another employee or student who is engaged in any of these activities.

PGS is further committed to prohibiting retaliation against employees or students who request a reasonable accommodation for any known physical or mental disability and employees or students who request a reasonable accommodation of their religious beliefs and practices. In addition, PGS will not penalize or retaliate against an employee or student who is a victim of domestic violence, sexual assault, or stalking for requesting leave time or accommodations in the workplace or educational to ensure the employee's safety and well-being.

What You Should Do If You Feel You Are Being, or Have Been, Harassed, Discriminated Against, or

Retaliated Against

If you feel that you are being or have been harassed, discriminated against, or retaliated against in violation of this policy, you should immediately report it to the President, HR representative, or the Title IX Coordinator:

- In-person, at residency, or at the administrative offices; or
- By email or telephone to:
    - President: lmaw@presidio.edu or 415-655-8933
    - Human Resources: HR@presidio.edu)
    - Title IX Coordinator: Diana Asaad, dasaad@presidio.edu or 415-655-8922)

In addition, if you observe harassment by an employee or student, please report the incident immediately as indicated above. Faculty who receive any complaint of harassment, discrimination, or retaliation must promptly report such complaint.

PGS will respond to all reported complaints, including both internal PGS policy violations and actionable Title IX sexual harassment situations in an education program or activity. There are two pathways for policy violations depending on whether the situation falls under Title IX sexual harassment or not.

- Title IX harassment situations: Qualified Title IX complaints will be investigated according to DOE requirements, with strict adherence to these policies. An institution investigating a Title IX complaint is prohibited from offering or facilitating an informal resolution process where the allegations in the formal complaint allege that an employee sexually harassed a student. All efforts will be made to protect the anonymity of all parties to the extent permissible by law.
- All other situations: If the alleged conduct does not constitute "sexual harassment" as defined by Title IX, does not occur within an "educational program or activity," PGS must dismiss the complaint for purposes of Title IX. However, PGS may still address such allegations through its non-unlawful discrimination and harassment policy. All complaints of unlawful harassment and discrimination which are reported to management will be investigated as promptly as possible by an impartial and qualified representative and, upon conclusion of such investigation, appropriate corrective action will be taken where warranted. In addition, all efforts will be made to protect the anonymity of those making the complaints to the extent permissible by law.

Reports that are made anonymously or by third parties may not initiate the formal complaint process. That said, PGS is committed to investigating all incidents that meet the definition of sexual harassment about which PGS knows or has reason to know in order to protect the health and safety of the PGS community. Anonymous or third-party reports that fall below the threshold for sexual harassment may also be investigated.

For all investigations, documentation may be required to ensure reasonable progress. PGS prohibits employees and students from refusing to cooperate with internal investigations and the internal complaint procedure. To the extent permitted by law, the confidentiality of the identities of all parties involved in the investigation and resolution of alleged or suspected violations of this policy will be observed, provided that it does not interfere with PGS's ability to conduct an investigation and take any corrective action deemed appropriate.

Misconduct constituting harassment, discrimination, or retaliation will be dealt with immediately and appropriately. Responsive action for employees may include, for example, training, referral to counseling, or disciplinary action such as a warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay, and up to and including termination, as PGS believes appropriate under the circumstances. For students, training, referral to counseling, suspension, and dismissal are responsive actions that may be implemented.

Your notification to PGS is essential to us. We cannot help resolve a harassment problem unless we know about it. Therefore, we encourage our students to bring those kinds of problems to our attention so that we can take the necessary steps to correct the problem. PGS takes all complaints of unlawful harassment seriously and will not penalize you or retaliate against you in any way for reporting a harassment problem in good faith. In addition, should confidentiality be requested, we will work with students to protect confidentiality to the full extent possible.

Voter Registration

The National Mail Voter Registration form can be used to register U.S. citizens to vote, update registration

information due to a change of name, make a change of address, or register with a political party. Students must follow the state-specific instructions listed for their own state. After completing the form, students must sign where indicated and send it to the local state or local election office for processing.

The national form also contains voter registration rules and regulations for each state and territory. For more information about registering to vote, visit https://www.usa.gov/register-to-vote

Whistleblower Policy

All PGS employees have a responsibility not only to follow all School rules and regulations but also have a positive duty to report to the School management any information known to them concerning an actual or potential violation of the School's policies or applicable state and federal laws, in accordance with the Whistleblower Policy.

PGS is committed to complying with all state and federal requirements, and, in compliance with the California Whistleblower Protection Act, the School has provided the following guidance with regard to reporting actual or suspected violations.

Filing a Report or Reporting a Violation

PGS encourages all employees, including faculty, full- and part-time workers, students, and volunteers, based on good faith, to report suspected violations of School policy and applicable state and federallaws or the misuse of public resources.

Violations are preferably reported in writing. They may also be reported orally to:
- An immediate supervisor.
- The Office of Human Resources or their designee. If you feel uncomfortable talking to your supervisor, you are encouraged to take this step. Human Resources has the exclusive responsibility toinvestigate and resolve all reported violations and take prompt and corrective action.
- Appropriate law enforcement agencies if either of the previous steps have failed to reasonablycorrect the matter.

No Retaliation

No employee who in good faith has raised a complaint against any practices of the School shall suffer harassment, retaliation, or adverse employment consequences. An employee who retaliates against someone whohas reported a violation in good faith is subject to discipline up to and including termination of employment.

This Whistleblower Policy intends to encourage employees to raise serious concerns with the School before seeking resolution outside of the School. Such reports protect the best interests of the individual employee, aswell as the School, and concerns should be made clear whenever possible.

Good Faith Report

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith based upon reasonable evidence. Any allegations proved to be maliciously or knowingly false will be treated as a serious disciplinary offense.

Withdrawal from Presidio Graduate School

Student-Initiated Institutional Withdrawal

Students withdrawing from Presidio must contact the Office of the Registrar to initiate the withdrawal process and submit an Institutional Withdrawal form. Students who receive financial aid and wish to withdraw must also contact the Office of Financial Aid to discuss withdrawal procedures and steps required by the Title IV financial aid program. Students who wish to withdraw from PGS must submit an Institutional Withdrawal form. If the term is in progress, withdrawal from active courses will occur and be documented as "WD" on the student's transcript.

Students who withdraw from Presidio may be entitled to a full or partial tuition refund in accordance with the Refund Policy.

Students who need to withdraw temporarily may be eligible for a Leave of Absence and should discuss this option with the Office of the Registrar.

Due to privacy requirements, students are responsible for communicating to their faculty, project teammates, and classmates regarding withdrawal from any active courses.

Students who wish to return to PGS after withdrawing should refer to the Readmission Policy.

Administrative Institutional Withdrawal
Students may be administratively withdrawn from Presidio for the following reasons:

- Failure to return from a Leave of Absence
- Failure to register for a term without an approved Leave of Absence
- Violations of the Student Code of Conduct
- Violations of the Academic Code of Conduct
- Failure to meet Satisfactory Academic Progress standards and procedures as outlined in the catalog

Students who receive financial aid and have been administratively withdrawn are advised to contact the Office of Financial Aid to discuss withdrawal procedures and steps required by the Title IV financial aid program. If the term is in progress at the time of administrative institutional withdrawal, withdrawal from active courses will occur and be documented as "WD" on the student's transcript. Students who withdraw from Presidio maybe entitled to a full or partial tuition refund in accordance with the Refund Policy.

Students who wish to return to PGS after administrative withdrawal should refer to the Readmission Policy.