PRESIDIO
GRADUATE SCHOOL
San Francisco | Seattle | Online

Student
Handbook
2017-2018

including:
Addendum I - July 19, 2017
Addendum II - September 1, 2017
Addendum III - January 22, 2018

PRESIDIO
GRADUATE SCHOOL

San Francisco | Seattle | Online

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

Presidio Graduate School is a private, non-profit institution accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC), 985 Atlantic Avenue, #100 Alameda, CA 94501, (510) 748-9001.

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

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

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

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

2017-2018 Presidio Graduate School Student Handbook, published March 2017. This handbook is subject to change, with written notice published on the website at presidio.edu. This catalog is revised annually and on an as-needed basis.

This catalog is valid for the period of: August 1, 2017 through July 31, 2018.

PRESIDENT'S WELCOME

I extend a warm welcome to the new Presidians who are joining us in 2017!

You have chosen to become part of an amazing community of world-changing leaders whose aim while at Presidio Graduate School (PGS) is to learn the skills, achieve the knowledge, and hone the tools that will maintain their individual and collective commitment to a better world.

All of us – the nearly 200 current students, the imminent 2,000 alumni/ae, and the 100+ faculty/staff/Board directors affiliated with PGS – are different from each other but we are all dedicated to the mission of PGS:

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

And together we work collaboratively and robustly to make community. Whether we are MBA, MPA, Dual or Certificate, in Seattle or San Francisco or online, employee or student or friend, we know PGS is a special place and we strive to nourish its special qualities. This community is an exceptional resource; do engage with it and explore all it has to offer. Please also discover the extra-curricular opportunities: clubs, student government, networking, speakers, and more. And take advantage of the career development offerings to build your own professional prospects.

Review this catalog for the policies and procedures applicable to your student role at PGS. The administration's goal is to provide you with a supportive and challenging academic environment. Do not hesitate to contact us with questions, comments and (if you must!) complaints about our performance.

Thank you for becoming a member of this magnificent institution on the cusp of our fifteenth year of serving humanity.

President

Message from Presidio Graduate School Provost

Thank you for choosing Presidio Graduate School as the next step along your lifelong learning path! I am very glad you are here and I welcome you.

As Provost, I am thrilled to be able to offer state of the art courses to you, led by world class faculty who are on the cutting edge of sustainable education. You will be accompanied by other curious and engaged learners from around the globe whether your mode of study is hybrid or online in format. Importantly, as a result of your graduate education with Presidio Graduate School, you will join many of our alumni who have begun their own successful organizations or aligned with existing companies.

I am certain that you will find a welcoming community not only of faculty and peers, and an amazing network, but our student affairs team is geared to provide you with the highest level of service as well. In short, in fulfillment of our mission, we are here to help you change the world!

Warm regards,

Carla Walter, PhD, MBA
Provost

Welcome from the Chair of the Board of Directors

It is my pleasure to welcome you to Presidio Graduate School. Congratulations on your choice to make an impact through better management of businesses and governments – setting policies and becoming more responsible and more resilient in a challenging environment. Part of our strength as a school is the talent and commitment of our student body, and hence our alumni, who are truly making a difference in the world as they network throughout the business community. We welcome your passion, your ideas, and your involvement in our school, today and after you graduate.

The Board of Directors is a capable and diverse group, made up of PGS alumni, business leaders and others experienced in non-profit management. Our goal is to promote good governance throughout the organization in the same way that we teach our students, and to support the faculty and administration through sound financial management of the school. We continue to seek funding for scholarships to offer a wide range of students access to our curriculum. We look forward to welcoming more international students to promote our diversity goals, and we are committed to reaching out to an expansive community in order to satisfy those goals.

Our recent acquisition of Pinchot University has further broadened our reach, and we invited former Pinchot board members into our fold to help meld the cultures of the two organizations into one. We look forward to our continued conversations with the Seattle community to enrich the San Francisco campus, and vice versa. The curriculums of both schools were similar, but complementary, and having this tension and dialogue helps to encourage continued improvement in our offerings.

We provide our students the tools to transform our world's businesses from within, and to make positive changes that cascade around the globe. We wish you a challenging and enriching experience as you continue on your path toward balancing the three prongs of sustainability – environmental responsibility, social welfare, and economic prosperity.

All best wishes,

Suzanne Farver
Board Chair

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OVERVIEW

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

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

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

MISSION

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

VISION

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

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

VALUES

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

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

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

the academic excellence exhibited by students and faculty. Our faculty models this in their scholarship through applied research and case development.

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

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

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

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

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

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

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

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

OUR HISTORY

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

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

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

In 2016, Presidio Graduate School acquired Pinchot University (previously Bainbridge Graduate School/BGI). Starting in 2002, Bainbridge Graduate Institute (BGI) offered the nation's first MBA in Sustainable Business with the focus of developing business solutions for the world's most pressing challenges. Since then, more than 1,600 change agents from both schools, have created a networked community like no other, with an 82% job placement within three months of graduation.

Today, we are larger than ever with a far broader reach and an online program planned for fall 2017. PGS has built an accomplished team of faculty and staff, an outstanding board of directors, and a reputation for being at the forefront of the sustainability education field.

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

INTEGRATION OF SUSTAINABILITY

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

INSTITUTIONAL LEARNING OUTCOMES

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

1. The principles and practices of sustainable management, including their role in helping evolve private, public, and non-profit institutions for a just, prosperous and sustainable future, and the ability to skillfully apply systems thinking, critical thinking and other sustainability frameworks and tools in real-world settings.

2. The principles and practices of sustainable leadership, including application of multidisciplinary approaches to and ethical decision-making in problem solving and leading teams and institutions, and the effective use of collaboration and stakeholder engagement tools and methods to achieve organizational change.

3. The fundamentals of business and public administration, including quantitative, qualitative, and evaluative models for addressing and solving complex, enduring, and emerging problems of society, enterprise, and the global environment.

ACCREDITATION

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

GOVERNANCE STRUCTURE

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

SCHOOL LEADERSHIP

President

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

Chief Financial Officer (CFO)

The CFO office is responsible for the management and oversight of all aspects of financial management at Presidio Graduate School. The CFO has oversight of accounting and financial controls, risk management, strategic sourcing, tax compliance, payroll coordination and long range financial planning. The CFO is also responsible for external relationships with rating agencies, investment houses, banks, financial auditors and financial regulators. This office is also responsible for the management and oversight of all aspects of financial aid, military benefits and international students.

Provost

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

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

ACADEMIC LEADERSHIP

Program Directors

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

STUDENT GOVERNANCE

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

Student Representatives

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

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

Student Surveys

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

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

BOARD OF DIRECTORS

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

OFFICERS

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Richard M. Gray, MDiv, PhD, Co-founder, Emeritus Advisor
Steven L. Swig, JD, Co-founder, Emeritus Advisor

EX-OFFICIO

Mark Schulman, PhD

FACULTY ACADEMY

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

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

ACADEMIC LEADERSHIP

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Experiential Learning Program Director
Eric Cetnarski, MBA

Events and Program Coordinator, San Francisco
Sally Jernigan-Smith

Residency Coordinator, Seattle
Natasha Musil

Academic Programs

Chapter Two

OVERVIEW

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

APPROACH TO TEACHING & LEARNING

Learning from Interactive Experience and Reflection

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

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

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

Systems Thinking and Practice

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

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

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

Integration and Communication of Knowledge

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

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

OUR LEARNING COMMUNITY

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

FACULTY

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

LEARNING MODALITIES

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

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

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

CREDIT HOUR DEFINITION

Presidio Graduate School uses the semester system and therefore awards semester credits for all programs with the exception of the Certificate in Cooperative Management, which in 2017-2018 will be on a quarter calendar along with the Seattle-based MBA in Sustainable Business and MBA in Sustainable Systems programs, which are being "taught out" for continuing students.

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

Every **quarter** credit hour requires a minimum of 10 hours of instructional time plus 20 hours of student time. For example, a 3-quarter-credit course will consist of 30 hours of synchronous or asynchronous instructional time (face-to-face and/or online) plus approximately 60 hours of student time (readings, written assignments, group activities). The student's total approximate time-commitment for a 3-quarter-credit course is 90 hours over the 10- to 12-week quarter. For the individual student, this may vary depending on the individual student's learning style, experience and background.

PGS uses these credit hour definitions as its guidelines for all program and course formats, including in-person, hybrid and online.

DISTANCE LEARNING: ONLINE DELIVERY

Online Learning Community

Presidio Graduate School's Learning Management System (LMS) is the virtual hub of our learning

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

Online Virtual Classroom

PGS's virtual classroom allows groups to hold real-time meetings with audio and web sharing. This includes a shared whiteboard, slide show sharing, application sharing and the ability to work directly on a classmate's computer. Conversations take place using Voice-Over-IP (VOIP) technology, allowing participants to talk without incurring long distance fees. A computer headset is required to use this technology. In 2017-2018, PGS uses the Zoom platform for the online virtual classroom.

Distance Learning Orientation

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

EQUIPMENT REQUIREMENTS AND RECOMMENDATIONS

Laptop

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

Headsets

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

LIBRARY AND INFORMATION SERVICES

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

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

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

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

DEGREE PROGRAMS

Presidio Graduate School challenges and prepares students to use business and public policy as a solution to the social, environmental and economic problems of our time. PGS's objective is to develop successful leaders ready for positions within for-profit, non-profit and public sector organizations.

Graduate-level degree programs at Presidio Graduate School include:

- MBA in Sustainable Management – San Francisco, Seattle and Online
- MPA in Sustainable Management – San Francisco and Online

MBA in Sustainable Management

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

Program Framework

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

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

Program Formats

The MBA in Sustainable Management is a 60-credit semester-based curriculum. The program is offered in three formats designed for working professionals and adult learners: Hybrid, Metro, and Online.

- **Hybrid Format – San Francisco and Seattle**

  PGS's hybrid format combines the effectiveness of face-to-face learning with the convenience and efficiency of distance learning when students are off-campus. Each term, students and faculty meet monthly for 4-day residencies (Thursday through Sunday).

  On-site learning during residencies is combined with a robust, interactive distance learning component, including synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies.

  The Hybrid MBA format combines PGS's emphasis on building a learning community with the flexibility afforded by distance learning. The Hybrid MBA design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

  PGS offers hybrid MBA programs in San Francisco and the Seattle area.

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

- **Metro Format – Seattle**

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

Course schedules vary from weekly evening classes over the full term, to more intensive seminar courses that combine evening and weekend class meetings, to hybrid-format elective courses. The Metro MBA program combines PGS's emphasis on cultivating a learning community with the additional interaction and flexibility afforded by in-person class sessions.

Students typically complete the MBA in Sustainable Business program in the Standard 24- or 27-month timeframe.

- **Online Format**

  PGS's online format combines synchronous and asynchronous instruction.

  - **Synchronous instruction** in PGS online courses includes weekly synchronous online class sessions. The focus during synchronous instruction sessions will be on customized, interactive instruction, rather than on one-directional delivery of information from faculty to students. Examples of this are open Q&A sessions, test review, interactive guest speakers, individualized office hours.
  - **Asynchronous instruction** in the online program includes the production of deliverables by students to demonstrate learning outcomes for interactive evaluation by peers or faculty, as well as any time spent receiving or discussing associated grading, feedback, coaching, and other teaching interaction with faculty and peers, that does not require faculty to be in contact with students in real time. It also includes time viewing videotaped lectures by a faculty member. Examples of asynchronous instruction include:
    - discussion forum post interaction
    - team/cohort work (including Experiential Learning projects)
    - problem sets
    - paper writing (not research)
    - tests or other assessments
    - viewing or reading feedback from a faculty member relating to student deliverables.

Program Outcome: Sustainable Systems

An understanding of sustainability is based on a foundational competence in basic principles of ecology and systems thinking. PGS students are able to integrate systemic and sustainable frameworks into business strategy through competence in systems thinking, sustainability literacy, ethics and social justice. PGS MBA graduates are proficient in:
- Applying whole systems thinking to develop business strategies for sustainable solutions
- Integrating sustainability principles, frameworks and tools to business activities, strategies and models
- Modeling highly ethical behavior and a social justice orientation to affect sustainability across a broad spectrum of stakeholders

Program Outcome: Sustainable Leadership

The transformation toward a sustainable economy will require leadership and the human skills to create and navigate change across multiple social systems. PGS students engender positive change–from the self, to the team, to the organization and ultimately the system–through competence in relationship management, organizational change, adaptability, resilience and efficacy. PGS MBA graduates are proficient in:
- Adjusting to changing situations and obstacles while promoting productivity and sustainability in a variety of contexts – including relationships, teams and organizations
- Encouraging and building relationships that promote sustainability across multiple roles and stakeholders within diverse global, social, political, ethical and cultural business contexts
- Identifying levers of cultural and structural change in a organizational systems in support of sustainability

Program Outcome: Business Foundations

Recognizing and transforming today's global issues into innovative business opportunities requires a level of acumen in the foundational disciplines of business and management. PGS students understand and integrate business fundamentals of economics, innovation, capital management and critical thinking to design, develop and manage sustainable businesses. PGS MBA graduates are proficient in:

- Analyzing market behavior and interpreting the allocation of resources while recognizing the limitations of existing economic models
- Integrating sustainability principles into the design, commercialization, marketing, and production of products and services
- Interpreting the financial conditions of an enterprise and evaluating the use of financial capital to optimize value for all stakeholders, taking into account ethics and other forms of capital, specifically social and natural capital
- Conceptualizing, applying, synthesizing and evaluating the nature of information and knowledge for effective and sustainable business decision-making through observation, experience, reflection, reasoning and communication in ways that lead to sustainable action.

Degree Requirements and Suggested Course Sequences: MBA in Sustainable Management

All courses listed below are required. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MBA in Sustainable Management degree. Students may enroll in the MBA in Sustainable Management program in Fall or Spring for the San Francisco or Online programs. Students may enroll in Fall only for the Seattle programs.

PLEASE NOTE: *Course sequences, especially for part-time students, are subject to change. Seattle MBA course sequences will be published in a handbook addendum in May 2017.*

Full-time MBA – San Francisco and Online, Fall or Spring Start		
SEMESTER 1		**Credits**
SUS6000	Managerial Accounting	4
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 1 Credits	15
	Cumulative Credits	15
SEMESTER 2		**Credits**
SUS6025	Economics	4
SUS6110	Operations & Production *(prerequisites SUS6000, SUS6021; co-requisite SUS6210)*	4
SUS6130	Implementation of Sustainable Practices	3
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195; co-requisite SUS6110)*	4
	Total Semester 2 Credits	15
	Cumulative Credits	30
SEMESTER 3		**Credits**
SUS6040	Managerial Finance *(prerequisite SUS6110; co-requisite SUS6050)*	4
SUS6050	Strategy *(co-requisite SUS6040)*	4
SUS6060	Managerial Marketing	4
SUS6090	Sustainable Products & Services	3
	Total Semester 3 Credits	15
	Cumulative Credits	45
SEMESTER 4		**Credits**
SUS6145	Integrative Capstone *(prerequisite SUS6060)*	4
SUS6175	Capital Markets	4
SUS7025	Market Failures and the Regulatory Environment	4
Elective	Elective	3
	Total Semester 4 Credits	15
	TOTAL PROGRAM CREDITS	**60**

PLEASE NOTE: *Course sequences, especially for part-time students, are subject to change. Seattle MBA course sequences will be published in a handbook addendum in May 2017.*

Part-time MBA – San Francisco and Online, Fall Start		
SEMESTER 1		**Credits**
SUS6000	Managerial Accounting	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 1 Credits	7
	Cumulative Credits	7
SEMESTER 2		**Credits**
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
	Total Semester 2 Credits	8
	Cumulative Credits	15
SEMESTER 3		**Credits**
SUS6025	Economics	4
SUS6130	Implementation of Sustainable Practices	3
	Total Semester 3 Credits	7
	Cumulative Credits	22
SEMESTER 4		**Credits**
SUS6110	Operations & Production *(prerequisites SUS6000, SUS6021; co-requisite SUS6210)*	4
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195; co-requisite SUS6110)*	4
	Total Semester 4 Credits	8
	Cumulative Credits	30
SEMESTER 5		**Credits**
SUS6040	Managerial Finance *(prerequisite SUS6110; co-requisite SUS6050)*	4
SUS6050	Strategy *(co-requisite SUS6040)*	4
	Total Semester 5 Credits	8
	Cumulative Credits	38
SEMESTER 6		**Credits**
SUS6060	Managerial Marketing	4
SUS6090	Sustainable Products & Services	3
	Total Semester 6 Credits	7
	Cumulative Credits	45
SEMESTER 7		**Credits**
SUS6175	Capital Markets	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 7 Credits	8
	Cumulative Credits	53
SEMESTER 8		**Credits**
SUS6145	Integrative Capstone *(prerequisite SUS6060)*	4
Elective	Elective	3
	Total Semester 8 Credits	7
	TOTAL PROGRAM CREDITS	**60**

PLEASE NOTE: *Course sequences, especially for part-time students, are subject to change. Seattle MBA course sequences will be published in a handbook addendum in May 2017.*

Part-time MBA – San Francisco and Online, Spring Start		
SEMESTER 1		**Credits**
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
	Total Semester 1 Credits	8
	Cumulative Credits	8
SEMESTER 2		**Credits**
SUS6000	Managerial Accounting	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 2 Credits	7
	Cumulative Credits	15
SEMESTER 3		**Credits**
SUS6110	Operations & Production *(prerequisites SUS6000, SUS6021; co-requisite SUS6210)*	4
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195; co-requisite SUS6110)*	4
	Total Semester 3 Credits	8
	Cumulative Credits	22
SEMESTER 4		**Credits**
SUS6025	Economics	4
SUS6130	Implementation of Sustainable Practices	3
	Total Semester 4 Credits	7
	Cumulative Credits	30
SEMESTER 5		**Credits**
SUS6060	Managerial Marketing	4
SUS6090	Sustainable Products & Services	3
	Total Semester 5 Credits	8
	Cumulative Credits	38
SEMESTER 6		**Credits**
SUS6040	Managerial Finance *(prerequisite SUS6110; co-requisite SUS6050)*	4
SUS6050	Strategy *(co-requisite SUS6040)*	4
	Total Semester 6 Credits	7
	Cumulative Credits	45
SEMESTER 7		**Credits**
SUS6175	Capital Markets	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 7 Credits	8
	Cumulative Credits	53
SEMESTER 8		**Credits**
SUS6145	Integrative Capstone *(prerequisite SUS6060)*	4
Elective	Elective	3
	Total Semester 8 Credits	7
	TOTAL PROGRAM CREDITS	**60**

MPA in Sustainable Management

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

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

Program Framework

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

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

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

Program Format

The MPA degree is a 60-credit curriculum, with fifteen required courses and one elective. The program is offered in two formats designed for working professionals and adult learners.

- **Hybrid Format − San Francisco**

   PGS's hybrid format combines the effectiveness of face-to-face learning with the convenience and efficiency of distance learning when students are off-campus. Each term, students and faculty meet monthly for 4-day residencies (Thursday through Sunday).

   On-site learning during residencies is combined with a robust, interactive distance learning component, including synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies.

   The Hybrid format combines PGS's emphasis on building a learning community with the flexibility afforded by distance learning. The Hybrid MPA design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

   PGS offers the hybrid MPA program in San Francisco.

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

- **Online Format**

  PGS's online format combines synchronous and asynchronous instruction.

  - **Synchronous instruction** in PGS online courses includes weekly synchronous online class sessions. The focus during synchronous instruction sessions will be on customized, interactive instruction, rather than on one-directional delivery of information from faculty to students. Examples of this are open Q&A sessions, test review, interactive guest speakers, individualized office hours.
  - **Asynchronous instruction** in the online program includes the production of deliverables by students to demonstrate learning outcomes for interactive evaluation by peers or faculty, as well as any time spent receiving or discussing associated grading, feedback, coaching, and other teaching interaction with faculty and peers, that does not require faculty to be in contact with students in real time. It also includes time viewing videotaped lectures by a faculty member. Examples of asynchronous instruction include:
    - discussion forum post interaction
    - team/cohort work (including Experiential Learning projects)
    - problem sets
    - paper writing (not research)
    - tests or other assessments
    - viewing or reading feedback from a faculty member relating to student deliverables.

Program Outcome: Sustainable Systems

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

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

Program Outcome: Sustainable Leadership

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

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

Program Outcome: Public Administration

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

- Integrating sustainable management into policy analysis, design, implementation, evaluation and management;
- Translating knowledge, theory, and practice between business and public administration to create the strongest foundations for solving problems and making decisions that lead to sustainable action;
- Leading and managing public governance, and incorporating public values into decisions;
- Managing public finance and budgets sustainably;
- Contributing to the public policy process and applying management tools that engage and enhance multi-stakeholder value.

MPA Integrative Capstone Plan Project

The Integrative Capstone Plan is a highly rigorous project that requires students to work closely with an advisor, the course instructor, and with community partners to ensure a high quality deliverable with meaningful and positive impacts for the community. The project design takes place over the course of several semesters and the final implementation of the project occurs during the final semester of the student's plan of study. The following outlines a basic plan and timeline for the project:

1. Semester One: Contact With Advisor and Course Instructors

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

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

3. Semester Three: Project Pilot
    - The project development will continue in Sustainable Development Local and Global Institutions, wherein students should pilot a small portion of their research project.
    - Students should discuss their project ideals with instructors and advisors, and should develop a first draft of a research question by the end of the semester.
    - Students should continue additions and updates to the electronic research journal.

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

Degree Requirements and Suggested Course Sequences: MPA in Sustainable Management

All courses listed below are required. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MPA in Sustainable Management degree. Students may enroll in the MPA in Sustainable Management program in Fall only for both San Francisco or Online programs.

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

Full-time MPA – San Francisco and Online, Fall Start only		
SEMESTER 1 (Fall)		**Credits**
SUS7010	Introduction to Public Administration & Policy	4
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
SUS7020	Civic Leadership, Decision-Making & Systems Thinking	4
	Total Semester 1 Credits	16
	Cumulative Credits	16
SEMESTER 2 (Spring)		**Credits**
SUS6195	Effective Management, Communication & Action	3
SUS6025	Economics	4
SUS6130	Implementation of Sustainable Practices	3
SUS7040	Human Resources & Management Ethics	3
	Total Semester 2 Credits	13
	Cumulative Credits	29
SEMESTER 3 (Fall)		**Credits**
SUS7030	Research Methods & Policy Evaluation	4
SUS7060	Public Sector Finance	4
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195)*	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 3 Credits	16
	Cumulative Credits	45
SEMESTER 4 (Spring)		**Credits**
SUS7100	Sustainable Urban Development, Economics & Policy	4
SUS7080	Information Management, Technology & Policy	4
SUS6145	Integrative Capstone	4
Elective	Elective	3
	Total Semester 4 Credits	15
	TOTAL PROGRAM CREDITS	**60**

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

Part-time MPA – San Francisco and Online, Fall Start only		
SEMESTER 1 (Fall)		**Credits**
SUS7010	Introduction to Public Administration & Policy	4
SUS7020	Civic Leadership, Decision-Making & Systems Thinking	4
	Total Semester 1 Credits	8
	Cumulative Credits	8
SEMESTER 2 (Spring)		**Credits**
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
	Total Semester 2 Credits	8
	Cumulative Credits	16
SEMESTER 3 (Fall)		**Credits**
SUS6025	Economics	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 3 Credits	7
	Cumulative Credits	23
SEMESTER 4 (Spring)		**Credits**
SUS6130	Implementation of Sustainable Practices	3
SUS7040	Human Resources & Management Ethics	3
	Total Semester 4 Credits	6
	Cumulative Credits	29
SEMESTER 5 (Fall)		**Credits**
SUS7030	Research Methods & Policy Evaluation	4
SUS7060	Public Sector Finance	4
	Total Semester 5 Credits	8
	Cumulative Credits	37
SEMESTER 6 (Spring)		**Credits**
SUS7080	Information Management, Technology & Policy	4
SUS7100	Sustainable Urban Development, Economics & Policy	4
	Total Semester 6 Credits	8
	Cumulative Credits	45
SEMESTER 7 (Fall)		**Credits**
SUS6210	Leadership for Sustainable Management	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 7 Credits	8
	Cumulative Credits	53
SEMESTER 8 (Spring)		**Credits**
SUS6145	Integrative Capstone	4
Elective	Elective	3
	Total Semester 8 Credits	7
	TOTAL PROGRAM CREDITS	**60**

MBA/MPA Dual Degree Program

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

Program Format

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

The program is offered in two formats designed for working professionals and adult learners.

- **Hybrid Format – San Francisco**

  PGS's hybrid format combines the effectiveness of face-to-face learning with the convenience and efficiency of distance learning when students are off-campus. Each term, students and faculty meet monthly for 4-day residencies (Thursday through Sunday).

  On-site learning during residencies is combined with a robust, interactive distance learning component, including synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies.

  The Hybrid format combines PGS's emphasis on building a learning community with the flexibility afforded by distance learning. The Hybrid MBA/MPA Dual Degree design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

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

- **Online Format**

  PGS's online format combines synchronous and asynchronous instruction.

  - **Synchronous instruction** in PGS online courses includes weekly synchronous online class sessions. The focus during synchronous instruction sessions will be on customized, interactive instruction, rather than on one-directional delivery of information from faculty to students. Examples of this are open Q&A sessions, test review, interactive guest speakers, individualized office hours.
  - **Asynchronous instruction** in the online program includes the production of deliverables by students to demonstrate learning outcomes for interactive evaluation by peers or faculty, as well as any time spent receiving or discussing associated grading, feedback, coaching, and other teaching interaction with faculty and peers, that does not require faculty to be in contact with students in real time. It also includes time viewing videotaped lectures by a faculty member. Examples of asynchronous instruction include:
    - discussion forum post interaction
    - team/cohort work (including Experiential Learning projects)
    - problem sets
    - paper writing (not research)
    - tests or other assessments
    - viewing or reading feedback from a faculty member relating to student deliverables.

Experiential Learning (EL) – San Francisco and Online

MBA Experiential Learning Program

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

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

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

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

MPA Experiential Learning Program

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

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

CERTIFICATE PROGRAMS

Presidio Graduate School challenges and prepares students to use business and public policy as a solution to the social, environmental and economic problems of our time. PGS's objective is to develop successful leaders ready for positions within for-profit, non-profit and public sector organizations.

Graduate-level certificate programs at Presidio Graduate School include:
- Certificate in Sustainable Management – San Francisco
- Cleantech Certificate in Sustainable Energy Management – San Francisco
- Certificate in Cooperative Management – Seattle
- Certificate in Sustainable Energy Solutions – Online
- Certificate in Sustainable Food and Agricultural Systems – Online

Certificate in Sustainable Management

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

- Applied Sustainable Strategy
- Applied Sustainable Operations
- Applied Sustainable Leadership
- Applied Sustainable Marketing & Product Development
- Applied Sustainable Finance and Capital Management

Applied Sustainable Strategy

Applied Sustainable Strategy requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, *SUS6050: Strategy* and *SUS6040: Managerial Finance*. *SUS6050: Strategy* familiarizes the student with conceptual tools and practical methodologies for catalyzing organizational transformation toward sustainable operation. *SUS6040: Managerial Finance*, in addition to its coverage of the traditional tools of financial analysis and management, acquaints the student with socially responsible investment models and the relationship between human, natural and financial capital.

Required courses (12 credits):
1. SUS6010: Principles of Sustainable Management (4 credits)
2. SUS6040: Managerial Finance (4 credits)
3. SUS6050: Strategy (4 credits)

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

Applied Sustainable Operations

Applied Sustainable Operations requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, *SUS6110: Operations and Production* and *SUS6130: Implementation of Sustainable Practices*. *SUS6110: Operations and Production* explores the use of sustainability practices and analysis tools in optimizing the delivery of products and services, and demonstrates how principles of industrial ecology and life cycle assessment can be applied in the design of sustainable supply chains. Two particular areas of emphasis are networks of production and end of life remanufacturing. In this course, students engage in a team of 3-5 students in an Experiential Learning project in which they work within a company or nonprofit to develop a sustainable operations plan for the organization.

Required courses (11 units):
5. SUS6010: Principles of Sustainable Management (4 units)
6. SUS6110: Operations and Production (4 units)
7. SUS6130: Implementation of Sustainable Practices (3 units)

SUS6130: Implementation of Sustainable Practices complements the Operations course, providing an opportunity for students to apply some of the leading sustainability frameworks such as Natural Capitalism and the Natural Step to drive a commitment to sustainability into an organization's DNA, from management and communications to production and operations to marketing and HR. Students work in teams in this course to develop a corporate sustainability plan.

Applied Sustainable Leadership

Applied Sustainable Leadership requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, SUS6195: Effective Management, Communication and Action and SUS6210: Leadership for Sustainable Management.

Required courses (11 credits):
1. SUS6010: Principles of Sustainable Management (4 credits)
2. SUS6195: Effective Management, Communication and Action (3 credits)
3. SUS6210: Leadership for Sustainable Management (4 credits)

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

Applied Sustainable Marketing & Product Development

Applied Sustainable Marketing & Product Development requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, *SUS6060: Managerial Marketing* and *SUS6090: Sustainable Products and Services*. *SUS6060: Managerial Marketing* introduces a framework for marketing within the context of sustainable management. Students engage in an exploration of the implications of sustainability for marketing and are challenged to critically analyze marketing strategies, plans, and decisions. Most importantly, students are taught the mindset of a marketer for sustainability—the ability to inquire into real needs of the individual and society, and to serve them. Students team up in this course to build a sustainable marketing plan for a company or nonprofit.

Required courses (11 units):
1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS6060: Managerial Marketing (4 units)
3. SUS6090: Sustainable Products and Services (3 units)

SUS6090: Sustainable Products and Services focuses on the entrepreneurial process of innovation, development and commercialization of new products that contribute to sustainable development. It examines how sustainable products contribute to the firm's competitive advantage and generate entrepreneurial opportunities. It introduces sustainability frameworks to integrate environmental and societal externalities in the traditional product design process. Students work in teams to identify a market opportunity, develop a concept for a sustainable product in that market, and plan the full design, development, and commercialization of the product.

Sustainable Finance and Capital Management

Sustainable Finance and Capital Management requires *SUS6010: Principles of Sustainable Management* and three additional courses. The first, *SUS6000: Managerial Accounting*, is taken concurrently with *SUS6010: Principles of Sustainable Management*. This course provides a comprehensive introduction to financial and managerial accounting but more importantly, teaches tools for addressing the environmental, social, and ethical dimensions of accounting. The remaining two courses, taken in sequence over the second and third semester are *SUS6040: Managerial Finance* and *SUS6175: Capital Markets*.

SUS6040: Managerial Finance, in addition to its coverage of the traditional tools of financial analysis and management, acquaints the student with socially responsible investment models and the relationship between human, natural and financial capital.

Required courses (16 units):
1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS6000: Managerial Accounting (4 units)
3. SUS6040: Managerial Finance (4 units)
4. SUS6175: Capital Markets (4 units)

SUS6175: Capital Markets provides the student with an understanding and appreciation of the institutions, flow of money, functions, laws, and language of capital markets through the lens of sustainability. It explores how the capital markets can be accessed and used to achieve sustainability goals, and how the capital markets can impact us as we pursue sustainability goals. The course introduces the new field of impact investing, which differs from socially responsible investing in that it is investing in companies, organizations, and funds with the intention to generate substantial and measurable social and environmental impact simultaneously with a substantial financial return. The course utilizes examples in sustainable agriculture and food systems to demonstrate how capital markets can both support and hinder sustainability.

Cleantech Certificate in Sustainable Energy Management

The Certificate in Sustainable Energy Management explores energy technologies within a framework of social and environmental stewardship on a global scale. Students will work in teams to learn about current energy technology trends and relevant economic and environmental issues. They will learn about and apply appropriate management tools for developing sustainable energy systems including economic and policy analysis, planning, and evaluation. The Certificate in Sustainable Energy Management is offered in the San Francisco hybrid program.

Required Courses (7 units):
1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS8502: Sustainable Energy Management (3 units)

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

Certificate in Cooperative Management

PGS's Certificate in Cooperative Management program provides a deep dive into the world of cooperative management, exploring the unique characteristics, opportunities and challenges of the cooperative sector.

The International Co-operative Alliance (www.ica.coop) represents close to one billion individual members. Cooperatives generate partial or full-time employment for at least 250 million people worldwide, and make up 12% of the entire employed population of the G20 countries. The 2,000 co-operatives in the 65 countries surveyed by the World Cooperative Monitor totals 2.6 trillion USD.

Although we hear relatively little about the cooperative sector in the United States, it is actually the country with the largest number of members represented by the International Co-operative Alliance. There are nearly 30,000 cooperatives in the United States, with 256 million members and over two million jobs.

Program Framework

PGS offers a deep dive into the world of cooperative management through the Certificate in Cooperative Management program. The program provides:
- an introduction to the history and principles of the international cooperative movement, as well an overview of the industry sectors and cooperative types most common in the US;
- a thorough exploration of the legal, governance, and finance issues unique to the cooperative sector. Students will examine issues related to membership, member investment, dividends, profit sharing, personal exit strategies, multiple classes of stock, outside investors, and financing strategies;
- an examination of the general topic of managing in a democratic workplace, with a particular focus on the special challenges of employee engagement and empowerment in the cooperative sector. Topics covered include leadership, coaching, meeting facilitation, collaborative decision-making, and conflict management;
- an opportunity to undertake a "real world" project in the cooperative sector.

Program Format and Instructional Methods

The Certificate in Cooperative Management is 12-month program. In 2017-2018, the program will be offered over four quarters, with one course per term.

The Certificate in Cooperative Management program is offered in the Seattle hybrid format, with a combination of monthly in-person classes at IslandWood residencies and online instruction between residencies. This hybrid course design allows students from across the United States to participate in the Certificate program while continuing to live in their current place of residence.

Instruction incorporates a variety of methodologies, including lectures by faculty and guest speakers, slide and video presentations, classroom and online discussion, field trips and individual and team projects.

Required courses (12 credits), 2017-2018

QUARTER	COURSE	Credits
Fall 2017	MGTC 561: Introduction to the Cooperative Sector	3
Winter 2018	MGTC 562: Governance & Finance in the Cooperative Sector	3
Spring 2018	MGTC 563: Managing the Cooperative Enterprise	3
Summer 2018	MGTC 564: Cooperative Practicum -or- MGTC 565: International Cooperative Field Study	3
	Total Quarter Credits	12

Certificate in Sustainable Energy Solutions

PGS's online Certificate in Sustainable Energy Solutions is a unique 12-month program that offers an integrated and sustainability-oriented approach to business administration in the energy sector.

Energy presents a huge opportunity for positive impact on planet, people and profit. Few sectors are as dynamic and critical to our society as energy. This industry supports the overall economy, impacts every other industry and effects climate change. PGS's Certificate in Sustainable Energy Solutions offers a deep understanding of the components and connections within our complex energy system.

Program Framework

PGS's Certificate in Sustainable Energy Solutions is a unique three-course sequence offering an integrated and sustainability-oriented approach to business administration in the realm of sustainable energy.

During the first trimester and second trimesters, students will become equipped with the basics necessary to navigate in this arena and will survey all available technologies through overview of each. The second trimester will also provide the framework within which students take a concept or idea for a new venture though business modeling, prototyping, customer validation, and finally, to making the "pitch." Finally, students will undertake a practicum in the third trimester, applying knowledge and abilities gained during the first and second trimesters.

Program Format and Instructional Methods

The Certificate in Sustainable Energy Solutions is a 12-month online program. Instruction incorporates a variety of methodologies, including lectures by faculty and guest speakers, slide and video presentations, online discussion, and individual and team projects.

- **Synchronous Instruction Sessions**
  PGS online courses include weekly synchronous online instruction sessions. The focus during synchronous instruction sessions will be on customized, interactive instruction, rather than on one-directional delivery of information from faculty to students. Examples of this are open Q&A sessions, test review, interactive guest speakers, individualized office hours.
- **Asynchronous Instruction**
  Asynchronous instruction in the online program includes the production of deliverables by students to demonstrate learning outcomes for interactive evaluation by peers or faculty, as well as any time spent receiving or discussing associated grading, feedback, coaching, and other teaching interaction with faculty and peers, that does not require faculty to be in contact with students in real time. It also includes time viewing videotaped lectures by a faculty member. Examples of asynchronous instruction include:
  - discussion forum post interaction
  - team/cohort work (including Experiential Learning projects)
  - problem sets
  - paper writing (not research)
  - tests or other assessments
  - viewing or reading feedback from a faculty member relating to student deliverables.

Certificate in Sustainable Food and Agricultural Systems

PGS's online Certificate in Sustainable Food and Agricultural Systems offers an integrated and sustainability-oriented approach to business administration in the food and agriculture sector.

Program Framework

During the first, students will be introduced to and become well-acquainted with the history and economics of industrial agriculture, relevant public policy, organic agriculture and each component of the current dominant food system, from farm to market. During the first and second trimesters, students will survey new and emerging models of alternative agricultural and food systems. Coursework during the second trimester also explores the issue of scale and how to "scale up" sustainable models and embedded practices to compete more successfully with the industrial agriculture system. Finally, students will undertake a practicum in the third trimester, applying knowledge and skills gained during the first two terms to real world projects.

Program Format and Instructional Methods

The Certificate in Sustainable Food and Agricultural Systems is a 12-month online program.

Instruction incorporates a variety of methodologies, including lectures by both faculty and guests, slide and video presentations, online discussion, and individual and team projects.

- **Synchronous Instruction Sessions**
  PGS online courses include weekly synchronous online instruction sessions. The focus during synchronous instruction sessions will be on customized, interactive instruction, rather than on one-directional delivery of information from faculty to students. Examples of this are open Q&A sessions, test review, interactive guest speakers, individualized office hours.
- **Asynchronous Instruction**
  Asynchronous instruction in the online program includes the production of deliverables by students to demonstrate learning outcomes for interactive evaluation by peers or faculty, as well as any time spent receiving or discussing associated grading, feedback, coaching, and other teaching interaction with faculty and peers, that does not require faculty to be in contact with students in real time. It also includes time viewing videotaped lectures by a faculty member. Examples of asynchronous instruction include:
  - discussion forum post interaction
  - team/cohort work (including Experiential Learning projects)
  - problem sets
  - paper writing (not research)
  - tests or other assessments
  - viewing or reading feedback from a faculty member relating to student deliverables.

EXPLANATION OF COURSE NUMBERING SYSTEM

Presidio Graduate School's graduate-level courses are numbered 6000-9999. Some Seattle campus courses are numbered 500-599. Graduate level courses are open to holders of a baccalaureate degree who have met PGS's admission requirements and are subject to prerequisites or other requirements as stated in the program's course descriptions.

Courses in the MBA in Sustainable Management, MPA in Sustainable Management, MBA/MPA Dual Degree, Certificate in Sustainable Management and Cleantech Certificate in Sustainable Energy Management program are designated by the 3-letter code **SUS**.

Online and Seattle Hybrid Certificate program courses are designated by 4-letter codes as follows:
MGTC: Certificate in Cooperative Management
SESC: Certificate in Sustainable Energy Solutions
SFAC: Certificate in Sustainable Food and Agricultural Systems

Please see the 2016-2017 PGS Seattle Student Handbook for course numbering systems for quarter-based programs on teachout: MBA in Sustainable Systems and MBA in Sustainable Business.

COURSE SEQUENCES AND SCHEDULES

Detailed course sequences by program and cohort are available from the Registrar. Class schedules by term are published on the Student Life Portal.

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

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

COURSE PRE-REQUISITES

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

COURSE CONTENT

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

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

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

Tuition, Fees & Financial Aid

Chapter Three

TUITION & FEES 2017-2018

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

Expenses for books, readings, parking and other costs are not included in tuition. In addition, commuting students may have room and board expenses around and during residency. Presidio Graduate School does not find or assist students in finding housing. Students, both domestic and international, are responsible for their own meals, lodging and transportation during their course of studies. Students in the San Francisco programs are responsible for own meals, lodging and transportation during residency weekends. Students in the Seattle hybrid programs are responsible for transportation to/from IslandWood during residency weekends, and will be billed for IslandWood meals and lodging fees along with tuition.

2017-2018 Tuition & Fee Details: SAN FRANCISCO PROGRAMS	
PROGRAM	**Tuition per Credit**
MBA in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
MPA in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
Dual Degree MBA/MPA in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
Cleantech Certificate in Sustainable Energy Management (San Francisco Hybrid)	$1125 per semester credit
Certificate in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
Orientation Fee	**One-time Cost**
MBA in Sustainable Management (San Francisco Hybrid)	$0
MPA in Sustainable Management (San Francisco Hybrid)	$0
Additional Fees	**Cost per Semester**
Administrative Fee (per semester)	$150 per semester
HUB Membership fee (per semester)	$480 per semester
Classroom Materials Fee (per semester)	$85 per semester
Technology Fee (per semester)	$65 per semester
2017-2018 Tuition & Fee Details: SEATTLE SEMESTER-BASED PROGRAMS	
PROGRAM	**Tuition per Credit**
MBA in Sustainable Management (Seattle Hybrid and Seattle Metro)	$1125 per semester credit
IslandWood Room and Board per SEMESTER (Hybrid MBA students only)	**Cost per Semester ***
Single Room with Meals *(Fall rate does not include $750 orientation)*	$3795 Fall; $4605 Spring *
Double Room with Meals *(Fall rate does not include $750 orientation)*	$2900 Fall; $3705 Spring *
Quad Room with Meals *(Fall rate does not include $750 orientation)*	$1935 Fall; $2500 Spring *
Meals Only *(requires permission of the Program Director)*	$980 Fall; $1305 Spring *
Fall rate covers 4 residencies and does not include August orientation; Spring includes 5 residencies	
Orientation Fee	**One-time Cost**
MBA in Sustainable Management (Seattle Hybrid and Seattle Metro)	$750 **
*** Refunded with a minimum of one week's notice.*	
Additional Fees	**Cost per Semester**
Administrative Fee (per semester)	$150 per semester
Classroom Materials Fee (per semester)	$85 per semester
Technology Fee (per semester)	$65 per semester
2017-2018 Tuition & Fee Details: SEATTLE QUARTER-BASED PROGRAMS on TEACHOUT	
TEACHOUT: QUARTER-BASED PROGRAMS (SEATTLE)	**Tuition per Credit**
TEACHOUT: MBA in Sustainable Systems (Seattle Hybrid MBA)	$1000 per quarter credit
TEACHOUT: MBA in Sustainable Business (Seattle Metro MBA)	$1000 per quarter credit
TEACHOUT: Certificate in Cooperative Management (Seattle Hybrid, quarter)	$1000 per quarter credit
IslandWood Room and Board per Quarter	**Cost per QUARTER**
TEACHOUT: Single Room with Meals	$2750
TEACHOUT: Double Room with Meals	$2225
TEACHOUT: Quad Room with Meals	$1500
TEACHOUT: Meals Only *(requires permission of the Program Director)*	$785
TEACHOUT: Day use fee - Certificate/Metro students (includes lunch/snacks)	$120

2017-2018 Tuition & Fee Details: ONLINE PROGRAMS	
PROGRAM	Tuition per Credit
MBA in Sustainable Management (Online)	$1125 per semester credit
MPA in Sustainable Management (Online)	$1125 per semester credit
Dual Degree MBA/MPA in Sustainable Management (Online)	$1125 per semester credit
Certificate in Sustainable Energy Solutions (Online)	$1125 per semester credit
Certificate in Sustainable Food/Ag Systems (Online)	$1125 per semester credit

INCIDENTAL FEES 2017-2018

Incidental Fees	Cost
Late Add/Drop per class (after end of add/drop period)	$25
Incomplete (per class each term)	$500
Incomplete Extension	$500
Reinstatement (into academic program, charged upon registration) – Non-refundable	$330
Late Tuition Payment Fee	$110
Payment Plan Fee (per term)	$40
Late Registration Fee	$110
Loan Registration Fee	$35
Finance Charge per month (on outstanding balance)	1.0% per month
Dishonored Checks	$50
Graduation Fee	$95
Official Transcript Fee	$10
Official Transcript Fee - RUSH	$25
Diploma Reprinting Fee	$55
Deferment Fee	$40
Late Deferment Fee	$60
Student ID Card Replacement Fee	$15
Student Tuition Recovery Fund (CA students)	$0.50 per $1000
Returned Check Fee	$40
Alumni Course Audit	$125 per credit
Alumni Certificate (for credit)	$250 per credit
Non-alumni/non-student Audit	$250 per credit

ANNUAL AND TOTAL CHARGES – DEGREE PROGRAMS

SAN FRANCISCO DEGREE PROGRAMS

MBA or MPA in Sustainable Management (San Francisco Hybrid)		
FULL-TIME: 30 credits/year over two years = 60 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$33,750	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$35,310**	
PROGRAM TOTAL		
Total tuition for degree program *	$67,500	*(60 credits x $1125/credit)*
Total fees *	$3,120	*(4 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$70,620***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
PART-TIME: 15 credits/year over four years = 60 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$16,875	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$18,435**	
PROGRAM TOTAL		
Total tuition for degree program *	$67,500	*(60 credits x $1125/credit)*
Total fees *	$6,240	*(8 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$73,740 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
MBA/MPA Dual Degree (San Francisco Hybrid)		
FULL-TIME: 30 credits/year over three years = 90 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$33,750	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$35,310**	
PROGRAM TOTAL		
Total tuition for degree program *	$101,250	*(60 credits x $1125/credit)*
Total fees *	$4,680	*(6 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$105,930 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
PART-TIME: 15 credits/year over six years = 90 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$16,875	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$18,435**	
PROGRAM TOTAL		
Total tuition for degree program *	$101,250	*(90 credits x $1125/credit)*
Total fees *	$9,360	*(12 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$110,610 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		

SEATTLE DEGREE PROGRAMS

MBA in Sustainable Management (Seattle Hybrid)

FULL-TIME: 30 credits/year over two years = 60 credits total

Year 1 *
Total tuition, Year 1	$ 33,750	*(30 credits x $1125/credit)*
Total administrative fees, Year 1	$ 600	*(2 semesters x $300 per semester)*
IslandWood fees, Year 1	$ 4,435	*(quadruple occupancy and all meals)*
Orientation (new students only)	$ 750	
TOTAL Estimated Charges, Year 1	**$ 39,535**	

Year 2 *
Total tuition, Year 2	$ 33,750	*(30 credits x $1125/credit)*
Total administrative fees, Year 2	$ 600	*(2 semesters x $300 per semester)*
IslandWood fees, Year 2	$ 5,000	*(quadruple occupancy and all meals)*
TOTAL Estimated Charges, Year 2	**$ 39,350**	

PROGRAM TOTAL *
Total tuition for degree program	$ 67,500	*(60 credits x $1125/credit)*
Total administrative fees, program	$ 1,200	*(4 semesters x $300 per semester)*
Total IslandWood fees	$ 9,435	*(quadruple occupancy and all meals)*
Orientation	$ 750	
TOTAL Estimated Charges for Degree *	**$ 78,885***	

* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.

MBA in Sustainable Management (Seattle Metro)

FULL-TIME: 30 credits/year over two years = 60 credits total

Year 1 *
Total tuition, Year 1	$ 33,750	*(30 credits x $1125/credit)*
Total administrative fees, Year 1	$ 900	*(3 terms x $300 per term)*
Orientation (new students only)	$ 750	
TOTAL Estimated Charges, Year 1	**$ 35,400**	

Year 2 *
Total tuition, Year 2	$ 33,750	*(30 credits x $1125/credit)*
Total administrative fees, Year 2	$ 900	*(3 terms x $300 per term)*
IslandWood fees, Year 2	$ 400	*(estimate for day use only during elective courses)*
TOTAL Estimated Charges, Year 2	**$ 35,050**	

PROGRAM TOTAL *
Total tuition for degree program	$ 67,500	*(60 credits x $1125/credit)*
Total administrative fees, program	$ 1,800	*(6 terms x $300 per term)*
Total IslandWood fees	$ 400	*(estimate for day use only during elective courses)*
Orientation	$ 750	
TOTAL Estimated Charges for Degree *	**$ 70,450***	

* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.

ONLINE DEGREE PROGRAMS

MBA in Sustainable Management (Online)		
FULL-TIME: 30 credits/year over two years = 60 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$33,750	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$35,310**	
PROGRAM TOTAL		
Total tuition for degree program *	$67,500	*(60 credits x $1125/credit)*
Total fees *	$3,120	*(4 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$70,620***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
PART-TIME: 15 credits/year over four years = 60 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$16,875	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$18,435**	
PROGRAM TOTAL		
Total tuition for degree program *	$67,500	*(60 credits x $1125/credit)*
Total fees *	$6,240	*(8 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$73,740 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
MBA/MPA Dual Degree (Online)		
FULL-TIME: 30 credits/year over three years = 90 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$33,750	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$35,310**	
PROGRAM TOTAL		
Total tuition for degree program *	$101,250	*(60 credits x $1125/credit)*
Total fees *	$4,680	*(6 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$105,930 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
PART-TIME: 15 credits/year over six years = 90 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$16,875	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$1,560	*(2 semesters x $780 per semester)*
TOTAL Estimated Charges, 2017-2018	**$18,435**	
PROGRAM TOTAL		
Total tuition for degree program *	$101,250	*(90 credits x $1125/credit)*
Total fees *	$9,360	*(12 semesters x $780 per semester)*
TOTAL Estimated Charges for Degree *	**$110,610 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		

TUITION AND FEES PAYMENT

Tuition and fees for Presidio Graduate School are billed and due in August for the fall semester, January for the spring semester and May for the summer term. Please see the Academic Calendar or the table below for specific dates for each semester. All checks should be made payable Presidio Graduate School. Please note that in 2017-2018, additional billing and payment cycles will be included for the teach-out of Seattle quarter-based programs. Please see the table below for dates.

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

Due dates are shown on the 2017-2018 Calendars (pages 102-105), and are as follows:

TERM	TUITION/FEES DUE DATE
Fall semester/quarter 2017 (all programs)	August 16, 2017
Winter quarter 2018 (Seattle)	November 28, 2017
Spring semester 2018 (San Francisco and Seattle)	January 10, 2018
Spring quarter 2018 (Seattle)	February 27, 2018
Summer term 2018 (Seattle)	May 29, 2018

Please note that course fees (other than tuition) for some special elective courses such as ELC 568: Creativity and Innovation may have special due dates, to be disclosed when the course is arranged.

Billing and Student Account Contact

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

Payment Options

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

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

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

Tuition Reimbursements

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

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

Late Registration

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

Late Payment and De-Registration

A $110 late payment fee will be assessed for payments received after the due dates listed above and on the Academic Calendar. Students who fail to pay their tuition by the posted deadline may be de-registered from PGS. In order to have their schedule reinstated, students will be required to provide Presidio Graduate School payment in full, proof of guaranteed financial aid funds, or proof of enrollment in a payment plan with the Finance Department. In addition, any student who is de-registered for non-payment will be charged a mandatory $100 reinstatement fee and will be responsible for any late fees associated with the original balance due.

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

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

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

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

TUITION DEFERMENTS

Tuition deferments may occur under the following circumstances:

Outstanding Financial Aid

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

The PGS Chief Financial Officer (CFO) is the only person authorized to approve deferment agreements or tuition adjustments not covered by current policy. The CFO must approve all deferment agreements in writing. Students who defaulted on a previous agreement must reapply to the Finance Office to be considered for an extension. In most cases, students who previously defaulted on an extension agreement will not be reapproved.

Deferred Payment Plans

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

A Deferred Payment Plan must be completed by the student and be approved by the PGS CFO in order to be valid. The payment schedule must reflect the most expeditious rate of payment possible, but never longer than the end of the current term. A $40 deferment fee is charged for this plan. Payments not made by the agreed upon date will be assessed a $60 Late Deferment Payment Fee.

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

MISCELLANEOUS FEES AND FINANCE CHARGES

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

TECHNOLOGY FEE

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

CANCELLATION AND REFUND POLICY

Student's Right to Cancel

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

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

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

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

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

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

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

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

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

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

   $4,500 (tuition charged) ÷ 125 days x 95 days remaining =

   $3,420.00 (actual refund amount)

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

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

PAST DUE ACCOUNTS

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

THIRD PARTY OR SPECIAL BILLING

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

Refunds of third party or special billing will be issued AFTER the funds have been received by Presidio Graduate School. No refunds will be advanced to students until the funds are received, applied, and a credit balance, if any, occurs. At times, permission must be received by third party if refund is a result of a third party payment.

STUDENT TUITION RECOVERY FUND (CALIFORNIA STUDENTS)

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

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

As a PGS student, you must pay the California state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following applies:

- You are a student who is in an educational program, is a California resident, or is enrolled in a residency program, and you prepay all or part of your tuition either by cash, guaranteed student loans, or personal loans; and
- Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

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

- You are not a California resident, or are not enrolled in a residency program, or
- Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party.

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

- PGS closed before the course of instruction was completed.
- PGS's failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of PGS.
- PGS's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by PGS prior to closure in excess of tuition and other costs.
- There was a material failure to comply with the Act or this Division within 30 days before PGS closed or, if the material failure began earlier than 30 days prior to closure, the period determined by the Bureau.
- An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act." However, no claim can be paid to any student without a social security number or a taxpayer identification number.

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

FINANCIAL AID OVERVIEW

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

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

Please direct all financial aid questions to: Student Business Services sbs@presidio.edu –or finaid@presidio.edu	Submit all written correspondence and financial aid materials to: Presidio Graduate School ATTN: Student Business Services 1202 Ralston Avenue, Suite 300 San Francisco, CA 94129

Students receiving financial aid are responsible for reading and understanding the policies below. Financial aid policies and procedures are subject to change and may change without notice. Current information is published on the website at presidio.edu.

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

HOW TO APPLY

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

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

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

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

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

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

ESTIMATED COST OF ATTENDANCE (COA) BUDGET

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

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

The cost of attendance (COA) budget varies, depending on the program of study and the length of enrollment. The table below shows a listing of estimated COA budgets per academic year for PGS students by program. These costs are effective Fall 2017 and are subject to change.

SAN FRANCISCO PROGRAMS	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
MBA, MPA or Dual Degree San Francisco, full-time	$59,130	$33,750[1]	N/A	$1,200	$1,560	$14,000	$4,620	$4,000	$0
MBA, MPA or Dual Degree San Francisco, half-time	$42,780	$18,000[2]	N/A	$600	$1,560	$14,000	$4,620	$4,000	$0
SEATTLE PROGRAMS	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
MBA Sustainable Management Seattle Hybrid, full-time	$63,355	$33,750[1]	$5,185[3]	$1,200	$600	$14,000	$4,620	$4,000	$0
MBA Sustainable Management Seattle Metro, full-time	$58,974	$33,750[4]	N/A	$1,200	$600	$16,800	$5,544	$1,080[11]	$0
MBA Sustainable Management Seattle Metro, half-time	$41,499	$16,875[4]	N/A	$600	$600	$16,800	$5,544	$1,080[11]	$0
ONLINE PROGRAMS	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
MBA, MPA or Dual Degree Online, full-time	$55,130	$33,750[1]	N/A	$1,200	$1,560	$14,000	$4,620	$0	$0
MBA, MPA or Dual Degree Online, half-time	$38,780	$18,000[2]	N/A	$600	$1,560	$14,000	$4,620	$0	$0
SEATTLE PROGRAMS - Teachout	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
Teachout: MBA Sustainable Systems Seattle Hybrid full-time	$56,508	$30,000[5]	$4,500[2]	$1050	$600	$12,600	$4,158	$3,600	$0
Teachout: MBA Sustainable Systems Seattle Hybrid part-time	$43,983	$18,000[6]	$4,500[2]	$525	$600	$12,600	$4,158	$3,600	$0
Teachout: MBA Sustainable Business Seattle Metro full-time	$55,074	$30,000[7]	N/A	$1050	$600	$16,800	$5,544	$1,080[11]	$0
Teachout: MBA Sustainable Business Seattle Metro part-time	$40,549	$16,000[8]	N/A	$525	$600	$16,800	$5,544	$1,080[11]	$0
Teachout: quarter-based Certificate in Cooperative Management	$14,340	$12,000[9]	N/A	$300	$600	$360[10]	Not included	$1,080[11]	$0

[1] COA based on tuition for 15 credits per term/30 credits per year over 10 months/2 semester enrollment
[2] COA based on tuition for 8 credits per term/16 credits per year over 10 months/2 semester enrollment
[3] Based on quad occupancy and full meals at IslandWood
[4] COA based on average full-time or part-time tuition of Seattle Metro MBA students over 12-month/3-term enrollment
[5] COA based on tuition for 10 credits per quarter over 9 month/3 quarter enrollment
[6] COA based on tuition for 6 credits per quarter over 9 month/3 quarter enrollment
[7] COA based on average tuition of MBA in Sustainable Business students over 12-month/4-quarter enrollment
[8] COA based on 4 credits per quarter over 12-month/4-quarter enrollment
[9] COA based on 3 credits per quarter over 12 months/4 quarter enrollment
[10] Includes Saturday lunches and snacks at IslandWood for Fall/Winter/Spring quarters ($120/quarter)
[11] Average cost based on public transportation

FINANCIAL ASSISTANCE

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

TYPES OF FINANCIAL ASSISTANCE

Institutional Grants

Institutional grants are financial awards that do not have to be repaid. They are based on need, meaning that whether or not a student qualifies will be determined by their Estimated Family Contribution (EFC). All students with a $0 EFC are automatically awarded $1000 per year.

Scholarships

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

The scholarship selection process at PGS awards applicants with strong leadership capacity, community engagement skills and desire to become a change agent for a better future.

Scholarship funds are provided by PGS. Scholarships apply to tuition only and do not apply to room-and-board costs or non-tuition related expenses. Scholarship recipients must maintain Satisfactory Academic Progress (SAP) and a minimum of full- time enrollment while receiving awards.

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

Notification and Acceptance
PGS will notify students of scholarship awards by March 31, 2017 for Priority Applications and by May 31, 2017 for Regular Applications. We ask that applicants notify us as soon as they decide if they are accepting their offer of admissions and scholarship award. We ask that Priority Applicants notify us no later than May 17, 2017 and that Regular Applicants notify us by July 5, 2017. Scholarship recipients should respond no later than their appropriate deadline to accept their scholarship. If recipients do not accept their scholarship, the funds are redistributed to other applicants.

Loans

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

Federal (Title IV) Loans
- Federal Unsubsidized Direct Loan: This is a fixed rate loan, administered by the federal government, and is not based on need. PGS must certify the student's eligibility for the amount borrowed. Payments may be deferred while the student is enrolled; however, interest accrues on the loan during that time.

- Federal Grad PLUS: This loan is for students in the MBA and MPA programs who need additional funds and who meet Federal eligibility requirements. The interest rate is fixed, and interest accrues while the student is in school. There are credit requirements for this loan.

The loans described above are subject to borrowing limits.

Military Education Benefits

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

APPLYING FOR FINANCIAL ASSISTANCE

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

All students who wish to be considered for financial aid assistance must establish financial aid eligibility on an annual basis. The financial aid year varies between programs as listed below. Determining financial aid eligibility includes completing the application process as outlined below and meeting the Satisfactory Academic Progress standards outlined on pages 53-55. Students must be enrolled at least half-time to be eligible for most types of financial aid.

Eligibility

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

- Is a US citizen, or eligible non-citizen;
- Signs a statement on the FAFSA certifying federal student aid will be used only for educational purposes;
- Is not in default on a federal student loan or has made satisfactory repayment arrangements;
- Does not owe money back on a federal student grant or has made satisfactory repayment arrangements;
- Has not borrowed in excess of the maximum allowed for federal loans;
- Has not been convicted for a drug offense that occurred while enrolled in school and receiving federal student aid;
- Is registered with Selective Service (males at least 18 years old);
- Has a valid social security number;
- Is enrolled at least half-time per term and maintain satisfactory academic progress in an eligible degree or certificate program at a school participating in federal financial aid programs;
- Is making Satisfactory Academic Progress (SAP – see pages 51-54 of this handbook for SAP policy).

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

Cost of Attendance

- Expected Family Contribution

= Financial Need

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

Half-time Status

Students must be enrolled at least half-time in order to be eligible for federal financial aid. PGS defines full-time as 8 credits and half-time as 5 credits. Students must be enrolled in at least 5 credits to be eligible for federal financial aid.

PLEASE NOTE: For the quarter-based programs that are being taught out in 2017-2018 (MBA in Sustainable Systems, MBA in Sustainable Business, Certificate in Cooperative Management), PGS defines full-time as 6 credits and half-time as 3 credits. Students in these quarter-based programs must be enrolled in at least 3 credits to be eligible for federal financial aid.

Steps to Apply

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

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

WHAT HAPPENS NEXT?

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

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

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

FINANCIAL AID REFUND POLICY

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

- Date on which the funds causing the overage are applied to the account;
- First day of classes for the enrollment period for which the funds are intended; or
- Date the student requests the funds or rescinds permission for Presidio Graduate School to retain the funds[1]

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

FINANCIAL AID REFUND REDISTRIBUTION POLICY

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

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

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

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

RETURN TO TITLE IV: FINANCIAL AID WITHDRAWAL & REFUND POLICY

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

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

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

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

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

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

Any refund calculated must be returned first to the Title IV programs. Refunds are allocated in the following order:
1. Federal Direct Unsubsidized Loan Program
2. Federal Direct Plus Loan Program
3. Any other Title IV program
4. Other federal, state, private, or institutional student financial aid programs

FEDERAL REFUND REQUIREMENTS VS STATE REFUND REQUIREMENTS

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

SATISFACTORY ACADEMIC PROGRESS (SAP)

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

PLEASE NOTE: In 2017-2018, students in the quarter-based Seattle programs that are on teach-out will be assessed according to the SAP policies detailed in the 2016-2017 Presidio Graduate School Handbook – Seattle Campus, pages 53-55.

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

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

Courses dropped before the add/drop deadline will not be used to determine SAP status. See Calendars on pages 102-105 for add/drop deadlines.

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

Semester-Based Programs

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

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

Students in PGS semester-based programs which use the letter-grade/GPA policy detailed on page 76 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 semester, and at the maximum time frame (MTF) evaluation points in order to achieve satisfactory academic progress and successfully graduate from the program. These MTF evaluation points occur each time a student attempts 15 credits. Presidio uses a 4.0 grading scale, and grades are measured at the end of each semester. Withdrawals are not included in the GPA, and in the case of retakes, only the most recent grade is included in the GPA calculation.
- **Average Credit Hours per Semester:** Students must have completed, with a passing grade, an average of 10 credits (full-time) and 5 credits (part-time) per semester using the formula: Number of credit hours completed/number of semesters.
- **Course Completion Rate:** Students must complete a minimum of 80% of all credit hours attempted at the end of each increment to maintain satisfactory academic progress. Included below is a table outlining the weight of each type of grade on a student's completion rate. In general, credits associated with grades of A, B, C, D, F, Incompletes, and Withdrawals are all included in the student's completion

rate calculation. In addition, if a student retakes a course, all credits attempted are included in the completion rate, whereas only the most recent grade is included in the CGPA calculation. Credits excluded from the completion rate include Transfer Credits and Audited Courses.

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

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

Seattle Quarter-Based Programs (Teach-Out)

Seattle quarter-based programs (MBA in Sustainable Business, MBA in Sustainable Systems or Certificate in Cooperative Management programs) are being taught-out in 2017-2018.

Please see SAP policies as detailed in the 2016-2017 Presidio Graduate School Handbook – Seattle Campus, pages 53-55.

SAP REQUIREMENTS SUMMARY TABLE – SEMESTER PROGRAMS

Program	Term	Grade Scale	Cumulative GPA	Ave Credits per Term	Minimum Completion Rate	Maximum Length of Study
MBA Sustainable Management, full-time[1]	semester	letter	3.0	15	80%	90 credits/3.0 years (150%)
MBA Sustainable Management, part-time[1]	semester	letter	3.0	7	80%	90 credits/6.0 years (150%)
MPA Sustainable Management, full-time[2]	semester	letter	3.0	15	80%	90 credits/3.0 years (150%)
MPA Sustainable Management, part-time[2]	semester	letter	3.0	7	80%	90 credits/6.0 years (150%)
MBA/MPA Dual Degree, full-time[2]	semester	letter	3.0	15	80%	135 credits/4.5 years (150%)
MBA/MPA Dual Degree, part-time[2]	semester	letter	3.0	7	80%	135 credits/7.0 years (150%)

[1] Offered in San Francisco Hybrid, Seattle Hybrid, Seattle Metro and Online formats.
[2] Offered in San Francisco Hybrid and Online formats.

STUDENTS NOT MEETING SAP STANDARDS

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

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

SAP APPEALS

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

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

Steps to Complete an SAP Appeal

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

1. Complete the Satisfactory Academic Progress Appeal form, available from Student Business Services.

2. Provide a written explanation of the extenuating circumstance(s) that occurred during the prior term of attendance that prevented successful completion of all classes.

3. Provide supporting documentation. The Financial Aid Office will only review the materials that the student provides. It is the student's responsibility to thoroughly document the appeal. Appeals submitted without supporting documentation will take longer to review or will be denied.

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

Please note that, if a student is waiting for a decision regarding an appeal and tuition and fees are due, the student must pay tuition and fees. Please see Payment Options on page 40 for more information.

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

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

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

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

Admissions & Enrollment

Chapter Four

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

OVERVIEW

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

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

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

Non-Discrimination Policy

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

Admission Prerequisites

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

Admissions Interview

PGS requires an in-person or phone interview with an Admissions representative prior to admission. Interviews are the most critical part of the evaluation process—for you and for us. Interviews are designed as a mutual conversation where our discussion focuses on three essential questions:
- Are you prepared to succeed in this program?
- Does this program fit your academic and career goals?
- What distinctive talents, skills, and expertise do you bring to our community?

Application Timelines

PGS encourages applicants to submit applications as early as possible. For current application deadlines, see presidio.edu/admissions/. Applications are reviewed on a rolling basis.*

FALL Term (August start), all locations
- **Early Admit:** January 15, decision by February 1
- **Standard Admit:** March 15, decision by March 31
- **Final Admit:** June 1, decision by June 15

SPRING Term (January start), San Francisco Hybrid Programs
- **Standard Admit:** August 15, Decision by September 1
- **Final Admit:** December 1, Decision by December 15

* PGS recommends applying early. Scholarships are not guaranteed for final deadline applicants and are only granted if funds are still available. Certificate program candidates may qualify for financial aid, however, they are not eligible for PGS scholarships. Newly admitted full-time students are given first priority for all scholarships over part-time students and returning students. For more information on scholarships and financial aid, please visit our financial aid and scholarship pages.

Fees & Deposit

The application fee for all PGS programs is $75. This application fee is non-refundable.

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

Enrollment Agreement

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

Admission Requirements and Process

Applicants must have completed a bachelor's degree (no specific major required) from an accredited institution. High intellectual capacity and leadership capability are expected and should be demonstrated in the application materials.

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

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

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

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

PROGRAM APPLICATION

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

1. **Online Application Form**
2. **Application fee** of $75
3. **Personal Essay.** In other sections of this application, we learn about your academic and professional accomplishments. This essay allows us to discover what passion drives you as a leader towards career satisfaction and your definition of success. Please provide a response to the three following prompts and limit your essay to a total of 1500 words:
    - **Values:** Sustainability is a broad term that spans across a variety of industries. In your specific area of interest, current or future, briefly describe an idea or project you would like to pursue while at PGS and/or how you intend to contribute to solutions to the biggest challenges facing our society.
    - **Teamwork:** Describe a specific activity, business, or organization in which you were directly involved as a leader, collaborator, or activist. What challenges did you face, how did you resolve them, what did the experience reveal as strengths and where did you discover opportunities for improvement?

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

4. **Current résumé or Curriculum Vitae**

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

   - Graduate Management Admissions Test (GMAT) or Graduate Record Exam (GRE) results taken within the last five years. Submit scores to Presidio Graduate School (Code: Presidio Graduate School (Code: 7388).
     Please note: *PGS does not have minimum score requirements for the GMAT or GRE. Your scores will be used as a diagnostic tool to help determine readiness for the program. The Admissions Committee may request the completion of quantitative courses such as Intermediate Algebra and/or Statistics prior to matriculation*.

   - Submission of a one-page history and assessment of your quantitative skills, which includes: (1) a list of any college-level quantitative courses taken, e.g., math, statistics, economics, finance, accounting, or operations, and the resulting grades, or, if none taken in college, list the grades received in high school math courses, (2) quantitative and analytical skills regularly used in professional life, and, (3) any plans you may have for refreshing your math/quantitative skills prior to enrolling in a PGS degree program. **Please note:** *Depending on an applicant's one page history and assessment of quantitative skills, GMAT or GRE scores may be required at the discretion of the admissions committee.*

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

   As part of the application, you will be required to enter an email address and a recommendation form will be sent directly to the recipient. The recipient then has the option of completing the form or directly uploading a letter of support into the form. The form and/or letter should address the following areas:
   - How you act on your values and ethics
   - Your ability to work in teams
   - Your ability to lead initiatives and manage projects
   - Your communication skills
   - Your business software and IT skills
   - Your ability and willingness to succeed in graduate-level coursework

7. **Transcripts**. Applicants must submit one Official Sealed Transcript via mail or electronic download sent directly from the college/university, verifying an undergraduate degree from an accredited institution. Applicants must submit one official transcript from each university or college attended since high school. Academic records include community college, summer sessions, extension courses and transfer units. Transcripts must be sent directly from the institution(s) attended to PGS. If an applicant has completed graduate-level coursework, submit one copy of any graduate transcripts directly from the institution(s) attended to PGS.

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

   Foreign transcripts. If your bachelor's degree was conferred from an institution outside of the United States, you must have the transcript(s) evaluated by a foreign education credential evaluation service agency (http://www.naces.org/). If the transcripts are not in English, an official translation must also be submitted. The evaluation must be sent to PGS via email or mail and contain the following:
   - Degree equivalency to a 4-year bachelor's degree from an accredited U.S. university
   - U.S. semester credit and grade equivalent for each course and cumulative GPA on a 4.0 scale

8. **Admissions Interview.** Interviews are the most critical part of the evaluation process—for you and for us. Interviews are designed as a mutual conversation where our discussion focuses on three essential questions:
   - Are you prepared to succeed in this program?
   - Does this program fit your academic and career goals?
   - What distinctive talents, skills, and expertise do you bring to our community?

TRANSCRIPT INSTRUCTIONS

To obtain official transcripts, the applicant will need to contact the registrar's office of each undergraduate and graduate school attended to request an official transcript.

Official transcripts must document:	• satisfactory completion of an undergraduate degree • courses completed at all schools • grades you received at all schools

Official transcripts must be:	• Issued and embossed by each school's registrar
	• Sealed by each of the issuing schools (opened or tampered envelopes are not acceptable)
	• Sent directly from the issuing school to Presidio Graduate School at:
	    Presidio Graduate School
	    Attn: Admissions
	    1202 Ralston Avenue, Suite 300
	    San Francisco, CA 94129

Transcript envelopes that have been opened or tampered with or transcripts coming from any source other than the schools themselves are considered unofficial and therefore unacceptable. Transcripts "issued to student" are not considered to be official transcripts and are therefore unacceptable.

FOREIGN TRANSCRIPTS (including Canada)

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

Undergraduate Degree Transcripts

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

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

Non-Degree Coursework

If an applicant did coursework at a school outside of the U.S. (including Canada), PGS requires official transcripts to be submitted. If transcripts are not available, refer to the process for Undergraduate Degree Transcripts above.

PGS does not require NACES evaluation of non-degree coursework.

Study Abroad Programs

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

PGS does not require NACES evaluation of non-degree coursework.

ENGLISH LANGUAGE PROFICIENCY

International applicants whose baccalaureate degree was not completed in English must provide evidence of English proficiency by scoring a minimum of 250 on the computerized version or 600 on the written version of the Test of English as a Foreign Language (TOEFL). International applicants with extensive work experience or previous study in the U.S. may request to have the TOEFL requirement waived. TOEFL scores are valid for two years from the test date.

INTERNATIONAL STUDENTS

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

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

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

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

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

Student
Services

Chapter Five

ACADEMIC ADVISING

San Francisco and Online Programs

For San Francisco and Online program students, Core Faculty service as student academic adivsors. Advisors are assigned prior to the start of the student's first semester. The Registrar's office provides advising regarding degree progress, course sequences, academic policies, registration and graduation deadlines.

Seattle Programs

For Seattle program students, Leadership and Personal Development faculty serve as student academic advisers. Other faculty and the Program Director are available for consultation on curriculum and projects. The Registrar's office provides advising regarding degree progress, course sequences, academic policies, registration and graduation deadlines.

CAREER DEVELOPMENT

Overview

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

There are abundant opportunities to participate in student leadership roles and clubs as well as initiatives that match your particular mission to extend your academic learning into real-world experiences. In this section you will find the services and support we offer our students and alumni.

Career Development

PGS's Career Development provides students with the resources needed to build successful, impactful, and meaningful careers in sustainability. Students have access to a variety of resources including career coaching, networking events, skill-building workshops and seminars, and job/internship postings.

Career Coaching

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

Career Workshops

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

Career Development Forum

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

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

Professional Memberships

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

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

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

DISABILITY SERVICES

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

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

Applying for Accommodations and Documentation

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

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

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

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

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

The following are needed to document a disability: the qualifications of the evaluator; testing procedures

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

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

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

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

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

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

Records and Privacy

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

STUDENT GOVERNANCE

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

1. The student survey is an extremely important and valuable tool for students, faculty and, administrative staff to communicate with each other about the most current events in PGS. This survey is conducted in addition to the course evaluations administered at the end of the term. The student survey is an opportunity for students to provide feedback to faculty and staff on what they find most effective and fulfilling, and to raise questions as well as offer ideas on ways to improve the program, such as ideas for guest speakers, feedback to faculty, information about how the residencies are going, and if there are any pressing problems that need to be addressed. Students are strongly encouraged to complete the survey each mid-term to give faculty valuable feedback in advance of the end-of-course survey.

2. **Student Representatives (San Francisco):** San Francisco Students elect representatives or "reps" from the current student body to act as liaisons between the student body and the administrative staff. Student representatives are responsible for synthesizing feedback from students and providing the administration with an overall perspective on the most pressing issues or concerns among the students. All reps may be contacted at studentreps@presidio.edu.

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

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

STUDENT ACTIVITIES

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

San Francisco Student Clubs

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

Clubs are restricted in the use of the PGS logo on any club materials, in line with marketing policies. In addition, the IT Manager monitors each club's forum on the PGS Network, and alerts the Associate Director, Student Affairs and Career Development to any potential issues.

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

Seattle Campus Student Activities

Active committees and clubs for Seattle students include:

Diversity and Social Justice Committee (Seattle)

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

Kaizen (Seattle)

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

Mascots (Seattle)

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

Policies

Chapter Six

STANDARDS OF ENGAGEMENT

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

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

1. We commit to act with and practice high standards of professionalism and leadership.

2. We take action to produce fulfillment of our shared commitment to learning for the sake of producing a world that is sustainable and socially just.

3. We take responsibility for situations of breakdown, dissatisfaction, and disagreement and view them as opportunities for leadership, and we act to: initiate the missing conversations; have people's concerns listened to; and produce resolution.

4. We hold ourselves and other members of the PGS community to standards of interaction that are: respectful and promote dignity; collaborative and cooperative; attentive to, and honoring of, our roles.

5. We commit to address situations in which there is disconnection from our shared care and commitment as a community, including those that involve: gossip, bad moods, and assessments made without grounding.

6. We recognize the difference between making promises and having expectations, and when expectations are unfulfilled move to make requests, offers and proposals that produce shared promises.

7. We commit to clarify promises and who the customers are for them, keeping in mind that:

   - Students are customers for the promises made by the mission, vision, values and overall educational model of PGS and for the promises made by the faculty for their courses.

   - Faculty are customers for the engagement of the students in the learning practices of their course and in meeting the standards of learning of the course.

   - Administration is the customer for the members of the community meeting standards for community collaboration, dialogue and honoring the policies of PGS.

ACADEMIC & REGISTRATION POLICIES

UPDATING STUDENT CONTACT INFORMATION

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

ATTENDANCE

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

Please also see "Religious Holidays" below.

Attendance Policy: Hybrid Format Courses (San Francisco and Seattle)

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

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

PGS hybrid format courses also include required online 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 up to the student (not the instructor) to take responsibility for making up any missed class lectures or materials delivered during online class sessions. Students may ask other class members if they are willing to share notes, slides or assignment details for the day(s) missed. Faculty are required to include an attendance make up policy in their syllabus.

Attendance Policy: Metro Format Courses (Seattle)

Attendance at weekly class sessions is required for students in Metro format courses. Any student who misses more than three class sessions 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 class session, the student must make every effort to inform the class instructor prior to the absence. It is up to the student (not the instructor) to take responsibility for making up any missed class lectures or materials. Students may ask other class members if they are willing to share notes, slides or assignment details for the day(s) missed. Faculty are required to include an attendance policy in their syllabus.

Attendance Policy: Online Format Courses

PGS online courses include weekly synchronous instruction sessions. Students who miss more than two weekly synchronous sessions per term will not qualify to pass the course. Exceptions can only be made in extenuating circumstances.

Each instructor has the responsibility to determine specific attendance policies for each course taught, including the role that attendance plays in calculation of final grades and the extent to which work missed due to non-attendance can be made up. In the case where a student must miss a class session, the student must make every effort to inform the class instructor prior to the absence in order to be allowed to make up the course. It is up to the student (not the instructor) to take responsibility for making up any missed class lectures or materials. Students may ask other class members if they are willing to share notes, slides or assignment details for the day(s) missed. Faculty are required to include an attendance make up policy in their syllabus.

RELIGIOUS HOLIDAYS

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

WITHDRAWAL POLICIES

Adding/Dropping Courses

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

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

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

If a student drops a course on or before the add/drop date, no record of the course will appear on the student's transcript. If a student drops a course after the add/drop date, a "WD" will appear on the student's transcript. See Refund Policy on pages 42-43 for details. Students are responsible for notifying the Registrar of any registration changes by submitting a Change of Registration Form by the established deadline. A $25 add/drop fee will be charged for each course change.

Withdrawal from Course

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

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

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

Withdrawal from Program

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

Students withdrawing from PGS must inform the Registrar and are required to participate in an exit interview with the Program Director for their Program. Students who receive financial aid and wish to withdraw must also contact Financial Aid office. Students will be responsible for completing a Change of Registration form and submitting it to the Registrar as well as contacting the Financial Aid office regarding the status of their accounts. Clearance from Financial Aid must be obtained prior to withdrawal. Students withdrawing from all courses after the Add/ Drop period will be subject to tuition and fees. If the withdrawal occurs after the add/drop deadline for the term, a grade of "WD" for each course will be entered into the student's permanent record. An administrative withdrawal fee of $110 is charged for any withdrawal. To withdraw in good standing, students must meet all obligations to Presidio Graduate School.

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

After the withdrawal has been processed, the students' individual Presidio Network and PGS email account access privileges will be closed after 14 days. Therefore, it is recommended that students manage this change in access accordingly.

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

Hardship Withdrawal Policy

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

If a Hardship Withdrawal is offered, the student will receive a grade of "HW" in the course and standard Withdrawal policy will apply. Once the course is retaken, the grade for the retaken course will replace the HW. Tuition credits or refunds related to a Hardship Withdrawal are handled on a case-by-case basis. Refer to the Refund Policy on pages 42-43 and the Calendars on pages 102-105 for specific deadlines.

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

LEAVE OF ABSENCE

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

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

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

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

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

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

A leave of absence does not change the time limits for degree completion.

CANCELLATION AND REFUND POLICY

Student's Right to Cancel

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

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

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

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

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

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

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

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

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

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

$4,500 (tuition charged) ÷ 125 days x 95 days remaining =

$3,420.00 (actual refund amount)

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

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

TIMEFRAME FOR PROGRAM COMPLETION

The standard time frame for completing the MBA or MPA program is two years for full-time students and four years for part-time students, depending on the program of study and format (Hybrid, Metro or Online). All MBA and MPA students are expected to complete their program of study within five years. Extension of the time to degree completion beyond five must be approved by the Program Director, and students will be required to submit updated application materials.

The standard time frame for completing the Dual MBA/MPA program is three years, depending on the program of study chosen. All Dual MBA/MPA students are expected to complete their program of study within seven years. Extension of the time to degree completion beyond seven years must be approved by the Program Director, and students will be required to submit updated application materials.

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

CHANGE OF PROGRAM AND PROGRAM TRANSFER

Due to the difference in format and curriculum between the Hybrid, Metro and Online MBA programs, transfers between programs will not be possible in 2017-2018. Please see "Credit Transfer Between MBA Programs" for the policy regarding transfer of course credit between programs.

FACULTY CHANGE POLICY

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

PROGRAM OR COURSE CANCELLATION

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

TRANSFER CREDIT, WAIVER, AND SUBSTITUTION POLICY

General Standard

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

Credits Eligible for Consideration

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

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

Standards for Evaluating Transfer Credits

The Program Director and the Registrar shall review each request for transfer credit application and decide

whether to approve the requested transfer. In making this decision, the Program Director shall consult with the faculty member who teaches the course for which transfer credit is requested to substitute, and any other person who may be helpful in making the decision.

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

* If the PGS course for which transfer credit is requested includes an Experiential Learning project, but the credits requested to transfer do not include an EL component, transfer credit may be granted if the student also completes an EL or equivalent client-related project under the supervision of a faculty member.

Transfer Credit Limit

No student may transfer more than 8 credits.

Transfer Credit and Grade Point Average

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

Exceptions

It is within the Program Director's discretion to deem it necessary to make an exception to these transfer standards. In such cases, the Program Director will:
1. Write a complete account of the reasoning for the exception and place the written account in the file of the student requesting transfer;
2. Provide this account to the Core Faculty at a faculty meeting and the Core Faculty is unanimous in authorizing the transfer credits, as evidenced in approved minutes of a Core Faculty meeting.

Transfer Credit Application Procedure

A student seeking transfer credit must apply with the Program Director by the end of their first semester. Exceptions to this deadline can be considered by the Program Director at his or her discretion.

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

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

Credit Transfer Between MBA Programs

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

Certificate Credit Transfer to MBA Programs

Credits earned in PGS Seattle Certificate programs are conditionally applicable to Seattle MBA programs; however, Certificate students are not automatically matriculated into the degree program. Certificate program students and graduates are welcome to apply for admission to the MBA program following the same application and admission procedures for all MBA program applicants.

Ineligible for Transfer Credit

Credits earned for a program for which a degree was earned are not eligible for transfer credit. In rare circumstances, students may request to use these to satisfy PGS requirements, and additional electives or Independent Study must be taken to fulfill the required number of credits for the 60-credit MBA or MPA degree. See "Waiver of Required Course(s) - Prior Academic Learning" below for further details.

Presidio Graduate School does not award credit for non-academic learning or life experience. In rare circumstances, students may request to use these to satisfy PGS program requirements, and additional electives or Independent Study must be taken to fulfill the required number of credits for the 60-credit MBA or MPA degree. See below for "Waiver of Required Course(s) - Prior Professional Experience" policy.

Waiver of Required Course(s) - Prior Academic Learning

Because of the integration of sustainability into every course and the integration of curriculum, it is important to recognize that PGS programs are unique and course waivers are rare.

As above, courses taken as part of a program for which a degree was awarded are not eligible for transfer credit. However, those courses may in some circumstances be used to satisfy program requirements. Additional electives or Independent Study must be taken to fulfill the required number of credits for the 60-credit MBA degree.

To apply for a waiver of required courses based on prior academic learning at another institution, a student must complete a Request for Waiver of Required Course(s) Due to Prior Academic Learning form, submit a copy of the syllabus for the prior course and an official transcript from the institution that shows credit for the course. The waiver request form is available from the Registrar (registrar@presidio.edu). The waiver request must be approved by the Program Director and the Registrar before the required course waiver is granted and included on the student's transcript.

Waiver of Required Course(s) - Prior Professional Experience

As above, PGS does not award credit for non-academic learning or life experience. However, students may request to use prior professional experience to satisfy PGS MBA program requirements. Additional electives or Independent Study must be taken to fulfill the required number of credits for the 60-credit MBA degree.

Please note: Approval of such waivers is rare and only granted in exceptional circumstances.

To apply for a waiver of required courses based on prior professional experience, students must complete a Request for Waiver of Required Course(s) Due to Prior Professional Experience (including contact information for current/former employers), submit a résumé or CV and submit a written statement that summarizes the student's professional experience and describes how that professional experience fulfills the specific learning objectives for the required course for which the student is requesting a waiver. The waiver request form is available from the Registrar (registrar@presidio. edu). The waiver request must be approved by the Program Director and the Registrar before the required course waiver is granted and included on the student's transcript.

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

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

DISTRIBUTION OF BOOK LISTS AND CURRICULUM

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

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

AUDIT POLICY

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

Participation

A maximum of five auditors will be allowed in eligible courses. Admission as an auditor is subject to space availability in the course. Upon successful application, registration, and tuition payment, the auditor will receive notice of access to the course page. Auditors are encouraged to participate in class during residency sessions, but will not turn in class assignments or receive grades. Faculty are not obligated to provide feedback or coaching to auditors. 80% in-class attendance is required for auditors. Failure to attend 80% of classes will be a consideration for approval of subsequent audit requests.

Cost of Auditing

The cost to audit a degree-program class is $125/credit for alumni and $250/credit for non-alumni. All auditors are subject to all fees except HUB. The standard policies for dropping courses and for tuition refunds remain in effect for auditors.

Record of Completion

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

GRADES

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

In 2017-2018, Seattle quarter-based programs on teach-out will be on the Credit/No Credit grading system. These programs include: MBA in Sustainable Systems; MBA in Sustainable Business; and Certificate in Cooperative Management. Please see below for further details.

Grade Reporting

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

Grades are posted on Populi, PGS's Student Information System. Course grades will be available to students one day following the grade deadline, published in the Calendars section of the handbook and on the PGS website at presidio.edu.

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

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

Semester-based Programs: Quality Points and Grade-Point Average (GPA) System

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

Grade	Quality Points	Definition
A	4.0	**Exemplary performance.** The student has demonstrated a level of high quality work that exceeds the formal requirements showing a clear indication of initiative and mastery of the subject.
A-	3.7	
B+	3.3	**Proficient performance.** The student has demonstrated a level of good quality work that meets the formal requirements showing initiative, comprehension and clear ability to handle ideas.
B	3.0	
B-	2.7	
C+	2.3	**Average performance.** The student has demonstrated a level of work that meets the formal requirements and demonstrates comprehension of the subject with a reasonable ability to handle ideas.
C	2.0	
C-	1.7	
D+	1.3	**Below average performance.** The student has demonstrated a level work that (while passing) is below expectation. Minimum requirements have been met, but provide an inadequate demonstration of comprehension of the subject and ability to handle ideas.
D	1.0	
D-	0.7	
F	0.0	**Failure.** The student has not met the minimum requirements.
I	0.0	**Incomplete.** Given only in extenuating circumstances. Work must be complete within 30 days of the end of the term in which the Incomplete was granted. See Incomplete Grade Policy below for full details.

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

Semester-based Programs: Non-Credit Grades

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

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

Quarter-based Seattle Programs (teachout): Credit/No Credit Grading System

In 2017-2018, PGS Seattle quarter-based courses assign the following grades:

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

Grades Required for Graduation

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

In 2017-2018, semester-based programs include:

- MBA in Sustainable Management (San Francisco, Seattle Hybrid, Seattle Metro, Online)
- MPA in Sustainable Management (San Francisco, Online)
- MBA/MPA in Sustainable Management Dual Degree (San Francisco, Online)
- Certificate in Sustainable Management (San Francisco)
- Cleantech Certificate in Sustainable Energy Management (San Francisco)
- Certificate in Sustainable Energy Solutions (Online)
- Certificate in Sustainable Food & Agricultural Systems (Online)

In PGS Seattle quarter-based programs, students must complete each course with a grade of CR.

In 2017-2018, Seattle quarter-based programs include:

- MBA in Sustainable Systems (Seattle Hybrid)
- MBA in Sustainable Business (Seattle Metro)
- Certificate in Cooperative Management (Seattle Hybrid)

INCOMPLETE GRADE POLICY

Students may request an Incomplete grade from course faculty if the student has completed at least 75% of the course assignments by the end of the term. The decision to provide an Incomplete is entirely per faculty discretion.

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

Incomplete work must be finished no later than 30 days from the end of the term in which the Incomplete was granted. The Incomplete grade converts to F or No Credit if the faculty does not submit an alternate grade by the grade submission due date for the subsequent term. Students wishing to extend an

Incomplete Work Plan Contract beyond 30 days must request such an extension in writing from the Program Director and the Registrar prior to the grade submission due date. An Incomplete Extension fee of $500 will be assessed. Students with 6 or more Incomplete credits will be put on Academic Hold (see Academic and Financial Holds below).

GRADE APPEALS PROCESS

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

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

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

Grade appeals will be reviewed in the following manner:

Step 1: A written petition will be submitted by the student to the faculty for the class. This petition should contain the nature of the problem, relevant information that supports the appeal and the remedy sought. The student should retain a copy for his/her records. Within two weeks, the faculty member(s) will respond to the student in writing. If the student is not satisfied with the response provided by the faculty, he/she may proceed to Step 2. In cases where the Program Director is the faculty member whose grade is being appealed, the student shall proceed to Step 3.

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

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

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

SATISFACTORY ACADEMIC PROGRESS (SAP)

Please see Satisfactory Academic Progress policies as detailed in Chapter Three, pages 51-54.

ACADEMIC AND FINANCIAL HOLDS

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

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

Only directory information (see page 82 for details) can be released if there is a hold on a student's record. Academic information and transcripts cannot be released.

REGISTRATION PROCEDURES

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

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

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

Students registering for MBA and MPA courses are given registration priority in this order:
- Continuing and entering MBA and MPA students
- Eligible Certificate students (must meet MBA admission requirements)
- Matriculated auditors and alumni
- Alumni
- Eligible non-matriculated auditors

Updates to PGS course offerings, tuition and fees, deadlines and academic policies are posted on the Student Life Portal on the LMS. The Registrar will send registration reminders each term. Students are also responsible for maintaining current contact information. Address changes can be made through the Populi, PGS's Student Information System.

Students in the Certificate in Sustainable Energy Solutions, Certificate in Sustainable Food & Agricultural Systems and Certificate in Cooperative Management programs will automatically be registered for courses based on their program.

CHANGE OF DEGREE PROGRAM

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

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

DEFINITION OF FULL-TIME AND PART-TIME STUDENTS

Full-time students in the semester-based MBA and MPA programs take four courses per semester for a total of 13 -16 credits per semester. Part-time students take 2 courses (6 or 8 credits) per semester. PGS does not offer 1 class per semester as an option. Part-time students must complete a year of part-time status before changing to full-time. A full-time student may change to part-time in any semester.

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

Students may make no more than two changes in Program Status during their time enrolled at PGS. Requests for changes in Program Status must be submitted to the Registrar no later than 6 weeks prior to

the first day of class. Final decisions regarding requests for changes in Program Status rest with the Program Director.

PLEASE NOTE: For purposes of federal financial aid, PGS defines a full-time semester-based student as one who is registered for 9-16 credits and a half-time student as one who is registered for 5-8 credits.

In the quarter-based PGS Seattle MBA in Sustainable Systems and MBA in Sustainable Business (both being taught out in 2017-2018), students who are registered for 6 or more credits per quarter are considered full-time students. Students in these programs who are registered for 3-5 credits per quarter are considered half-time students.

CANCELLATION OF REGISTRATION

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

IDENTIFICATION (ID) CARDS

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

GRADUATION

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

All MBA, MPA and Dual Degree candidates who wish to graduate must:
1. Submit an online graduation application to the Registrar by the deadline.
2. Complete all degree requirements.
3. Maintain a minimum GPA of 3.0
4. Achieve all credit requirements for their program.

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

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

COMMENCEMENT EXERCISES

Commencement exercises are held once per academic year in June in both San Francisco and Seattle. Students who have completed their degree requirements in the previous 12 months may participate in the ceremony. MBA and MPA students may participate if they will have completed 54 credits or more as of the spring semester during which the ceremony is held. Certificate in Cooperative Management students may participate if they will have completed 9 credits or more as of the spring quarter during which the ceremony is held. Students may only participate once. Participation in the commencement ceremony does not guarantee graduation.

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

DIPLOMAS AND CERTIFICATES

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

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

STUDENT RECORDS AND PRIVACY

Notification of Students' FERPA Rights

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

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

Under FERPA, PGS students have:

1. **The right to inspect and review their education records within 45 days of the day PGS receives a 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 pro- vided to the student when notified of the right to a hearing.

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

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

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

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

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

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

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

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

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

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

Release of Directory Information

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

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

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

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

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

Transcripts

A transcript is a complete record of a student's academic achievement. In accor- dance with FERPA, official transcripts are issued only upon the written request of the student. Unofficial transcripts are provided free of charge and are available from the Registrar and in Populi, the PGS Student Information System (SIS). Requests for official transcripts may be emailed or mailed to the Registrar. The Transcript Request Form is available from the Registrar. Transcript requests are processed within 3-10 business days via first class mail or can be rushed in one business day plus overnight shipping. Fees for these services are on page 36.

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

The Online Learning Community and Privacy

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

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

Types, Locations, and Custodians of Education Records

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

INSTITUTIONAL POLICIES AND STATEMENTS

EMERGENCY OPERATIONS

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

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

DRUG AND ALCOHOL ABUSE PREVENTION POLICY

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

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

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

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

ALCOHOLIC BEVERAGES AND DRUG USE AT ISLANDWOOD

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

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

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

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

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

- **Once:** The student will meet with the Program Director to discuss the charge and will receive an

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

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

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

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

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

Consequences and Response Sequence for Contravention

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

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

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

Compliance Norms and Agreements

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

CODE OF STUDENT ACADEMIC CONDUCT

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

This Code of Student Academic Conduct is established to lend greater definition and meaning to the principles of scholastic honesty and integrity and to outline standards that will guide the actions of the academic community. Any student who violates the Student Academic Code of Conduct will be subject to sanctions up to and including dismissal from PGS. A student accused of a violation is guaranteed an impartial hearing and the right to an appeal. Procedures and guidelines for the hearings and the appeals are described in this section. Students must also be in compliance with the Standards of Engagement on page 67 of this Handbook, and with the Code of Student Conduct on pages 90-91.

Students

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

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

Faculty & Administration

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

Acts of Misconduct

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

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

Violations

The following acts are examples of violations:

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

11. **Violations Defined by Faculty Member.** Any other intentional violation of rules or policies established by a course faculty member.

12. **Assisting other Students in Acts of Academic Misconduct.**

Infractions

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

1. Any unintentional act that, if it were intentional, would be a serious violation.

2. Any serious violation of the rules or policies established for a course or academic exercise.

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

These include circumstances in which a matter has been referred by the Program Director.

Process and Procedures

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

Violation Determination Phase

1. **Investigation.** When a faculty member directly observes or otherwise determines (based on other evidence) that an act of misconduct may have been committed by a student, it is the responsibility of that faculty member to undertake as thorough and reasonable an investigation as possible under the circumstances.

2. **Communication with the Student of Potential Violation**. If this investigation suggests to the faculty member that there may have been misconduct, the faculty member must promptly contact the student suspected of the misconduct in order to provide an opportunity for the student to discuss the matter directly with the faculty member. The faculty member may call upon the appropriate Program Director 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 Program Director.** In all cases in which an act of misconduct has been determined by the faculty member to have occurred, the faculty member shall report this determination to the appropriate Program Director in a timely manner so that he/she may determine appropriate action under the terms of this policy. The faculty member shall include in the report to the Program Director the following: a description of suspected misconduct (including the date, time and circumstances); a summary of the investigation conducted; the finding and to whether the act of misconduct should be considered as an infraction or a serious violation; and a recommendation as to the sanction to be imposed. Pending a final determination, the faculty member gives a grade of Incomplete if the semester ends before the matter is resolved.

4. **Determination by the Program Director.** After making a review and recommendation, the Program Director shall notify the student in writing (personal delivery or delivery requiring a signature) within 10 business days from receipt of the report whether the circumstances warrant preliminarily the imposition of a sanction or that a sanction is determined to be unnecessary or inappropriate under the circumstances. If a sanction is determined preliminarily to be necessary and appropriate under the circumstances, the notice to the student must include specific allegations of misconduct, the sanction proposed to be imposed, a copy of the report by the faculty member and the recommendation of the Program Director. The student must be informed that he or she has 10 business days from receipt of the notice to (1) respond in writing to the allegations and report, or (2) to request in writing a meeting with the Program Director. After considering the material and information presented by the student or after the lapse of 10 business days without a student response, the Program Director or his/her designee shall make a final determination as to whether an act of misconduct has occurred, and if so, whether that act

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

Appeals Phase

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

1. **Mediation:** A student wishing to appeal the determination of the Program Director may request a mediation session with the Provost, the Program Director and the faculty member. The student may bring a friend or family member to the mediation session. If the session does not result in a resolution acceptable to all parties, the Provost shall, upon request from the student, appoint an Appeal Board to hear the appeal as expeditiously as possible.

2. **Appeal Process:** The Appeal Board will review the entire record of the case preliminarily, including the report prepared by the faculty member, the Program Director, and any response prepared by the student. If necessary, the Appeal Board may request that the faculty member and the student provide clarification with respect to the record of the case. Following its preliminary review, the Appeal Board shall determine how the procedures specified below will be utilized during their review of the case. The student shall be afforded the right to ask questions of the faculty member and other witnesses in the presence of the Appeal Board.

3. **Appeal Board:** The Appeal Board shall be appointed by the Provost and shall be composed of two faculty members, an administrator and two students. The Provost will choose one member of the PGS Board of Directors to act as chair. The chair of the Appeal Board shall be responsible for assuring compliance with the terms of this policy during the course of the appeal process. The Appeal Board will establish the time and place of the hearing and will be responsible for notifying the student about all aspects of the appeal process. No person who has a conflict of interest may participate as a member of the Appeal Board. Any individual who discovers a conflict of interest must withdraw immediately. Upon withdrawal, the Provost shall appoint a substitute board member. The Appeal Board is an advisory to the Provost and recommends actions on an appeal.

INTELLECTUAL PROPERTY RIGHTS

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

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

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

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

As students initiate projects, it is each student's responsibility to communicate any concerns that they may have regarding the default copyright shared by all the stake- holders. At that point, the stakeholders will

need to initiate a conversation to define the potential rights issues of concern. A more formal agreement may be appropriate depending on the outcome of the conversation(s).

NOTICE OF NON-DISCRIMINATION POLICY

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

SEXUAL HARASSMENT POLICIES

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

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

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

Prevention of Discrimination and Sexual Harassment

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

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

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

If you believe you are being harassed, seek help as soon as possible by contacting the Provost.

AMOROUS RELATIONSHIPS AFFECTING EMPLOYEES AND STUDENTS

Amorous relationships that might be appropriate in other circumstances are absolutely not appropriate, whether consensual or otherwise, when they occur between a faculty member, teaching assistant or employee of Presidio Graduate School and a student or employee for whom that faculty member, teaching assistant or employee has a professional supervisory responsibility. Even where negative consequences to the participants do not result, such romantic liaisons create an environment charged with potential conflict of interest and possible use of academic or supervisory leverage to maintain or promote the relationship. Amorous relationships that the parties may view as mutual may still raise questions of favoritism as well as of an exploitative abuse of trust and power. This is particularly true when a student is enrolled in a course being taught by the involved faculty member or teaching assistant.

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

CODE OF STUDENT CONDUCT

Conduct Jurisdiction

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

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

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

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

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

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

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

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

Conduct Regulations

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

A violation will be regarded as more serious if it is done because of race, gender, color, religion, national

origin, disability or sexual orientation of another individual or group of individuals. Academic misconduct, including all forms of cheating and plagiarism, is outlined in the Code of Student Academic Conduct. The following conduct is prohibited:

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

DISCIPLINARY PROCEDURES

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

Disciplinary Charge(s)

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

Disciplinary Process

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

Disciplinary Sanctions

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

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

Sanctions of Student Organizations

As stated above in Conduct Jurisdiction, student organizations (e.g., clubs) formally approved by PGS are subject to the same regulations as individual students. Cases will be considered if a significant number of

students involved in the alleged offense belong to an organization, or if planning and leadership responsibility for an alleged offense came from student members of an organization. Sanctions for organization misconduct may include probation, withdrawal of official recognition or limitations on the use of facilities and privileges afforded by PGS, as well as other appropriate sanctions as provided in this code.

Sanctions specific to student organizations include:

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

APPEAL PROCEDURES

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

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

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

STUDENT GRIEVANCE POLICY

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

Introduction

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

Students should use the guidelines and policies that follow if problems arise with PGS staff, student support services, administrators, faculty, or other students.

The principles that underlie this policy and its related procedures are that:

- All students should receive fair and equitable treatment.
- Relationships among members of the community will be conducted with respect, professionalism and honesty.
- Most problems can be resolved informally. Mistakes or omissions occur on occasion and need to be corrected. Often problems can be resolved quickly by identifying them to the appropriate person for correction or resolution.
- Students should take appropriate action as soon as they have a concern that is not being dealt with through the normal channels set up to address the area(s) of concern.

- Confidentiality will guide the grievance process to the extent practical and appropriate under the circumstances.
- These guidelines and PGS's values obligate everyone to proceed in candor and good faith at all times.
- No students will be penalized for good faith efforts to resolve problems or concerns by using these guidelines and policies.
- PGS prohibits all forms of harassment and/or discrimination on the basis of race, national origin, color, creed, religion, sex, age, marital status, disability, medical condition, veteran status, sexual orientation, gender identity or associational preference. Grievances or complaints that are based on one of these areas need to be reported to the Associate Director of Student Affairs and Career Development, the appropriate Program Director, the Provost, or the President.

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

Informal Actions to Achieve Problem Resolution

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

1. **Step One:** Students should first attempt to solve the problem through direct discussion.

   PGS encourages discussion between the parties directly involved in a dispute, especially in the early stages. When first faced with a concern or problem regarding academic or administrative policy, procedure, decision, or conduct, students should first make a good faith attempt to resolve the problem through one or more discussions about the problem with the person(s) most directly involved.

2. **Step Two:** If discussion does not solve the problem, help should be sought.

   If direct discussion does not solve the problem, or if the student would like additional help or support in continuing the resolution process, or needs advice about how to engage in a discussion about difficult issues, or just feels unsure about what next step to take, Associate Director of Student Affairs and Career Development should be consulted.

The Associate Director of Student Affairs and Career Development ("Associate Director") will assist students with this process. The Associate Director will work to understand the problem and then will do one or more of the following:

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

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

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

Individuals Who May Help	Areas of Responsibility
Associate Director of Student Affairs and Career Development	- Communications with staff - Basic service issues - Environmental issues, which may include questions about diversity and inclusion - Respectful treatment among community members - Facilities needs - Safety and security
Registrar	- Registration - Academic Policies - Grading Policies - Graduation - Degree Progress
Student Business Services	- Financial Aid - Student Business Office - Tuition and billing
Program Director	- Academic performance - Academic progress - Evaluation issues (excluding grades) - Unethical behavior - Problem solving, including problems that aren't getting solved - Communication regarding problems - Finding answers to complex or difficult questions - Facilitating difficult conversations - Discrimination - Harassment
Provost [1]	- Any of the above - Discrimination[2] - Harassment[3]

[1] Any student may contact the Program Director.

[2] Issues regarding discrimination can also be reported to the Office of Civil Rights of the U.S. Department of Education, or the California Department of Fair Employment and Housing.

[3] Harassment complaints can also be made to the President or Program Director.

Formal Complaint Mechanism: Filing a Grievance

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

The student should discuss the grievance with the Associate Director of Student Affairs and Career Development (Associate Director. She/he will assist the student in determining whether the matter is of grievance, and if so, in determining the appropriate grievance officer to address the matter. Grievance issues include:

- Unfair or unreasonable treatment by a staff or faculty member in relation to the discharge of PGS-related duties;
- Violation of a duly adopted PGS policy as described in the PGS Student Handbook or other publications;
- Illegal discrimination under federal, state or local law;
- Unethical conduct according to recognized professional standards.

The following issues are not reviewable through the grievance process:

- An issue that would dispute the legitimate exercise of professional judgment by PGS faculty, administration, or staff;
- The content of any policy or procedure currently in force at PGS[1];
- A student performance evaluation, or grade for a course or field placement or for independent academic work under the supervision of a faculty member (grade appeals process applies);
- A decision regarding a student's academic status made by a duly designated administrative officer or committee;
- A procedural or final decision of a previous complaint or grievance;
- Any action taken more than 180 calendar days prior to a complaint or grievance.

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

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

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

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

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

Area of Grievance	Grievance Officer
Administrative Matters	Associate Director of Student Affairs and Career Development
Academic Matters	Program Director(s) and/or Provost
Discrimination or Harassment	Provost

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

Roles and Responsibilities of the Grievance Officer:

- Records the date of the grievance as the date the complaint was determined to be reviewable as a grievance.
- Provides the person against whom the grievance has been filed ("the respondent") with a copy of the grievance and a copy of the grievance processing procedures.

- Provides a copy of the grievance procedure to the complainant and assists the complainant with information regarding the complainant's right and responsibilities in the process of filing a grievance.

- Provides copies of the grievance to appropriate PGS personnel in a confidential manner for recordkeeping purposes only. When the person against whom the grievance is filed is another student, a copy of the complaint is filed with the Associate Director of Student Affairs and Career Development. When the respondent is a staff member, a copy of the complaint is filed with the Human Resources Office.

- Appoints a three-person panel to hear the grievance. The panel shall consist of one student, one faculty member, and one non-faculty employee, all chosen at the discretion of the Grievance Officer. All panel members must be full-time in their respective roles, and must have worked or been a student at PGS for at least one full year. A hearing panel member must withdraw from participation if a conflict of interest is (or should be) anticipated.

- Makes requests for all documents relevant to the complaint, and ensures (subject only to privacy laws) that all information is distributed to all parties. Documents not deemed relevant to the complaint by the Grievance Officer will not be forwarded to the grievance panel or the parties.

- Establishes a date (that can be no later than 30 calendar days after the grievance was determined to be reviewable as a grievance) for the grievance-hearing panel to meet. All parties will be given reasonable advance written notice of the hearing. This notice of the grievance hearing will include a brief statement of the factual basis of the complaint, the time and place of the hearing, and the names of the panel members. Either party to the complaint may request a new panel member on the grounds of conflict of interest but must submit the request directly to the Grievance Officer prior to the hearing date so that an alternate panel member can be identified. Requests for new panel members, which in the exclusive judgment of the Grievance Officer do not have an appropriate basis, will not be approved.

Rules for Investigating the Complaint

- Retaliation, harassment, or discrimination against a student filing a grievance or participating as a witness in the investigation will not be tolerated. Any incidents of retaliation should be reported immediately to the Grievance Officer or appropriate Program Director. Allegations of alleged discrimination or harassment should be reported to the Provost or President.

- Only those who have an immediate need to know, including the individual to whom the report is made, the accused, and any witnesses or other involved parties, are permitted to know the identity of the complainant. Persons contacted in the course of the investigation will be advised that all parties involved in a charge are entitled to respect and that any retaliation against an individual who has made a complaint, or who has provided evidence in connection with a complaint is a   separate actionable offense as provided below. Confidentiality is to be maintained throughout the investigation to the extent practical and appropriate under the circumstances.

- If any party fails to cooperate with a PGS-sponsored investigation, he or she will be subject to appropriate discipline.

- If the investigation results in a finding that the complainant falsely, knowingly or in a malicious manner accused another of violating PGS policies, the complainant will be subject to appropriate sanctions, up to and including dismissal from PGS.

- Both parties shall receive copies of all documents developed or utilized in the investigation of the complaint (in so far as is consistent with privacy laws).

- PGS will maintain a confidential written record of the grievance and how it was investigated and resolved by the appropriate Grievance Officer. This record will be retained for six years from the date of resolution of the grievance unless new circumstances dictate that the file should be kept for a longer period.

Roles and Responsibilities of the Hearing Panel

The Hearing Panel:

- Has the discretion to establish reasonable procedures for the hearing.

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

Hearing Rules

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

Outcome and Notification

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

Appeal Issues

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

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

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

The request for appeal must be made within 10 working days of the original decision.

The Appeal Officer will determine whether the grounds for appeal have been met. If not, the complainant will be so informed and no appeal process will take place.

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

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

Bureau for Private Postsecondary Education
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833
website: www.bppe.ca.gov
phone(s): (916) 431-6959, (888) 370-7589
fax: (916) 263-1897

-and/or-

Washington Student Achievement Council
917 Lakeridge Way SW
Olympia, WA 98502
website: www.wsac.wa.gov
email: info@wsac.wa.gov
phone: (360) 753-7800
fax: (916) 263-1897

Calendars

Chapter Seven

2017-2018 ACADEMIC CALENDAR

San Francisco Programs

Fall Semester 2017	Dates	Days of the week
• Orientation: Attendance is mandatory for new students	August 16	Wednesday
• Last day for payment of tuition and fees	August 16	Wednesday
• **First Residency**	August 17-20	Thursday - Sunday
• Convocation	August 19	Saturday
• Application for degree deadline: Fall 2017 graduates	August 21	Monday
• *Last day to add/drop classes for fall semester**	August 31	Thursday
• HOLIDAY: Labor Day *PGS offices closed. No classes.*	September 4	Monday
• **Second Residency**	September 14-17	Thursday - Sunday
• HOLIDAY: Columbus Day *PGS offices closed. No classes.*	October 9	Monday
• **Third Residency**	October 19-22	Thursday - Sunday
• HOLIDAY: Veteran's Day *PGS offices closed. No classes.*	November 10	Friday
• **Fourth Residency**	November 16-19	Thursday - Sunday
• HOLIDAY: Thanksgiving *PGS offices closed. No classes.*	November 23-24	Thursday - Friday
• Registration for spring semester begins	November 27	Monday
• **Fifth Residency**	December 14-17	Thursday - Sunday
• Last day of the Fall 2017 semester	December 20	Wednesday
• HOLIDAY: Winter Break *PGS offices closed.*	December 22 -January 1	Friday - Monday
• Fall semester grades due to Registrar	January 5	Friday
• Fall semester grades available online	January 8	Monday
Spring Semester 2018	**Dates**	**Days of the week**
• Last day to register for spring semester without paying a late fee	January 5	Friday
• Orientation. Attendance is mandatory for new students	January 10	Wednesday
• *Last day for payment of tuition and fees*	January 10	Wednesday
• **First Residency**	January 11-14	Thursday - Sunday
• HOLIDAY: Martin Luther King Jr Day *PGS offices closed. No classes.*	January 15	Monday
• Application for degree deadline: Spring 2018 graduates	January 22	Monday
• *Last day to add/drop classes for spring semester**	February 1	Thursday
• **Second Residency**	February 8-11	Thursday - Sunday
• HOLIDAY: President's Day *PGS offices closed. No classes.*	February 19	Monday
• **Third Residency**	March 8-11	Thursday - Sunday
• HOLIDAY: César Chávez Day *PGS offices closed. No classes.*	March 30	Friday
• **Fourth Residency**	April 5-8	Thursday - Sunday
• **Fifth Residency**	May 3-6	Thursday - Sunday
• Last day of the Spring 2018 semester	May 9	Wednesday
• Spring semester grades due to Registrar	May 25	Friday
• Spring semester grades available online	May 29	Monday
• HOLIDAY: Memorial Day *PGS offices closed. No classes.*	May 28	Monday
• Commencement ceremony	June 3	Sunday

2017-2018 ACADEMIC CALENDAR

Online Programs

Fall Semester 2017	Dates	Days of the week
• Orientation: Attendance is mandatory for new students	August 16	Wednesday
• Last day for payment of tuition and fees	August 16	Wednesday
• Convocation	August 19	Saturday
• Application for degree deadline: Fall 2017 graduates	August 21	Monday
• *Last day to add/drop classes for fall semester**	August 31	Thursday
• HOLIDAY: Labor Day *PGS offices closed. No classes.*	September 4	Monday
• HOLIDAY: Columbus Day *PGS offices closed. No classes.*	October 9	Monday
• HOLIDAY: Veteran's Day *PGS offices closed. No classes.*	November 10	Friday
• HOLIDAY: Thanksgiving *PGS offices closed. No classes.*	November 23-24	Thursday - Friday
• Registration for spring semester begins	November 27	Monday
• Last day of the Fall 2017 semester	December 20	Wednesday
• HOLIDAY: Winter Break *PGS offices closed.*	December 22 -January 1	Friday - Monday
• Fall semester grades due to Registrar	January 5	Friday
• Fall semester grades available online	January 8	Monday

Spring Semester 2018	Dates	Days of the week
• Last day to register for spring semester without paying a late fee	January 5	Friday
• Orientation. Attendance is mandatory for new students	January 10	Wednesday
• *Last day for payment of tuition and fees*	January 10	Wednesday
• HOLIDAY: Martin Luther King Jr Day *PGS offices closed. No classes.*	January 15	Monday
• Application for degree deadline: Spring 2018 graduates	January 22	Monday
• *Last day to add/drop classes for spring semester**	February 1	Thursday
• HOLIDAY: President's Day *PGS offices closed. No classes.*	February 19	Monday
• HOLIDAY: César Chávez Day *PGS offices closed. No classes.*	March 30	Friday
• Last day of the Spring 2018 semester	May 9	Wednesday
• Spring semester grades due to Registrar	May 25	Friday
• Spring semester grades available online	May 29	Monday
• HOLIDAY: Memorial Day *PGS offices closed. No classes.*	May 28	Monday
• Commencement ceremony	June 3	Sunday

2017-2018 ACADEMIC CALENDAR
Seattle Campus: Semester-based Programs

New Student Orientation/First Intensive: August 27-30, 2017 at IslandWood, Bainbridge Island, Washington

2017-2018	Fall Semester Aug 27-Dec 15	Spring Semester Jan 18-May 18	Summer Term June 4-August 3 (10 weeks)
Registration Due	August 1	November 14	May 1
Tuition Due	August 15	November 28	May 22
Semester Begins (C16)	August 27	January 18	June 4
First Intensive, IslandWood (hybrid courses)	**August 27-30**	**January 18-21**	
Metro MBA (C16) classes begin	**September 5**	**January 22**	**June 4**
Last Day to Drop with 100% Refund	September 8	January 26	June 8
Second Intensive, IslandWood (hybrid courses)	**September 15-17**	**February 15-18**	
Add/drop deadline – last day to drop with 75% Refund	September 12	February 20	June 15
Last day to drop with 50% Refund	September 26	March 6	July 6
Third Intensive, IslandWood (hybrid courses)	**October 5-8**	**March 15-18**	
Fourth Intensive, IslandWood (hybrid courses)	**November 2-5**	**April 12-15**	
Fifth Intensive, IslandWood (hybrid courses)	**December 7-10**	**May 10-13**	
Semester Ends	December 15	May 18	August 3
Holiday Break	December 18 - January 5		
Grades Due & Posted	December 22	May 25	August 10

Commencement: Sunday, June 10, 2018

Administrative Holidays *(PGS offices closed; no classes)*

Labor Day 2017: Mon, Sep 4, 2017
Indigenous Peoples Day: Mon, Oct 9, 2017
Veterans Day: Fri, Nov 10, 2017
Thanksgiving: Thu/Fri, Nov 23-24, 2017
Winter Holiday: Fri, Dec 22, 2017 through Mon, Jan 1, 2018
Martin Luther King Day: Mon, Jan 15, 2018

President's Day: Mon, Feb 19, 2018
César Chávez Day: Fri, Mar 31, 2018
Memorial Day: Mon, May 28, 2018
Independence Day: Weds, Jul 4, 2018
Labor Day 2018: Mon, Sep 3, 2018

2017-2018 ACADEMIC CALENDAR
Seattle Campus: Quarter-based Programs

2017-2018	Fall Quarter Sep 25-Dec 15 (11 weeks)	Winter Quarter Jan 8-Mar 23 (11 weeks)	Spring Quarter Apr 2-Jun 15 (11 weeks)	Summer* Jun 25-Sep 14 (10 weeks)
Registration Due	Aug 1	Oct 31	Jan 30	May 1
Tuition Due	Aug 29	Nov 28	Feb 27	May 29
Quarter Begins	Sep 25	Jan 8	Apr 2	Jun 25
Last Day to Drop with 100% Refund	Sep 29	Jan 12	Apr 6	Jun 29
First Intensive, IslandWood (hybrid courses)	**Oct 5-8**	**Jan 18-21**	**Apr 12-15**	
Add/drop deadline – last day to drop with 75% Refund	Oct 10	Jan 23	Apr 17	Jul 10
Last Day to Drop with 50% Refund	Oct 24	Feb 6	May 1	Jul 24
Second Intensive, IslandWood (hybrid courses)	**Nov 2-5**	**Feb 15-18**	**May 10-13**	
Third Intensive, IslandWood (hybrid courses)	**Dec 7-10**	**Mar 15-18**	**Jun 7-10**	
Quarter Ends	Dec 15	Mar 23	Jun 15	Sep 14
Grades Due & Posted	Dec 22	Mar 30	Jun 22	Sep 21
Commencement: Sunday, June 10, 2018				

*   **Metro Program Summer Break**: July 30 - August 10, 2018 (two weeks)

Administrative Holidays *(administrative offices closed)*

Labor Day 2017: Mon, Sep 4, 2017
Indigenous Peoples Day: Mon, Oct 9, 2017
Veterans Day: Fri, Nov 10, 2017
Thanksgiving: Thu/Fri, Nov 23-24, 2017
Winter Holiday: Fri, Dec 22, 2017 through Mon, Jan 1, 2018
Martin Luther King Day: Mon, Jan 15, 2018

President's Day: Mon, Feb 19, 2018
César Chávez Day: Fri, Mar 31, 2018
Memorial Day: Mon, May 28, 2018
Independence Day: Weds, Jul 4, 2018
Labor Day 2018: Mon, Sep 3, 2018

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Addendum I

July 19, 2017

2017-2018 Presidio Graduate School Student Handbook
ADDENDUM I
July 19, 2017

Please note the following revisions to the 2017-2018 Presidio Graduate School Student Handbook.

CHAPTER 3: TUITION & FEES 2017-2018

Replace the **2017-2018 Tuition & Fee Details** table on pages 35-36 with the table below. Note the following updates:

- For San Francisco programs, the HUB Membership fee of $480 per semester is removed.
- "2017-2018 Tuition & Fee Details: ONLINE PROGRAMS" section is removed.

2017-2018 Tuition & Fee Details: SAN FRANCISCO PROGRAMS	
PROGRAM	**Tuition per Credit**
MBA in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
MPA in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
Dual Degree MBA/MPA in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
Cleantech Certificate in Sustainable Energy Management (San Francisco Hybrid)	$1125 per semester credit
Certificate in Sustainable Management (San Francisco Hybrid)	$1125 per semester credit
Orientation Fee	**One-time Cost**
MBA in Sustainable Management (San Francisco Hybrid)	$0
MPA in Sustainable Management (San Francisco Hybrid)	$0
Additional Fees	**Cost per Semester**
Administrative Fee (per semester)	$150 per semester
***REMOVED**: HUB Membership fee (per semester)*	*$480 per semester*
Classroom Materials Fee (per semester)	$85 per semester
Technology Fee (per semester)	$65 per semester
2017-2018 Tuition & Fee Details: SEATTLE SEMESTER-BASED PROGRAMS	
PROGRAM	**Tuition per Credit**
MBA in Sustainable Management (Seattle Hybrid and Seattle Metro)	$1125 per semester credit
IslandWood Room and Board per SEMESTER (Hybrid MBA students only)	**Cost per Semester ***
Single Room with Meals *(Fall rate does not include $750 orientation)*	$3795 Fall; $4605 Spring *
Double Room with Meals *(Fall rate does not include $750 orientation)*	$2900 Fall; $3705 Spring *
Quad Room with Meals *(Fall rate does not include $750 orientation)*	$1935 Fall; $2500 Spring *
Meals Only *(requires permission of the Program Director)*	$980 Fall; $1305 Spring *
*Fall rate covers 4 residencies and does not include August orientation; Spring includes 5 residencies	
Orientation Fee	**One-time Cost**
MBA in Sustainable Management (Seattle Hybrid and Seattle Metro)	$750 **
** Refunded with a minimum of one week's notice.	
Additional Fees	**Cost per Semester**
Administrative Fee (per semester)	$150 per semester
Classroom Materials Fee (per semester)	$85 per semester
Technology Fee (per semester)	$65 per semester
2017-2018 Tuition & Fee Details: SEATTLE QUARTER-BASED PROGRAMS on TEACHOUT	
TEACHOUT: QUARTER-BASED PROGRAMS (SEATTLE)	**Tuition per Credit**
TEACHOUT: MBA in Sustainable Systems (Seattle Hybrid MBA)	$1000 per quarter credit
TEACHOUT: MBA in Sustainable Business (Seattle Metro MBA)	$1000 per quarter credit
TEACHOUT: Certificate in Cooperative Management (Seattle Hybrid, quarter)	$1000 per quarter credit
IslandWood Room and Board per Quarter	**Cost per QUARTER**
TEACHOUT: Single Room with Meals	$2750
TEACHOUT: Double Room with Meals	$2225
TEACHOUT: Quad Room with Meals	$1500
TEACHOUT: Meals Only *(requires permission of the Program Director)*	$785
TEACHOUT: Day use fee - Certificate/Metro students (includes lunch/snacks)	$120

Replace the **INCIDENTAL FEES 2017-2018** table on page 36 with the table below. Note the following update:

- "Dishonored Checks" is removed (see Returned Check Fee).
- The Deferred Payment Plan Fee (per term) is changed to $200 per term.
- The Late Deferred Payment Fee is changed to $110.

INCIDENTAL FEES 2017-2018

Incidental Fees	Cost
Late Add/Drop per class (after end of add/drop period)	$25
Incomplete (per class each term)	$500
Incomplete Extension	$500
Reinstatement (into academic program, charged upon registration) – Non-refundable	$330
Late Tuition Payment Fee	$110
UPDATED: Deferred Payment Plan Fee (per term)	*Updated:* $200 per term
Late Registration Fee	$110
Loan Registration Fee	$35
Finance Charge per month (on outstanding balance)	1.0% per month
Graduation Fee	$95
Official Transcript Fee	$10
Official Transcript Fee - RUSH	$25
Diploma Reprinting Fee	$55
Deferment Fee	$40
UPDATED: Late Deferred Payment Fee	*Updated:* $110
Student ID Card Replacement Fee	$15
Student Tuition Recovery Fund (CA students)	$0.50 per $1000
Returned Check Fee (for insufficient funds)	$40
Alumni Course Audit	$125 per credit
Alumni Certificate (for credit)	$250 per credit
Non-alumni/non-student Audit	$250 per credit

Under **ANNUAL AND TOTAL CHARGES – DEGREE PROGRAMS** on pages 37-39, the following changes are made:

- On page 37, replace the **SAN FRANCISCO DEGREE PROGRAMS** table with the table below. Updates made to "Total fees" and "TOTAL Estimated Charges" are due to removal of the HUB Membership fee.
- On page 39, remove the **ONLINE DEGREE PROGRAMS** table.

SAN FRANCISCO DEGREE PROGRAMS

MBA or MPA in Sustainable Management (San Francisco Hybrid)		
FULL-TIME: 30 credits/year over two years = 60 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$33,750	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$600	*(2 semesters x $300 per semester)*
TOTAL Estimated Charges, 2017-2018	**$34,350**	
PROGRAM TOTAL		
Total tuition for degree program *	$67,500	*(60 credits x $1125/credit)*
Total fees *	$1,200	*(4 semesters x $300 per semester)*
TOTAL Estimated Charges for Degree *	**$68,700 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
PART-TIME: 15 credits/year over four years = 60 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$16,875	*(15 credits x $1125/credit)*
Total fees, 2017-2018	$600	*(2 semesters x $300 per semester)*
TOTAL Estimated Charges, 2017-2018	**$17,475**	
PROGRAM TOTAL		
Total tuition for degree program *	$67,500	*(60 credits x $1125/credit)*
Total fees *	$2,400	*(8 semesters x $300 per semester)*
TOTAL Estimated Charges for Degree *	**$69,900 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
MBA/MPA Dual Degree (San Francisco Hybrid)		
FULL-TIME: 30 credits/year over three years = 90 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$33,750	*(30 credits x $1125/credit)*
Total fees, 2017-2018	$600	*(2 semesters x $300 per semester)*
TOTAL Estimated Charges, 2017-2018	**$34,350**	
PROGRAM TOTAL		
Total tuition for degree program *	$101,250	*(90 credits x $1125/credit)*
Total fees *	$1,800	*(6 semesters x $300 per semester)*
TOTAL Estimated Charges for Degree *	**$103,050 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		
PART-TIME: 15 credits/year over six years = 90 credits total		
2017-2018 Academic Year		
Total tuition for 2017-2018	$16,875	*(15 credits x $1125/credit)*
Total fees, 2017-2018	$600	*(2 semesters x $300 per semester)*
TOTAL Estimated Charges, 2017-2018	**$17,475**	
PROGRAM TOTAL		
Total tuition for degree program *	$101,250	*(90 credits x $1125/credit)*
Total fees *	$3,600	*(12 semesters x $300 per semester)*
TOTAL Estimated Charges for Degree *	**$104,850 ***	
* Estimate based on 2017-2018 tuition/fees. Please note that PGS may raise tuition/fees in future academic years.		

Under **TUITION AND FEES PAYMENT** on page 40, the following changes are made:

- Replace the first paragraph with the following:

   Tuition and fees for Presidio Graduate School are billed and due in July/August for the fall semester, November/December for the spring semester and April for the summer term. Please see the Academic Calendar or the table below for specific dates for each semester. All checks should be made payable Presidio Graduate School. Please note that in 2017-2018, additional billing and payment cycles will be included for the teach-out of Seattle quarter-based programs. Please see the table below for dates.

- Replace the "Due dates" table with the following:

TERM	TUITION/FEES DUE DATE
Fall semester 2017 (San Francisco)	August 3, 2017
Fall semester 2017 (Seattle)	August 15, 2017
Fall quarter 2017 (Seattle)	August 29, 2017
Winter quarter 2018 (Seattle)	November 28, 2017
Spring semester 2018 (San Francisco and Seattle)	December 20, 2018
Spring quarter 2018 (Seattle)	February 27, 2018
Summer term 2018 (Seattle)	May 29, 2018

Under "**Deferred Payment Plans**" on page 41, replace the second paragraph with the following, which includes increased Deferred Payment Plan fee and Late Deferred Payment fee.

   A Deferred Payment Plan must be completed by the student and be approved by the PGS CFO in order to be valid. The payment schedule must reflect the most expeditious rate of payment possible, but never longer than the end of the current term. A $200 Deferred Payment Plan fee is charged for this plan. Payments not made by the agreed upon date will be assessed a $110 Late Deferred Payment fee.

Under **ESTIMATED COST OF ATTENDANCE (COA) BUDGET** on page 46, replace the table with the updated table below. Note the following changes:

- For San Francisco programs, the "Fees" are reduced to $600 per year due to the removal of the HUB Membership fee.
- For San Francisco programs, the COA for both full-time and half-time is reduced due to the removal of the HUB Membership fee.
- The ONLINE PROGRAMS section is removed.

SAN FRANCISCO PROGRAMS	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
MBA, MPA or Dual Degree San Francisco, full-time	$58,170	$33,750[1]	N/A	$1,200	$600	$14,000	$4,620	$4,000	$0
MBA, MPA or Dual Degree San Francisco, half-time	$41,820	$18,000[2]	N/A	$600	$600	$14,000	$4,620	$4,000	$0
SEATTLE PROGRAMS	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
MBA Sustainable Management Seattle Hybrid, full-time	$63,355	$33,750[1]	$5,185[3]	$1,200	$600	$14,000	$4,620	$4,000	$0
MBA Sustainable Management Seattle Metro, full-time	$58,974	$33,750[4]	N/A	$1,200	$600	$16,800	$5,544	$1,080[11]	$0
MBA Sustainable Management Seattle Metro, half-time	$41,499	$16,875[4]	N/A	$600	$600	$16,800	$5,544	$1,080[11]	$0
SEATTLE PROGRAMS - Teachout	COA	Tuition	Lodging	Books & Supplies	Fees	Living Expenses	Personal Expenses	Transportation	Loan Fees
Teachout: MBA Sustainable Systems Seattle Hybrid full-time	$56,508	$30,000[5]	$4,500[2]	$1050	$600	$12,600	$4,158	$3,600	$0
Teachout: MBA Sustainable Systems Seattle Hybrid part-time	$43,983	$18,000[6]	$4,500[2]	$525	$600	$12,600	$4,158	$3,600	$0
Teachout: MBA Sustainable Business Seattle Metro full-time	$55,074	$30,000[7]	N/A	$1050	$600	$16,800	$5,544	$1,080[11]	$0
Teachout: MBA Sustainable Business Seattle Metro part-time	$40,549	$16,000[8]	N/A	$525	$600	$16,800	$5,544	$1,080[11]	$0
Teachout: quarter-based Certificate in Cooperative Management	$14,340	$12,000[9]	N/A	$300	$600	$360[10]	Not included	$1,080[11]	$0

[1] COA based on tuition for 15 credits per term/30 credits per year over 10 months/2 semester enrollment
[2] COA based on tuition for 8 credits per term/16 credits per year over 10 months/2 semester enrollment
[3] Based on quad occupancy and full meals at IslandWood
[4] COA based on average full-time or part-time tuition of Seattle Metro MBA students over 12-month/3-term enrollment
[5] COA based on tuition for 10 credits per quarter over 9 month/3 quarter enrollment
[6] COA based on tuition for 6 credits per quarter over 9 month/3 quarter enrollment
[7] COA based on average tuition of MBA in Sustainable Business students over 12-month/4-quarter enrollment
[8] COA based on 4 credits per quarter over 12-month/4-quarter enrollment
[9] COA based on 3 credits per quarter over 12 months/4 quarter enrollment
[10] Includes Saturday lunches and snacks at IslandWood for Fall/Winter/Spring quarters ($120/quarter)
[11] Average cost based on public transportation

CHAPTER 7: CALENDARS

Replace the 2017-2018 ACADEMIC CALENDAR -San Francisco Programs with the calendar below. Note the following changes:

- Last day to register for Fall 2017 semester is July 21.
- Last day for payment of tuition and fees for Fall 2017 semester is August 3.
- Last day to register for Spring 2018 semester is December 6.
- Last day for payment of tuition and fees for Spring 2018 semester is December 20.

Fall Semester 2017	Dates	Days of the week
• *Last day to register for Fall 2017 semester without paying a late fee*	July 21	Friday
• *Last day for payment of tuition and fees*	August 3	Thursday
• Orientation: Attendance is mandatory for new students	August 16	Wednesday
• **First Residency**	August 17-20	Thursday - Sunday
• Convocation	August 19	Saturday
• Application for degree deadline: Fall 2017 graduates	August 21	Monday
• *Last day to add/drop classes for fall semester**	August 31	Thursday
• HOLIDAY: Labor Day *PGS offices closed. No classes.*	September 4	Monday
• **Second Residency**	September 14-17	Thursday - Sunday
• HOLIDAY: Columbus Day *PGS offices closed. No classes.*	October 9	Monday
• **Third Residency**	October 19-22	Thursday - Sunday
• HOLIDAY: Veteran's Day *PGS offices closed. No classes.*	November 10	Friday
• **Fourth Residency**	November 16-19	Thursday - Sunday
• HOLIDAY: Thanksgiving *PGS offices closed. No classes.*	November 23-24	Thursday - Friday
• Registration for spring semester begins	November 27	Monday
• **Fifth Residency**	December 14-17	Thursday - Sunday
• Last day of the Fall 2017 semester	December 20	Wednesday
• HOLIDAY: Winter Break *PGS offices closed.*	December 22 -January 1	Friday - Monday
• Fall semester grades due to Registrar	January 5	Friday
• Fall semester grades available online	January 8	Monday
Spring Semester 2018	**Dates**	**Days of the week**
• *Last day to register for spring semester without paying a late fee*	December 6	Wednesday
• *Last day for payment of tuition and fees*	December 20	Wednesday
• Orientation. Attendance is mandatory for new students	January 10	Wednesday
• **First Residency**	January 11-14	Thursday - Sunday
• HOLIDAY: Martin Luther King Jr Day *PGS offices closed. No classes.*	January 15	Monday
• Application for degree deadline: Spring 2018 graduates	January 22	Monday
• *Last day to add/drop classes for spring semester**	February 1	Thursday
• **Second Residency**	February 8-11	Thursday - Sunday
• HOLIDAY: President's Day *PGS offices closed. No classes.*	February 19	Monday
• **Third Residency**	March 8-11	Thursday - Sunday
• HOLIDAY: César Chávez Day *PGS offices closed. No classes.*	March 30	Friday
• **Fourth Residency**	April 5-8	Thursday - Sunday
• **Fifth Residency**	May 3-6	Thursday - Sunday
• Last day of the Spring 2018 semester	May 9	Wednesday
• Spring semester grades due to Registrar	May 25	Friday
• Spring semester grades available online	May 29	Monday
• HOLIDAY: Memorial Day *PGS offices closed. No classes.*	May 28	Monday
• Commencement ceremony	June 3	Sunday

Replace the **2017-2018 ACADEMIC CALENDAR –Seattle Campus: Semester-based Programs** with the calendar below. Note the following changes:

- Cohort 16 replaced with Cohort 27
- Metro class start date removed.
- "Intensive" replaced with "Residency."
- For Second Residency, note added regarding September 15 class location.
- Fall 2017 semester end date changed to December 20.
- Fall 2017 semester Grades Due & Posted date changed to January 5.
- Last day to register for Spring 2018 semester changed to December 6.
- Last day for payment of tuition and fees for Spring 2018 semester changed to December 20.
- Summer term removed.

2017-2018 ACADEMIC CALENDAR
(revised July 19, 2017)
Seattle Campus: Semester-based Programs

New Student Orientation/First Residency: August 27-30, 2017 at IslandWood, Bainbridge Island, Washington

2017-2018	Fall Semester Aug 27-Dec 20	Spring Semester Jan 18-May 18
Registration Due	August 1	December 6
Tuition Due	August 15	December 20
Semester Begins	August 27	January 18
First Residency, IslandWood	**August 27-30**	**January 18-21**
Last Day to Drop with 100% Refund	September 8	January 26
Second Residency, IslandWood *(note: Sep 15 class at Seattle ImpactHub)*	**September 15-17**	**February 15-18**
Add/drop deadline – last day to drop with 75% Refund	September 12	February 20
Last day to drop with 50% Refund	September 26	March 6
Third Residency , IslandWood	**October 5-8**	**March 15-18**
Fourth Residency , IslandWood	**November 2-5**	**April 12-15**
Fifth Residency , IslandWood	**December 7-10**	**May 10-13**
Semester Ends	December 20	May 18
Holiday Break	December 21 - January 17	
Grades Due & Posted	January 5	May 25
Commencement: Sunday, June 10, 2018		

Administrative Holidays *(PGS offices closed; no classes)*

Labor Day 2017: Mon, Sep 4, 2017
Indigenous Peoples Day: Mon, Oct 9, 2017
Veterans Day: Fri, Nov 10, 2017
Thanksgiving: Thu/Fri, Nov 23-24, 2017
Winter Holiday: Fri, Dec 22, 2017 through Mon, Jan 1, 2018
Martin Luther King Day: Mon, Jan 15, 2018

President's Day: Mon, Feb 19, 2018
César Chávez Day: Fri, Mar 31, 2018
Memorial Day: Mon, May 28, 2018
Independence Day: Weds, Jul 4, 2018
Labor Day 2018: Mon, Sep 3, 2018

Replace the **2017-2018 ACADEMIC CALENDAR –Seattle Campus: Quarter-based Programs** with the calendar below. Note the following changes:

- "Intensive" replaced with "Residency."

2017-2018 ACADEMIC CALENDAR
(revised July 19, 2017)
Seattle Campus: Quarter-based Programs

2017-2018	Fall Quarter Sep 25-Dec 15 (11 weeks)	Winter Quarter Jan 8-Mar 23 (11 weeks)	Spring Quarter Apr 2-Jun 15 (11 weeks)	Summer* Jun 25-Sep 14 (10 weeks)
Registration Due	Aug 1	Oct 31	Jan 30	May 1
Tuition Due	Aug 29	Nov 28	Feb 27	May 29
Quarter Begins	Sep 25	Jan 8	Apr 2	Jun 25
Last Day to Drop with 100% Refund	Sep 29	Jan 12	Apr 6	Jun 29
First Residency, IslandWood (hybrid courses)	**Oct 5-8**	**Jan 18-21**	**Apr 12-15**	
Add/drop deadline – last day to drop with 75% Refund	Oct 10	Jan 23	Apr 17	Jul 10
Last Day to Drop with 50% Refund	Oct 24	Feb 6	May 1	Jul 24
Second Residency, IslandWood (hybrid courses)	**Nov 2-5**	**Feb 15-18**	**May 10-13**	
Third Residency, IslandWood (hybrid courses)	**Dec 7-10**	**Mar 15-18**	**Jun 7-10**	
Quarter Ends	Dec 15	Mar 23	Jun 15	Sep 14
Grades Due & Posted	Dec 22	Mar 30	Jun 22	Sep 21
Commencement: Sunday, June 10, 2018				

* **Metro Program Summer Break**: July 30 - August 10, 2018 (two weeks)

Administrative Holidays *(administrative offices closed)*

Labor Day 2017: Mon, Sep 4, 2017
Indigenous Peoples Day: Mon, Oct 9, 2017
Veterans Day: Fri, Nov 10, 2017
Thanksgiving: Thu/Fri, Nov 23-24, 2017
Winter Holiday: Fri, Dec 22, 2017 through Mon, Jan 1, 2018
Martin Luther King Day: Mon, Jan 15, 2018

President's Day: Mon, Feb 19, 2018
César Chávez Day: Fri, Mar 31, 2018
Memorial Day: Mon, May 28, 2018
Independence Day: Weds, Jul 4, 2018
Labor Day 2018: Mon, Sep 3, 2018

Addendum II

September 1, 2017

2017-2018 Presidio Graduate School Student Handbook
ADDENDUM II
September 1, 2017

Please note the following revisions to the 2017-2018 Presidio Graduate School Student Handbook.

CHAPTER 1: COMMUNITY & PURPOSE

GOVERNANCE STRUCTURE

SCHOOL LEADERSHIP

The following changes are made to **GOVERNANCE STRUCTURE – SCHOOL LEADERSHIP** *on page 5:*

Chief Financial Officer *is removed and replaced with* **Director of Finance and Student Business Services**:

Director of Finance and Student Business Services

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

Director of Operations *is added:*

Director of Operations

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

ACADEMIC LEADERSHIP

The following changes are made to **GOVERNANCE STRUCTURE – ACADEMIC LEADERSHIP** *on page 5:*

Program Directors *is removed and replaced with* **Core Faculty**:

Core Faculty

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

BOARD OF DIRECTORS

Replace the Board of Directors roster on page 7 with the following:

OFFICERS

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

MEMBERS

Gretchen Cummings, MBA, MPP
Mona Das, MBA
Candice Eggerss, MBA
Frank Gerber, MBA
Lee Gotshall-Maxon, JD
Rahul Raj
Kamran Saddique, MIB
Sabrina Watkins, MBA
Student Board Member: To Be Announced in September 2017

FOUNDERS AND EMERITUS ADVISORS

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

FACULTY ACADEMY

*Replace the **Faculty Academy** on pages 8-10 with the following list. Note updated Academic Leadership and added details regarding San Franciscos and/or Seattle Campus.*

ACADEMIC LEADERSHIP

Dariush Rafinejad, PhD
Provost and Core Faculty
Sustainable Products & Services (San Francisco Campus)
Sustainable Energy Management (San Francisco Campus)
PhD, University of California, Berkeley
MSc., University of California, Berkeley

CORE FACULTY

Dwight Collins, PhD
Core Faculty
Professor Emeritus
Operations and Production (San Francisco Campus)
PhD, Cornell University
MS, Cornell University
BS, Cornell University

Steven Crane, PhD
Core Faculty
Managerial Finance (San Francisco Campus)
PhD, California School of Professional Psychology
MBA, Golden Gate University
BA, University of Michigan, Ann Arbor

Khalid Kadir, PhD
Core Faculty
Quantitative Methods for Business & Public Administration (San Francisco Campus)
Capitalism in Context (Seattle Campus)
PhD, University of California, Berkeley
MSE, University of California, Berkeley
BSE, University of California, Berkeley

Marsha Willard, PhD
Core Faculty
Principles of Sustainable Management (San Francisco Campus)
Capitalism in Context (Seattle Campus)
Means & Measures (Seattle Campus)
PhD, University of Southern California
MS, University of Oregon
BA, Mount Holyoke College

ASSOCIATE FACULTY

NIZAR ABDALLAH, PhD
Sustainable Energy Management (San Francisco)
PhD, Pierre and Marie Curie University
MBA, Presidio Graduate School

DAN ARNETT
Cooperative Management (Seattle)
MMCCU, St. Mary's University
BA, Transylvania University

APRIL ATWOOD, PhD
Marketing (Seattle)
PhD, The Ohio State University
MA, The Ohio State University
BS, The Ohio State University

JILL BAMBURG
Cooperative Management (Seattle)
MBA, Stanford University
BA, Washington University

MANUHUIA BARCHAM, PhD
Entrepreneurship & Intrapreneurship (Seattle)
PhD, The Australian National University
MA, University of Canterbury
BA, University of Canterbury
BSc, University of Canterbury

ELIZABETH BURKE
Accounting (San Francisco and Seattle)
Finance (Seattle)
Capitalism in Context (Seattle)
Means & Measures (Seattle)
Business Modeling & Decision Analysis (Seattle)
MS, Antioch University, Seattle
BS, Illinois State University

MARY KAY CHESS, PhD
Leadership and Personal Development (Seattle)
PhD, California Institute of Integral Studies
MSW, West Virginia University
BA, Edinboro University

ALISON COHEN
Research Methods and Policy Evaluation (San Francisco)
MPH, University of California, Berkeley
BA, Brown University

ROBERT COOMBS
Managerial Marketing (San Francisco)
MBA, Presidio Graduate School
BA, University of Delaware

CASEY DILLOWAY
Finance (San Francisco and Seattle)
Capitalism in Context (Seattle)
Means & Measures (Seattle)
Business Modeling & Decision Analysis (Seattle)
MBA, Pinchot University
BA, University of Washington

CARRIE FERRENCE
Management (Seattle)
MBA, Pinchot University
BA, American University

LISA FISHER
Effective Management Communication in Action (San Francisco)
MA, Saybrook University
MAT, College of Idaho
BA, Wellesley College

KRISTOPHER FORDHAM
Cooperative Management (Seattle)
MBA, Pinchot University
BA, Warren Wilson College

VANESSA FRY
Market Failures & the Regulatory Environment (San Francisco)
EdD, Harvard University Graduate School of Education
MA, Harvard University
BA, UC San Diego

MICHEL GAULTIER
Economics (Seattle)
MBA, University of Paris I
MS, University of Paris I
BS, University of Paris I

DENNIS GAWLIK
Operations (San Francisco and Seattle)
MS, The Pennsylvania State University
BA, Northwestern University

BEAU GIANNINI
Integrative Capstone (MBA) (San Francisco)
MBA, University of California, Berkeley
BA, Dartmouth College

MICHAEL GODFRIED
Systems Thinking (Seattle)
MIPM, University of Washington
MArch, University of Washington
BAS/BA, University of Pennsylvania

SIMON GOLAND
Leadership for Sustainable Management (San Francisco)
MA, Royal Roads University
BSc, Ben-Gurion University

AARON GREENE
Integrative Capstone (MBA) (San Francisco)
MBA, Presidio Graduate School
BA, University of California, Santa Barbara

STEVE HILL
Management (Seattle)
MBA, University of California, Los Angeles
BS, University of California, Berkeley

AUDRA JUNG
Action Learning Practicum: Organizational Leadership (Seattle)
MBA, Pinchot University
BS, Northland College

JOSEPH KOTT, PhD
Sustainable Urban Development and Policy (San Francisco)
PhD, Curtin University
MS, Monash University
MA, University of North Carolina at Chapel Hill
BA, Wayne State University

ALEX LAMB
Finance (Seattle)
MBA, Pinchot University
BA, Hampshire College

NATASHA LAMB
Finance (Seattle)
MBA, Pinchot University
BA, Mount Holyoke College

BRIAN LANAHAN
Managerial Marketing (San Francisco)
MBA, Northwestern University
BA, Duke University

DONNA LASALA
Public Sector Finance (San Francisco)
Human Resources & Management Ethics (San Francisco)
Information Management & Technology Policy (San Francisco)
MPA, University of San Francisco
BS, Cornell University

JEFF LEINAWEAVER, PhD
Management (Seattle)
PhD, Fielding Graduate University
MA, Fielding Graduate University
MA, University of Surrey
BA, University of Arizona

BILL LEMON
Finance (Seattle Campus)
MS, Stanford University
BS, Stanford University

MICHAEL LIBES
Action Learning Practicum (Seattle)
MS, University of Washington
BS, Carnegie Mellon University

JOHN MCNAMARA
Cooperative Management (Seattle)
MMCCU, St. Mary's University
BA, University of Wisconsin

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MA, California State University, Hayward
BA, University of California, Santa Cruz

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MSE, The Johns Hopkins University
BS, Spelman College

ROBERT PARENTEAU
Capital Markets (San Francisco)
BA, Williams College

BEN RANKIN
Systems Thinking (Seattle)
MBA, University of Washington
BA, Reed College

LORINDA ROWLEDGE, PhD
Action Learning Practicum (Seattle)
PhD, University of Oregon
MA, University of Oregon
BA, University of Calgary

CYNTHIA SCOTT, PhD
Core Faculty Emeritus
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PhD, The Fielding Institute
MPH, University of Michigan
BA, University of California, Berkeley

ADAM SEITCHIK, PhD
Finance (Seattle Campus)
PhD, Boston University
MA, Boston University
BA, University of Texas

NINA SERPIELLO, PhD
Creativity and Innovation (Seattle)
PhD, Saybrook University
MFA, Notre Dame University

STEPHANIE SHARMA
Strategy (San Francisco and Seattle)
Global MBA, Thunderbird School of Global Management
BA, University of Nebraska, Lincoln

RAYMOND TODD WALLACE
Cooperative Management (Seattle)
BA, New York University

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

ADMINISTRATION

Replace **Administration** on page 11 with the following:

OFFICE OF THE PRESIDENT

Interim President and Board Chair
Suzanne Farver

Provost and Core Faculty
Dariush Rafinejad, PhD

Director of Operations
Eric Cetnarski

Director of Development
Emily Conrad

FINANCE AND GOVERNANCE

Director of Finance & Student Business Services
Laura Ludwig

Senior Manager, Strategy and Governance
Divya Srinivasan

Veteran Affairs Coordinator
Brett Denbow

MARKETING & COMMUNICATIONS

Director of Marketing
Tanya Welicky

ADMISSIONS

Director of Admissions
Kari Dorth

Senior Manager, Admissions & Community Engagement
Connor O'Farrell

Manager, Admissions & Community Engagement
Neha Hora, MBA

REGISTRAR

Registrar and Institutional Researcher
Lynn Braun, MSFS

Associate Registrar
Cathy Huie

STUDENT LIFECYCLE

Manager of Community Engagement
Sally Jernigan-Smith

Career Services
Sharmila Singh

Residency Coordinator – San Francisco
To Be Announced

CHAPTER 2: ACADEMIC PROGRAMS

The following changes are made to Chapter 2: Academic Programs:

Update the first paragraph under **CREDIT HOUR DEFINITION** *on page 14 as follows:*

> Presidio Graduate School uses the semester system and therefore awards semester credits for all programs with the exception of the Certificate in Cooperative Management, which in 2017-2018 will be on a quarter calendar. Please note also that the Seattle-based MBA in Sustainable Business and MBA in Sustainable Systems programs are being offered in both quarter-based courses/credits as a teach-out for continuing students and in semester-based courses/credits for new incoming students.

Replace all sections from "Degree Programs" on page 15 through the end of Chapter 2 on page 33 with the following content, which includes further details on San Francisco and Seattle programs. This content is especially intended to provide further details on the semester-based Seattle Hybrid MBA program. These changes are being made due to the continuation of the Seattle-based MBA in Sustainable Systems (Seattle Hybrid MBA) program in 2017-2018. It was previously indicated that this program was being replaced by the MBA in Sustainable Management program. For 2017-2018, new students will still be admitted to the MBA in Sustainable Systems program, which has been converted to semester-based courses and credits.

DEGREE AND CERTIFICATE PROGRAMS

Presidio Graduate School challenges and prepares students to use business and public policy as a solution to the social, environmental and economic problems of our time. PGS's objective is to develop successful leaders ready for positions within for-profit, non-profit and public sector organizations.

Degree programs at Presidio Graduate School's San Francisco and Seattle campuses include:

- MBA in Sustainable Management – San Francisco
- MPA in Sustainable Management – San Francisco
- MBA/MPA in Sustainable Management Dual Degree – San Francisco
- MBA in Sustainable Systems – Seattle
- MBA in Sustainable Business – Seattle

Graduate-level certificate programs at Presidio Graduate School's San Francisco and Seattle campuses include:

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

DEGREE PROGRAMS – SAN FRANCISCO

MBA IN SUSTAINABLE MANAGEMENT – San Francisco

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

Program Framework

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

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

Program Format: San Francisco Hybrid

The MBA in Sustainable Management is a 60-credit semester-based curriculum, with fifteen required courses and one elective. In 2017-2018, the program is offered in the San Francisco Hybrid format, designed for working professionals and adult learners. PGS's San Francisco Hybrid format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

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

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

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

Program Outcome: Sustainable Systems

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

- Applying whole systems thinking to develop business strategies for sustainable solutions
- Integrating sustainability principles, frameworks and tools to business activities, strategies and models
- Modeling highly ethical behavior and a social justice orientation to affect sustainability across a broad spectrum of stakeholders

Program Outcome: Sustainable Leadership

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

- Adjusting to changing situations and obstacles while promoting productivity and sustainability in a variety of contexts – including relationships, teams and organizations
- Encouraging and building relationships that promote sustainability across multiple roles and stakeholders within diverse global, social, political, ethical and cultural business contexts
- Identifying levers of cultural and structural change in a organizational systems in support of sustainability

Program Outcome: Business Foundations

Recognizing and transforming today's global issues into innovative business opportunities requires a level of acumen in the foundational disciplines of business and management. PGS students understand and integrate business fundamentals of economics, innovation, capital management and critical thinking to design, develop and manage sustainable businesses. PGS MBA graduates are proficient in:

- Analyzing market behavior and interpreting the allocation of resources while recognizing the limitations of existing economic models
- Integrating sustainability principles into the design, commercialization, marketing, and production of products and services

- Interpreting the financial conditions of an enterprise and evaluating the use of financial capital to optimize value for all stakeholders, taking into account ethics and other forms of capital, specifically social and natural capital
- Conceptualizing, applying, synthesizing and evaluating the nature of information and knowledge for effective and sustainable business decision-making through observation, experience, reflection, reasoning and communication in ways that lead to sustainable action.

Degree Requirements and Suggested Course Sequences: MBA in Sustainable Management

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

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

Full-time MBA in Sustainable Management – San Francisco, Fall or Spring Start		
SEMESTER 1		**Credits**
SUS6000	Managerial Accounting	4
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 1 Credits	15
	Cumulative Credits	15
SEMESTER 2		**Credits**
SUS6025	Economics *(prerequisite SUS6021)*	4
SUS6110	Operations & Production *(prerequisites SUS6000, SUS6021; corequisite SUS6210)*	4
SUS6130	Implementation of Sustainable Practices *(prerequisite SUS6010)*	3
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195; corequisite SUS6110)*	4
	Total Semester 2 Credits	15
	Cumulative Credits	30
SEMESTER 3		**Credits**
SUS6040	Managerial Finance *(prerequisite SUS6110; corequisite SUS6050)*	4
SUS6050	Strategy *(corequisite SUS6040)*	4
SUS6060	Managerial Marketing	4
SUS6090	Sustainable Products & Services	3
	Total Semester 3 Credits	15
	Cumulative Credits	45
SEMESTER 4		**Credits**
SUS6145	MBA Integrative Capstone *(prerequisite SUS6060)*	4
SUS6175	Capital Markets *(prerequisite: SUS6000)*	4
SUS7025	Market Failures and the Regulatory Environment	4
Elective	Elective	3
	Total Semester 4 Credits	15
	TOTAL PROGRAM CREDITS	**60**

Part-time MBA in Sustainable Management – San Francisco, Fall Start		
SEMESTER 1		**Credits**
SUS6000	Managerial Accounting	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 1 Credits	7
	Cumulative Credits	7
SEMESTER 2		**Credits**
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
	Total Semester 2 Credits	8
	Cumulative Credits	15
SEMESTER 3		**Credits**
SUS6025	Economics *(prerequisite SUS6021)*	4
SUS6130	Implementation of Sustainable Practices *(prerequisite SUS6010)*	3
	Total Semester 3 Credits	7
	Cumulative Credits	22
SEMESTER 4		**Credits**
SUS6110	Operations & Production *(prerequisites SUS6000, SUS6021; corequisite SUS6210)*	4
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195; corequisite SUS6110)*	4
	Total Semester 4 Credits	8
	Cumulative Credits	30
SEMESTER 5		**Credits**
SUS6040	Managerial Finance *(prerequisite SUS6110; corequisite SUS6050)*	4
SUS6050	Strategy *(corequisite SUS6040)*	4
	Total Semester 5 Credits	8
	Cumulative Credits	38
SEMESTER 6		**Credits**
SUS6060	Managerial Marketing	4
SUS6090	Sustainable Products & Services	3
	Total Semester 6 Credits	7
	Cumulative Credits	45
SEMESTER 7		**Credits**
SUS6175	Capital Markets *(prerequisite: SUS6000)*	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 7 Credits	8
	Cumulative Credits	53
SEMESTER 8		**Credits**
SUS6145	MBA Integrative Capstone *(prerequisite SUS6060)*	4
Elective	Elective	3
	Total Semester 8 Credits	7
	TOTAL PROGRAM CREDITS	**60**

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

Part-time MBA in Sustainable Management – San Francisco, Spring Start		
SEMESTER 1		**Credits**
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
	Total Semester 1 Credits	8
	Cumulative Credits	8
SEMESTER 2		**Credits**
SUS6000	Managerial Accounting	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 2 Credits	7
	Cumulative Credits	15
SEMESTER 3		**Credits**
SUS6110	Operations & Production *(prerequisites SUS6000, SUS6021; corequisite SUS6210)*	4
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195; corequisite SUS6110)*	4
	Total Semester 3 Credits	8
	Cumulative Credits	22
SEMESTER 4		**Credits**
SUS6025	Economics *(prerequisite SUS6021)*	4
SUS6130	Implementation of Sustainable Practices *(prerequisite SUS6010)*	3
	Total Semester 4 Credits	7
	Cumulative Credits	30
SEMESTER 5		**Credits**
SUS6060	Managerial Marketing	4
SUS6090	Sustainable Products & Services	3
	Total Semester 5 Credits	8
	Cumulative Credits	38
SEMESTER 6		**Credits**
SUS6040	Managerial Finance *(prerequisite SUS6110; corequisite SUS6050)*	4
SUS6050	Strategy *(corequisite SUS6040)*	4
	Total Semester 6 Credits	7
	Cumulative Credits	45
SEMESTER 7		**Credits**
SUS6175	Capital Markets (p*rerequisite: SUS6000)*	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 7 Credits	8
	Cumulative Credits	53
SEMESTER 8		**Credits**
SUS6145	MBA Integrative Capstone *(prerequisite SUS6060)*	4
Elective	Elective	3
	Total Semester 8 Credits	7
	TOTAL PROGRAM CREDITS	**60**

MPA IN SUSTAINABLE MANAGEMENT – San Francisco

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

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

Program Framework

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

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

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

Program Format: San Francisco Hybrid

The MPA degree is a 60-credit semester-based curriculum, with fifteen required courses and one elective. The program is offered in the San Francisco Hybrid format, designed for working professionals and adult learners. PGS's San Francisco Hybrid format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

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

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

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

PGS offers the Hybrid MPA program at the San Francisco campus only.

Program Outcome: Sustainable Systems

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

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

Program Outcome: Sustainable Leadership

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

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

Program Outcome: Public Administration

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

- Integrating sustainable management into policy analysis, design, implementation, evaluation and management;
- Translating knowledge, theory, and practice between business and public administration to create the strongest foundations for solving problems and making decisions that lead to sustainable action;
- Leading and managing public governance, and incorporating public values into decisions;
- Managing public finance and budgets sustainably;
- Contributing to the public policy process and applying management tools that engage and enhance multi-stakeholder value.

MPA Integrative Capstone Plan Project

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

Degree Requirements and Suggested Course Sequences: MPA in Sustainable Management

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

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

Full-time MPA – San Francisco, Fall Start only		
SEMESTER 1 (Fall)		**Credits**
SUS7010	Introduction to Public Administration & Policy	4
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
SUS7020	Civic Leadership, Decision-Making & Systems Thinking	4
	Total Semester 1 Credits	16
	Cumulative Credits	16
SEMESTER 2 (Spring)		**Credits**
SUS6195	Effective Management, Communication & Action	3
SUS6025	Economics *(prerequisite SUS6021)*	4
SUS6130	Implementation of Sustainable Practices *(prerequisite SUS6010)*	3
SUS7040	Human Resources & Management Ethics	3
	Total Semester 2 Credits	13
	Cumulative Credits	29
SEMESTER 3 (Fall)		**Credits**
SUS7030	Research Methods & Policy Evaluation	4
SUS7060	Public Sector Finance	4
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195)*	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 3 Credits	16
	Cumulative Credits	45
SEMESTER 4 (Spring)		**Credits**
SUS7100	Sustainable Urban Development, Economics & Policy	4
SUS7080	Information Management, Technology & Policy	4
SUS7090	MPA Integrative Capstone	4
Elective	Elective	3
	Total Semester 4 Credits	15
	TOTAL PROGRAM CREDITS	**60**

Part-time MPA – San Francisco, Fall Start only		
SEMESTER 1 (Fall)		**Credits**
SUS7010	Introduction to Public Administration & Policy	4
SUS7020	Civic Leadership, Decision-Making & Systems Thinking	4
	Total Semester 1 Credits	8
	Cumulative Credits	8
SEMESTER 2 (Spring)		**Credits**
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
	Total Semester 2 Credits	8
	Cumulative Credits	16
SEMESTER 3 (Fall)		**Credits**
SUS6025	Economics *(prerequisite SUS6021)*	4
SUS6195	Effective Management, Communication & Action	3
	Total Semester 3 Credits	7
	Cumulative Credits	23
SEMESTER 4 (Spring)		**Credits**
SUS6130	Implementation of Sustainable Practices *(prerequisite SUS6010)*	3
SUS7040	Human Resources & Management Ethics	3
	Total Semester 4 Credits	6
	Cumulative Credits	29
SEMESTER 5 (Fall)		**Credits**
SUS7030	Research Methods & Policy Evaluation	4
SUS7060	Public Sector Finance	4
	Total Semester 5 Credits	8
	Cumulative Credits	37
SEMESTER 6 (Spring)		**Credits**
SUS7080	Information Management, Technology & Policy	4
SUS7100	Sustainable Urban Development, Economics & Policy	4
	Total Semester 6 Credits	8
	Cumulative Credits	45
SEMESTER 7 (Fall)		**Credits**
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195)*	4
SUS7025	Market Failures and the Regulatory Environment	4
	Total Semester 7 Credits	8
	Cumulative Credits	53
SEMESTER 8 (Spring)		**Credits**
SUS7090	MPA Integrative Capstone	4
Elective	Elective	3
	Total Semester 8 Credits	7
	TOTAL PROGRAM CREDITS	**60**

MBA/MPA IN SUSTAINABLE MANAGEMENT DUAL DEGREE – San Francisco

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

Program Format: San Francisco Hybrid

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

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

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

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

The full-time MBA/MPA Dual Degree option is a three-year program, with students registering for four courses per semester. The part-time option is a six-year program, with students registering for two courses per semester.

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

Degree Requirements and Suggested Course Sequence: MBA/MPA Dual Degree

All courses listed below are required, for a total of 90 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MBA in Sustainable Management degree. Students may enroll in the MBA/MPA Dual Degree program in Fall or Spring semester.

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

Full-time MBA/MPA Dual Degree – San Francisco, Fall 2017 Start suggested sequence		
SEMESTER 1 (Fall 2017)		**Credits**
SUS6010	Principles of Sustainable Management	4
SUS6021	Quantitative Methods for Business & Public Administration	4
SUS6195	Effective Management, Communication & Action	3
SUS7020	Civic Leadership, Decision-Making & Systems Thinking	4
	Total Semester 1 Credits	15
	Cumulative Credits	15
SEMESTER 2 (Spring 2018)		**Credits**
SUS6000	Managerial Accounting	4
SUS6025	Economics *(prerequisite SUS6021)*	4
SUS7020	Information Management, Technology & Policy	4
SUS7040	Human Resources & Management Ethics	3
	Total Semester 2 Credits	15
	Cumulative Credits	30
SEMESTER 3 (Fall 2018)		**Credits**
SUS6110	Operations & Production *(prerequisites SUS6000, SUS6021; corequisite SUS6210)*	4
SUS6210	Leadership for Sustainable Management *(prerequisite SUS6195; corequisite SUS6110)*	4
SUS6130	Implementation of Sustainable Practices *(prerequisite SUS6010)*	3
SUS7010	Introduction to Public Administration & Policy	4
	Total Semester 3 Credits	15
	Cumulative Credits	45
SEMESTER 4 (Spring 2019)		**Credits**
SUS6060	Managerial Marketing	4
SUS6090	Sustainable Products & Services	3
SUS7025	Market Failures and the Regulatory Environment	4
Elective	Elective	3
	Total Semester 3 Credits	14
	Cumulative Credits	59
SEMESTER 5 (Fall 2019)		**Credits**
SUS6040	Managerial Finance *(prerequisite SUS6110; corequisite SUS6050)*	4
SUS6050	Strategy *(corequisite SUS6040)*	4
SUS7030	Research Methods & Policy Evaluation	4
SUS7060	Public Sector Finance	4
	Total Semester 3 Credits	16
	Cumulative Credits	75
SEMESTER 6 (Spring 2020)		**Credits**
SUS6145	MBA Integrative Capstone *(prerequisite: SUS6060)*	4
SUS7090	MPA Integrative Capstone	4
SUS6175	Capital Markets *(prerequisite: SUS6000)*	4
SUS7100	Sustainable Urban Development, Economics and Policy	4
	Total Semester 4 Credits	16
	TOTAL PROGRAM CREDITS	**91**

EXPERIENTIAL LEARNING (EL) – San Francisco

MBA Experiential Learning Program

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

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

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

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

MPA Experiential Learning Program

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

- SUS7030: Research Methods and Policy Evaluation
- SUS7060: Public Sector Finance

GRADUATE CERTIFICATE PROGRAMS – SAN FRANCISCO

Presidio Graduate School challenges and prepares students to use business and public policy as a solution to the social, environmental and economic problems of our time. PGS's objective is to develop successful leaders ready for positions within for-profit, non-profit and public sector organizations.

Graduate-level certificate programs at Presidio Graduate School's San Francisco campus include:

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

CERTIFICATE IN SUSTAINABLE MANAGEMENT – San Francisco

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

- Applied Sustainable Strategy
- Applied Sustainable Operations
- Applied Sustainable Leadership

- Applied Sustainable Marketing & Product Development
- Applied Sustainable Finance and Capital Management

Applied Sustainable Strategy

Applied Sustainable Strategy requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, *SUS6050: Strategy* and *SUS6040: Managerial Finance*. *SUS6050: Strategy* familiarizes the student with conceptual tools and practical methodologies for catalyzing organizational transformation toward sustainable operation. *SUS6040: Managerial Finance*, in addition to its coverage of the traditional tools of financial analysis and management, acquaints the student with socially responsible investment models and the relationship between human, natural and financial capital.

Required courses (12 credits):

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

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

Applied Sustainable Operations

Applied Sustainable Operations requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, *SUS6110: Operations and Production* and *SUS6130: Implementation of Sustainable Practices*. *SUS6110: Operations and Production* explores the use of sustainability practices and analysis tools in optimizing the delivery of products and services, and demonstrates how principles of industrial ecology and life cycle assessment can be applied in the design of sustainable supply chains. Two particular areas of emphasis are networks of production and end of life remanufacturing. In this course, students engage in a team of 3-5 students in an Experiential Learning project in which they work within a company or nonprofit to develop a sustainable operations plan for the organization.

Required courses (11 units):

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

SUS6130: Implementation of Sustainable Practices complements the Operations course, providing an opportunity for students to apply some of the leading sustainability frameworks such as Natural Capitalism and the Natural Step to drive a commitment to sustainability into an organization's DNA, from management and communications to production and operations to marketing and HR. Students work in teams in this course to develop a corporate sustainability plan.

Applied Sustainable Leadership

Applied Sustainable Leadership requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, SUS6195: Effective Management, Communication and Action and SUS6210: Leadership for Sustainable Management.

Required courses (11 credits):

1. SUS6010: Principles of Sustainable Management (4 credits)
2. SUS6195: Effective Management, Communication and Action (3 credits)
3. SUS6210: Leadership for Sustainable Management (4 credits)

One distinctive feature of the Leadership requirement is that it provides the student with the opportunity to participate in a team of 3-5 students in an Experiential Learning project. In this project, students work

within a company or nonprofit to develop a sustainable management strategy and a financial plan for the organization.

Applied Sustainable Marketing & Product Development

Applied Sustainable Marketing & Product Development requires *SUS6010: Principles of Sustainable Management* and two additional courses taken together in a second semester, *SUS6060: Managerial Marketing* and *SUS6090: Sustainable Products and Services*. *SUS6060: Managerial Marketing* introduces a framework for marketing within the context of sustainable management. Students engage in an exploration of the implications of sustainability for marketing and are challenged to critically analyze marketing strategies, plans, and decisions. Most importantly, students are taught the mindset of a marketer for sustainability—the ability to inquire into real needs of the individual and society, and to serve them. Students team up in this course to build a sustainable marketing plan for a company or nonprofit.

Required courses (11 units):

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

SUS6090: Sustainable Products and Services focuses on the entrepreneurial process of innovation, development and commercialization of new products that contribute to sustainable development. It examines how sustainable products contribute to the firm's competitive advantage and generate entrepreneurial opportunities. It introduces sustainability frameworks to integrate environmental and societal externalities in the traditional product design process. Students work in teams to identify a market opportunity, develop a concept for a sustainable product in that market, and plan the full design, development, and commercialization of the product.

Sustainable Finance and Capital Management

Sustainable Finance and Capital Management requires *SUS6010: Principles of Sustainable Management* and three additional courses. The first, *SUS6000: Managerial Accounting*, is taken concurrently with *SUS6010: Principles of Sustainable Management*. This course provides a comprehensive introduction to financial and managerial accounting but more importantly, teaches tools for addressing the environmental, social, and ethical dimensions of accounting. The remaining two courses, taken in sequence over the second and third semester are *SUS6040: Managerial Finance* and *SUS6175: Capital Markets*.

SUS6040: Managerial Finance, in addition to its coverage of the traditional tools of financial analysis and management, acquaints the student with socially responsible investment models and the relationship between human, natural and financial capital.

Required courses (16 units):

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

SUS6175: Capital Markets provides the student with an understanding and appreciation of the institutions, flow of money, functions, laws, and language of capital markets through the lens of sustainability. It explores how the capital markets can be accessed and used to achieve sustainability goals, and how the capital markets can impact us as we pursue sustainability goals. The course introduces the new field of impact investing, which differs from socially responsible investing in that it is investing in companies, organizations, and funds with the intention to generate substantial and measurable social and environmental impact simultaneously with a substantial financial return. The course utilizes examples in sustainable agriculture and food systems to demonstrate how capital markets can both support and hinder sustainability.

CLEANTECH CERTIFICATE IN SUSTAINABLE ENERGY MANAGEMENT – San Francisco

The Certificate in Sustainable Energy Management explores energy technologies within a framework of social and environmental stewardship on a global scale. Students will work in teams to learn about current energy technology trends and relevant economic and environmental issues. They will learn about and apply appropriate management tools for developing sustainable energy systems including economic and policy analysis, planning, and evaluation. The Certificate in Sustainable Energy Management is offered in the San Francisco hybrid program.

Required Courses (7 units):
1. SUS6010: Principles of Sustainable Management (4 units)
2. SUS8502: Sustainable Energy Management (3 units)

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

EXPLANATION OF COURSE NUMBERING SYSTEM – SAN FRANCISCO

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

Courses in the San Francisco MBA in Sustainable Management, MPA in Sustainable Management, MBA/MPA Dual Degree, Certificate in Sustainable Management and Cleantech Certificate in Sustainable Energy Management program are designated by the 3-letter code **SUS**.

COURSE DESCRIPTIONS – SAN FRANCISCO

SUS6000   Managerial Accounting
This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include financial statements and their interpretation; the bookkeeping process and transaction analysis; accounting for assets, liabilities, and owners' equity; cost-volume-profit relationships; budgeting; and internal analysis techniques. The class will also explore environmental, social, and ethical accounting issues, which challenge students to apply existing accounting systems to new settings and critically analyze existing and proposed accounting systems. The goal is to equip students to become managers and/or designers of accounting systems that produce relevant information to facilitate organizational decision-making, and to assure that appropriate information is tracked so managers can make more successful and sustainable decisions.

(4 credits)

SUS6010   Principles of Sustainable Management
The primary objective of this course is to impart a basic understanding of the social and environmental sustainability challenges facing managers in today's world. The course seeks to develop students' critical capacities for self- reflection and action in relation to these concepts. Course graduates will possess the understanding and experience to integrate environmental and social sustainability with commercial and economic success. Lectures and readings provide an overview of the critical literacies in environmental and social issues, the history of the sustainability movement, including the various social and economic movements from which the current practices of sustainability in business and society grew, and the key actors and the basic literature in the field. The course also addresses the global issues surrounding sustainable management and reviews the major frameworks of sustainability that provide the scientific foundations and economic principles of how sustainability can help managers to achieve natural competitive advantage.

An understanding of the basics of social and environmental sustainability is critical to successfully managing an organization in today's world. Businesses, governments, and nonprofit organizations face a world in which life-supporting systems are threatened by climate change, the loss of major ecosystem services, and significant social, and economic disparity. The majority of Fortune 500 companies have a sustainability officer at the VP level or higher and leading businesses are coming to see sustainability as driver the next wave of innovation. Local governments are leading the charge to make our cities and infrastructure more resilient and livable. Yet few graduates of business schools are given the tools to manage companies, governments, or organizations sustainably. This course will provide you with a foundational understanding and change to practice sustainable management, upon which other courses at PGS will build.

(4 credits)

SUS6021   Quantitative Methods for Business and Public Administration

This course teaches quantitative analysis tools and methods commonly used in business and public administration settings today. The data management and modeling functions taught in this course exist in most mainstream business functions, including marketing, operations management, finance, accounting, long-term strategy, and managerial economics. Concepts and methods taught in this course include:

- Methods for summarizing bodies of data, e.g., measures of central location, variability, and correlation
- Methods of visualizing data, e.g., tables, charts, graphs, and histograms
- Probability distributions and random variables
- Decision analysis techniques and decision trees, notions of risk and uncertainty
- Random sampling methods, time series analysis, and methods of statistical inference including confidence intervals, hypothesis testing, and statistical regression
- Optimization modeling methods including linear and integer programming for optimizing decisions such as production capacity, distribution network design, financial portfolio structure, and marketing strategy

Given that the Microsoft Excel software is so ubiquitous, this course makes extensive use of Excel capabilities. A variety of Excel commands and functions used to organize data such as filters and pivot tables are covered. *Students who are not very familiar with Excel need to complete some form of Excel training prior to starting this course.*

The course includes examples and exercises in which quantitative tools are applied in elementary applications relevant to business and public sector paradigms taught in subsequent Presidio Graduate School courses. The quantitative grounding provided in this course serves a bridge to the later courses and enables students to employ quantitative tools at a more rigorous level in those courses.

(4 credits)

SUS6025   Economics

This course is a one-semester introduction to the fundamentals of managerial economics, focusing on microeconomics, and with a backdrop of ecological economics. It has three primary objectives: provide an understanding of the standard or neoclassical microeconomic model and how this model relates to, and is useful for, business decision-making; provide a critique of this model and present a more heterodox view of economics; and provide an overview of microeconomics and how this relates to business practice and policy making. This course will cover basic economic relationships, decision analysis at the margin, supply and demand theory, production theory, profit maximization and cost minimization, firm structure, and types of markets. The critical aspect of the class will both consider how the neoclassical model is unrealistic, and therefore of limited value, and how this model is problematic in terms of sustainability (and challenges individuals who support this kind of thinking with many challenges in making changes).

Economics plays a central role in business decision making since it provides the bridge between human behavior and engineering/production. It links marketing decisions on the one side with production decisions on the other. This course provides a foundation for future courses both by 1) introducing and developing quantitative tools useful for managerial decision making, 2) providing an overview of the market philosophy and some of the

problems with this conceptualization of the world, and 3) providing an overview of the macroeconomic components of the economy.

(4 credits) Prerequisite: SUS6021

SUS6040 Managerial Finance

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

This course builds on the concepts of the time value of money and introduces applications involving the valuation of bonds and stocks, and using net present value and other investment criteria to make investment decisions. The relationship between risk and return is emphasized, along with determining the cost of capital. The purpose of the course is toward developing the necessary skills to be an effective financial manager. The approaches of Social Return on Investment (SROI) will be explored in order to expand return on investment (ROI) analysis to incorporate the relationship between human, natural, and financial capital will be considered.

(4 credits) Prerequisites SUS6000, SUS6110; Corequisite SUS6050
NOTE: This course has an Experiential Learning component that is combined with SUS6050.

SUS6050 Strategy

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

(4 credits) Corequisite SUS6040
NOTE: This course has an Experiential Learning component that is combined with SUS6040.

SUS6060 Managerial Marketing

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

(4 credits) NOTE: This course has an Experiential Learning component.

SUS6090 Sustainable Products and Services

The emphasis in this course is on the entrepreneurial process of innovation, development and commercialization of new products that contribute to sustainable development. The term "product" will be treated in its most general sense in which service may be an important component or the "product" might be entirely a "service". For example, a software

product may have no other function than to provide a service. We will examine how requirements for sustainable development affect the process of product development and will assess how sustainable products contribute to the firm's competitive advantage and to its entrepreneurial opportunities. We will study various sustainability frameworks for integrating the environment and societal externalities in traditional product design decisions.

In this course the perspective is that of a general manager or an entrepreneur who has the primary responsibility for creation, development and commercialization of the product. One objective of this course is to help you understand how new product development works within a start-up or an established company and how to organize and lead an effective process to accomplish the tasks of product development.

Students will work in teams to identify a market opportunity, to develop a concept for a sustainable product in that market and to plan the full design development and commercialization of the product. You will take your project through user need research and conceptual design development process and build a prototype (either working or mockup). Your final presentation in this course will focus on your product's differentiated value in customer experience, sustainability impact and feasibility of its commercial success.

(3 credits)

SUS6110   Operations and Production
This course provides an overview of strategic, tactical, and operational decision making environments in service and manufacturing companies. Major topics are process analysis, supply chain management, quality management, service systems management, and operations strategy. These areas are explored through lectures, case studies, assigned readings, and class discussions. The course utilizes concepts of probability, statistics, and optimization commonly applied in operations management tools. It includes a special focus on companies implementing sustainability initiatives in their operations and introduces the new field of Industrial Ecology, which deals with tools and processes for sustainable operations management.

The course is organized around the integration of three key content areas:
- **Innovation in Operations**: Management of Operations sits at the core of a business.   It is about the mechanisms for meeting demand without surplus or shortage.   Whether or not one is producing a product or a service, operations is a major source of value creation. It is also the source of much of the environmental and social impact of the organization. This course demonstrates how more serious consideration of an organization's environmental and social impact are causing us to look at concepts like quality management and supply chain management in new ways and to redefine these concepts. It also demonstrates how the power of quantitative tools like probability, statistics, and optimization can bring increased efficiency to the function of operations.
- **Systems Frameworks**: This course introduces the field of Industrial Ecology, which provides new tools and paradigms for analysis of operations from a whole systems perspective. The course teaches students how principles of Industrial Ecology can be applied in operations environments.   Examples are one company's use of another company's waste as raw material (called "by-product synergy), and the design of supply chain segments for remanufacturing of products at end of life.
- **Team Effectiveness and Individual Leadership**: Students will have the opportunity to apply competencies learned in this course to an EL project in groups of 3-5 in which they build an operations plan for a company, nonprofit, or government organization. This will also enable you to practice new competencies you will be learning concurrently in your Leadership for Sustainable Management course in relationship management, and in resilience and adaptability as an individual and as a member of a team.

(4 credits) Prerequisite SUS6000; corequisite SUS6210 (MBA & Dual students)

NOTE: This course has Experiential Learning component.

SUS6130   Implementation of Sustainable Business Practices

This course is focused on putting theory into action, providing an opportunity for students to integrate their skills and knowledge and apply them in an organizational setting. Calling on Presidio's institutional learning outcomes of sustainable systems, sustainable leadership and fundamentals of business and public administration, students explore the step-by-step process for transforming a company or organization, both internally and externally considering four key strands of competency: numbers, markets, people and sustainability.

This course builds on and completes the learning begun in the Principles of Sustainable Management course. It provides preparation to students for eventual development of the sustainability component of their Capstone Project.

It also delivers advanced information on implementing sustainability in business, non-profits and governments. The course uses a variety of tools that enable practitioners to apply the concepts of such leading sustainability frameworks as Natural Capitalism, the Natural Step, and others throughout an organization. They guide the implementation of sustainability strategies into various departments and functions of a company or a community. The course presents a systemic way to drive a commitment to sustainability into an organization's DNA, from management to communications and marketing to HR to production and operations. It takes an organization through four levels of commitment, from just having been introduced to sustainability to becoming a truly restorative organization.

(3 credits) Prerequisite: SUS6010

SUS6145   MBA Integrative Capstone

The Integrative Capstone course provides the platform for students to design, plan, and launch profitable and sustainable ventures. The course integrates business strategy and strategic management, leadership and decision science, the functional areas of business (such as accounting, finance, marketing and operations), and examines the principles, frameworks and techniques central to understanding markets, competitive positioning, and launching new ventures. Just as important, this course builds on the necessary leadership competencies to support the creation, development and evolution of these ventures within broad social, economic, ecological and political systems

Within the supportive structure of Capstone, great emphasis will be placed on your leaving the classroom to test your ideas against the world beyond Presidio with your New Venture Plan (NVP). Venture plans are a fantastic tool to help you clarify your thinking, and to create and communicate a strategy for both new and existing organizations. Students are expected to aggressively prototype their product and service offerings, test their hypotheses on potential customers, and seek out the advice of experts and mentors. For some students, the NVP will be a continuation of project work done in prior courses. Others may choose to begin from scratch with a new idea. In all cases, the plans will be developed in teams.

The final deliverables will be a completed NVP, a presentation of that plan in class, and two minute video that showcases the venture. The teaching team will judge the NVP's and select the plans to be presented to the Presidio Community at the MBA and MPA Capstone Venture Showcase at the end of the semester.

(4 credits) Prerequisite: SUS6060

SUS6175   Capital Markets

Financing plays a crucial role in enabling and directing business activity. In theory, financial markets help savers direct money towards the most productive investment opportunities. In practice, finance can also feed speculative bubbles and promote systemic instability. Without a financial system that encourages investors and issuers to value sustainability, a sustainable economy is unlikely to be constructed.

Capital markets are transactional networks that facilitate the issuance and valuation of financial instruments. The financial institutions and financing instruments that comprise capital markets are numerous and constantly evolving. Money and banking will be the entry point of our analysis of the financial system. Money takes many forms, and is poorly understood – especially the role of banks in money creation. We will examine how complementary currencies and mutual credit associations have emerged as an alternative

source of community financing. Fixed income instruments will be introduced next, including recent innovations like green bonds and social impact bonds. Equities, which have more uncertain cash flows than bonds, will follow, with intrinsic and relative valuation techniques introduced as tools required for making equity selection decisions. We will then investigate various ways to integrate environmental, social, and governance criteria into equity selection. Derivatives like options and futures will be introduced as instruments for both hedging risks and tailoring financial returns.

For each of these instruments, we will use a trading simulation tool to both utilize investment analysis tools while get familiar with the mechanics of making investments. Emerging financial instruments like direct public offerings, crowdfunding, and royalty notes, along with the practices developing in the burgeoning field of impact investing, will be examined for their role in building a regenerative economy. Finally, the macroeconomic context of financial decision-making will also be investigated, especially with regard to the conditions that can lead to financial instability. With these building blocks in hand, students should have a strong understanding of both traditional and sustainable finance methods from the perspective of investors, capital raisers, and policy makers..

(4 credits) Prerequisite: SUS6000

SUS6195   Effective Management, Communication & Action
This course will take a strengths-based approach to fostering the essential individual leadership and communication capabilities needed for managers in business and public administration. These capacities are necessary for collaborating, influencing and acting as an effective change agent for sustainability in any type of business, organization or community. We will explore various aspects of the human dimension of sustainability including social justice, work/life balance, emotionally intelligent team building and the personal aspects of learning, change, commitment and courage. We will practice communication skills and strengthen our personal effectiveness through self-assessment, feedback and practice in a reflective, supportive environment. We will work in teams to develop our abilities to observe and respond to team challenges and prepare to work in Service Learning Teams in future Presidio courses.

(3 credits)

SUS6210   Leadership for Sustainable Management
This course builds upon the strengths-based approach to development, introduced in the Effective Management, Communication and Action (SUS 6195) course. Students continue to build self-awareness of their leadership strengths, identify roadblocks and expand their personal effectiveness through assessment, discussion, feedback and practice in a reflective, supportive environment. The focus is on developing capacity for being authentic, strength's-based leaders and change agents of sustainability in business organizations and society.

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

(4 credits) Prerequisite SUS6195; corequisite SUS6110 (MBA & Dual students)

SUS7010   Introduction to Public Administration & Policy

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

Public administration draws its foundational knowledge from a number of fields, including political science, business, sociology, philosophy, psychology, and economics. This course will introduce the key figures and theories influencing public administration, drawing from readings from the disciplines above. It will also explore primary sources that define public administration and emerging meta-narratives forming the normative debates within the field. Each reading will be tied to public administration practice and will allow students to demonstrate problem solving skills for improving delivery of quality services to citizens.
(4 credits)

SUS7020   Civic Leadership, Decision-Making & Systems Thinking

This course considers the rights, roles, and interrelationships of community members, government, interest groups, nonprofits, and private organizations to drive social, economic, and environmental change. To foster coalition-building skills among burgeoning practitioners, the course introduces systems and leadership theories; democratic decision-making tools; and citizen engagement and inclusion models. Students apply course material within experiential learning assignments that necessitate direct civic engagement and civic leadership, issue identification, needs analysis and research methods, stakeholder, economic, and policy analysis, prototyping, and evaluative research. Students develop a skillset for civic leadership in their workplace, neighborhood, city, or elsewhere. The course provides a foundation for future applied coursework in Leadership for Sustainable Management; Sustainable Urban Development, Economics and Policy; and the Integrative Capstone Plan.

(4 credits)

SUS7025   Market Failures and the Regulatory Environment

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 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. After successful completion of this course, students will also have a good sense of when it is time to call a good lawyer.
(4 credits)

SUS7030 Research Methods & Policy Evaluation

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

(4 credits)

SUS7040 Human Resources & Management Ethics

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

(3 credits)

SUS7060 Public Sector Finance

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

(4 credits)

SUS7080 Information Management, Technology & Policy

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

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

(4 credits)

SUS7090   MPA Integrative Capstone

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

(4 credits)

SUS7100   Sustainable Urban Development Economics and Policy

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

(4 credits)

SUS8502   Sustainable Energy Management

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

(3 credits)

SUS8600   Individual Research in Sustainable Management

In this honors level independent study course for which registration requires faculty approval, the student will conduct research or develop a case study in sustainable management with oversight by a Presidio faculty member. The research or case study will often be targeted for publication and will often be done in collaboration with business, nonprofit, or government organizations.

Each student's customized syllabus in this course will need to address three or more of Presidio's MBA/MPA Program Learning Outcomes (PLOs). The student's independent research proposal should describe how the chosen PLOs and how they correlate to the subject matter of the research or case study.

This course has no residency participation requirements. In the spirit of independent study, it is expected that the student and faculty advisor will arrange to meet either face-to-face or by phone/Skype periodically during the semester to discuss work content.

(3 credits)

MBA AND CERTIFICATE PROGRAMS – SEATTLE

At its Seattle-area locations, Presidio Graduate School offers two unique Master of Business Administration (MBA) programs in Sustainable Business and Sustainable Systems. PGS's Seattle MBA programs provide the core competencies of more traditional MBA programs while infusing sustainability through-out the program. PGS's Seattle MBA innovative programs prepare graduates to create and manage successful, dynamic enterprises that build a better world. PGS also offers a graduate Certificate in Cooperative Management in the Seattle Hybrid format.

MBA PROGRAM FORMATS

Presidio Graduate School's Seattle MBA programs are offered in two formats designed for working professionals and adult learners.

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

Course schedules vary from weekly evening classes over the full term, to more intensive seminar courses that combine evening and weekend class meetings, to hybrid-format elective courses. The Metro MBA program combines PGS's emphasis on cultivating a learning community with the additional interaction and flexibility afforded by in-person class sessions. Students typically complete the MBA in Sustainable Business program in 24 to 27 months.

Please note: Presidio Graduate School will start enrolling new students in the semester-based Seattle Metro MBA program in Fall 2018. In 2017-2018, the program is offered only as a teach-out of the quarter-based schedule for continuing students. Please see the 2016-2017 Presidio Graduate School Seattle Campus Handbook for further details on the quarter-based MBA in Sustainable Business program.

The **MBA in Sustainable Systems (Seattle Hybrid MBA)** program is a hybrid-format program employing distance learning technology when students are off-campus. Students and faculty meet monthly for 4-day residencies (mid-day Thursday through mid-day Sunday) at IslandWood on Bainbridge Island, Washington. Between residential sessions, synchronous classes are held using distance learning technologies. The Hybrid MBA format combines PGS's emphasis on building a learning community with the flexibility afforded by distance learning. The Hybrid MBA design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence. Students typically complete the MBA in Sustainable Systems program in two years.

COURSE SCHEDULING AND DELIVERY

In 2017-2018, PGS Seattle is offering the MBA in Sustainable Systems (Hybrid MBA) program as a 60-credit semester-based program for new students, and teaching out the 60-credit quarter-based program for continuing students. The 60-credit quarter-based MBA in Sustainable Business (Metro MBA) will be offered on a quarter schedule in 2017-2018 as a teach-out for continuing students, with the intention to launch the semester-based Seattle Metro MBA in 2018-2019.

Students in the new semester-based Seattle Hybrid MBA program attend class during the fall and spring semesters. Continuing students in the quarter-based Seattle Hybrid MBA program attend class during the fall, winter and spring quarters, while continuing students in the quarter-based Seattle Metro MBA program attend classes in the summer quarter as well. A typical term in the Seattle Hybrid MBA program consists of weekly online distance learning class sessions and monthly residencies (5 per semester or 3 per quarter). A typical quarter in the Seattle Metro MBA program consists of evening and week-end in-person class meetings with hybrid-format elective courses in the second year.

FACILITIES

IslandWood, Bainbridge Island, WA

Monthly residential class sessions for the MBA in Sustainable Systems (Seattle Hybrid MBA) are held at IslandWood, a LEED gold-certified facility that is a model of energy efficiency and sustainable design. Amenities include green-designed guest rooms, classrooms with state-of-the-art technology and meals

featuring locally and sustainably raised foods. Located at 4450 Blakely Avenue NE on Bainbridge Island, Washington, IslandWood is approximately 10 minutes from the ferry landing by car. More information on this facility is available at www.islandwood.org. Class sessions for the Certificate in Cooperative Management are also offered at IslandWood.

Seattle Learning Site, Pioneer Square, Seattle, WA

Class sessions for the MBA in Sustainable Business (Seattle Metro MBA) program are held at the Seattle Learning Site at 220 Second Avenue South near Pioneer Square in Seattle. Occasional class sessions for the MBA in Sustainable Systems and the Certificate in Cooperative Management may also be offered at the Seattle Learning Site.

TRAVEL, ACCOMMODATIONS AND MEALS

Students are responsible for arranging their own transportation to and from IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot.wa.gov/ferries. Transportation from the ferry landing to IslandWood can be arranged through Taxis and Tours (206.842.7660) or Viking Cab Company (360.244.4420).

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

MBA IN SUSTAINABLE SYSTEMS – Seattle Hybrid MBA

Program Goals

Program goals for the MBA in Sustainable Systems (Seattle Hybrid MBA) are based on and support PGS's mission to educate and inspire a new generation of skilled, visionary and enterprising leaders to transform business and public policy and create a more just, prosperous and sustainable world. The competencies expected of all students graduating from the MBA in Sustainable Systems program derive from the program goals. Through the Seattle Hybrid MBA program, PGS aspires to:

- Provide students with the attributes, knowledge and competencies required of leaders transforming our economic system toward sustainability;
- Equip students to achieve a satisfactory financial return for themselves and stakeholders in the very activities through which they help transform the economy;
- Create a powerful supportive network of sustainability and business experts involved in lifelong collaboration, learning and action;
- Develop curriculum, course materials and programs that will support the infusion of sustainability into mainstream business education; and
- Make tangible contributions to the theory and practice of sustainable business through research, experimentation and application.

Program Learning Outcomes

PGS graduates obtaining an MBA in Sustainable Systems will demonstrate the knowledge and capacity to perform adequately against the following program learning outcomes:

- Understand the capacity and operation of natural systems, recognize the impact of business on those systems and seek opportunities to apply new business thinking to design, mitigation and restoration strategies;
- Articulate the underlying assumptions and consequences of the prevailing economic system and work with relevant stakeholders to build just and sustainable economic alternatives that achieve better value for all;
- Seek opportunity in the world's major problems and design creative ways to engage business in addressing these challenges while creating value for the enterprise, its stakeholders and the common good;
- Master the traditional business disciplines of finance, accounting, marketing, sales, operations, management and economics and apply them in a broader, interdisciplinary approach to the design of responsive and innovative business solutions;
- Generate both business performance and sustainable social change through principled

and inclusive relationships, appropriate organizational structures and effective participation in face-to-face and virtual teams;
- Cultivate the self-awareness, humility, integrity and cross-cultural competence to lead effectively, authentically and collaboratively; and
- Communicate clearly and persuasively in writing, speaking and online media.

Action Learning Practicum (ALP)

Action learning is a central component of PGS's Seattle Hybrid MBA curriculum. Action Learning Practicums (ALPs) are designed to bring real value to an organization, as well as to meet program requirements. We believe that working with community and business organizations deepens students' educational experience and provides a context for coursework beyond traditional syllabus expectations by immersing students in the challenges businesses face as they implement sustainability practices. Students are able to focus their practicum experience in one of two broad areas:
- Organizational Leadership, for students seeking to effect change within large established organizations;
- Social Entrepreneurship, for students hoping to start a business or social enterprise.

Degree Requirements and Suggested Course Sequence: MBA in Sustainable Systems

All courses listed below are required, for a total of 60 credits. Students must pass all courses with a grade of CR in order to earn the MBA in Sustainable Systems degree. Students may enroll in the MBA in Sustainable Systems program in Fall semester only.

The standard timeframe for completing the MBA in Sustainable Systems program is two to three years. All MBA students are expected to complete all degree requirements within five years. Extension of the time to degree completion beyond five years must be approved by the Provost.

PLEASE NOTE: *Course sequences are subject to change.*

Full-time MBA in Sustainable Systems, Fall Start only		
SEMESTER 1 (Fall)		**Credits**
COR6510	Capitalism in Context	13
LPD6511	Leadership and Personal Development I	2
	Total Semester 1 Credits	15
	Cumulative Credits	15
SEMESTER 2 (Spring)		**Credits**
COR6520	Values and Value Creation *(prerequisite: COR6510)*	13
LPD6512	Leadership and Personal Development II *(prerequisite: LPD6511)*	2
	Total Semester 2 Credits	15
	Cumulative Credits	30
SEMESTER 3 (Fall)		**Credits**
ALP6551	Action Learning Practicum I (ALP I) *(prerequisite: COR6520)*	5
FIN6561	Finance *(prerequisite: COR6520)*	4
Elective	Elective	4
LPD6513	Leadership and Personal Development III *(prerequisite: LPD6512)*	2
	Total Semester 3 Credits	15
	Cumulative Credits	45
SEMESTER 4 (Spring)		**Credits**
ALP6552	Action Learning Practicum II (ALP II) *(prerequisite: ALP6552)*	5
MGT6578	Management: Organizational Systems and Change *(prerequisite: COR6520)*	4
Elective	Elective	4
LPD6514	Leadership and Personal Development IV *(prerequisite: LPD6513)*	2
	Total Semester 4 Credits	15
	TOTAL PROGRAM CREDITS	**60**

COURSE DESCRIPTIONS: MBA in Sustainable Systems – Seattle Hybrid MBA

YEAR 1 CORE CURRICULUM

COR6510 **Capitalism in Context**

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

(13 credits)

COR6520 **Values and Value Creation**

Working in teams, students develop a business concept to address one or more of the significant global challenges identified during the first semester. Students learn concepts and skills from the domains of strategy, marketing, operations and accounting, and apply them to the creation of a hypothetical enterprise that creates value in the marketplace while expressing in action the deepest values of the founding team. Students build upon financial concepts introduced during the first semester, learning to apply both conventional and triple bottom line accounting tools to motivate, measure, analyze, align and report performance. The class also explores options for structuring and financing new and existing ventures.

(13 credits) Prerequisite: COR6510

LEADERSHIP AND PERSONAL DEVELOPMENT (LPD: YEARS 1 and 2)

LPD6511 **Leadership and Personal Development (LPD) I-IV**
LPD6512
LPD6513 LPD meets for four semesters over two years. To cultivate learning community and leadership skills, the curriculum is designed to support personal awareness and growth while
LPD6514 increasing the capacity to work collaboratively and as individuals. The course design continues to evolve based on current leadership and personal development practices and research. Topics have included identifying and shifting limiting mental models, creating frameworks of possibility, Polarity Management, Appreciative Inquiry, navigating difficult conversations, adult developmental theory, story, personal development planning, and peer coaching. (2 credits per course for a total of 8 credits) Prerequisites: LPD courses must be taken in order, LPD6511 through LPD6514

UPPER LEVEL REQUIREMENTS

ALP6551 **Action Learning Practicum I (ALP I)**

Students are required to participate in a practicum track for two semesters during the second year of their program. The curriculum is designed to provide students with the option to select one of two areas of focus, which they will follow throughout the practicum:

- Organizational Leadership
- Social Entrepreneurship

In the first semester of the practicum, students will:

- Identify a problem worthy of their time and research
- Research the issue or opportunity and identify the target population
- Consider possible solutions or alternatives
- Determine a practicum project for the balance of the year
- Engage in a specific issue with stakeholders
- Apply skills and tools to real world issues

(5 credits) Prerequisite: COR6520

ALP6552 **Action Learning Practicum II (ALP II)**
In the second semester of the practicum, students will:
- Gather data and incorporate it into a plan
- Continue to engage in a specific issue with stakeholders
- Continue to apply skills and tools learned earlier in the year to real world issues
- Finalize plans for launch and/or implementation

(5 credits) Prerequisites: ALP6551

MGT6578 **Management: Organizational Systems and Change**
Human systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. The first part of the course examines the role and nature of systems embedded in organizations and those of which the organization is a part. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. This course will enhance understanding of organizational systems, public or private, and the impact of those systems on management action.

The second part of the course discusses the view that management challenges for every sector (business start-up, large organization change and community) require a common set of skills and competencies. This part of the course covers community, entrepreneurial and organizational dynamics, including management within systems, complexity, power and politics; system and functional structures; adaptive leadership and generative management skills; stakeholder assessment and communication skills related to project management and staff relations; motivational and relationship theories; diversity perspectives; fiscal accountability; and talent management, including recruitment, training and retention of employees, teams and clients.

(4 credits) Prerequisites: COR6520 -or- faculty permission.

FIN6561 **Finance**
The first part of the course covers macro-finance, with a focus on financial systems and the operation of global capital markets, their relationship to the global economy, their central role in the recent economic crisis, and implications for public policy and ethics.

The second part of the course explores topics relevant to both entrepreneurial and corporate finance, including: the cost, sources and appropriate uses of debt, equity and internal capital; specialized financial vehicles, business valuation; venture capital agreements and initial public offerings (IPOs); and the accountability of boards. There is a special emphasis on appropriate sources of funds for social enterprises and other "for-benefit" opportunities.

Finally, the third part of the course offers a strong introduction to both conventional financial statement analysis and socially responsible investment (SRI) analysis. The financial focus is on using financial accounting information to evaluate the economic strengths and weaknesses of a firm, while the SRI focus is on using information from multiple sources to evaluate the firm's performance on various ESG (environmental, social, governance) metrics.

(4 credits) Prerequisites: COR6520 -or- faculty permission.

UPPER LEVEL ELECTIVES

ELC6568 **Creativity & Innovation**
Principles and practices of creativity. Individual and group creativity. Generating and screening ideas. Translating personal values into career and vocation. (4 credits)

MGT6599 **Independent Study**
Research and readings conducted one-on-one with faculty. Variable credits as contracted with faculty and approved by the Provost.
PLEASE NOTE: Independent Study courses are offered in exceptional cases only.

MGTC561 **Introduction to the Cooperative Sector**

MGTC562 **Governance and Finance in the Cooperative Sector**

Please note that not all electives will be offered in all years. Additional electives may be offered and will be defined closer to the year in which they will be offered.

MBA IN SUSTAINABLE BUSINESS – Seattle Metro MBA

Please note: Presidio Graduate School will start enrolling new students in the semester-based Seattle Metro MBA program in Fall 2018. In the 2017-2018 academic year, the program is offered only as a teach-out of the quarter-based schedule for continuing students. Please see the 2016-2017 Presidio Graduate School Seattle Campus Handbook for further details on the quarter-based MBA in Sustainable Business program.

CERTIFICATE IN COOPERATIVE MANAGEMENT - Seattle

PGS's Certificate in Cooperative Management program provides a deep dive into the world of cooperative management, exploring the unique characteristics, opportunities and challenges of the cooperative sector.

The International Co-operative Alliance (www.ica.coop) represents close to one billion individual members. Cooperatives generate partial or full-time employment for at least 250 million people worldwide, and make up 12% of the entire employed population of the G20 countries. The 2,000 co-operatives in the 65 countries surveyed by the World Cooperative Monitor totals 2.6 trillion USD.

Although we hear relatively little about the cooperative sector in the United States, it is actually the country with the largest number of members represented by the International Co-operative Alliance. There are nearly 30,000 cooperatives in the United States, with 256 million members and over two million jobs.

Program Framework

PGS offers a deep dive into the world of cooperative management through the Certificate in Cooperative Management program. The program provides:
- an introduction to the history and principles of the international cooperative movement, as well an overview of the industry sectors and cooperative types most common in the US;
- a thorough exploration of the legal, governance, and finance issues unique to the cooperative sector. Students will examine issues related to membership, member investment, dividends, profit sharing, personal exit strategies, multiple classes of stock, outside investors, and financing strategies;
- an examination of the general topic of managing in a democratic workplace, with a particular focus on the special challenges of employee engagement and empowerment in the cooperative sector. Topics covered include leadership, coaching, meeting facilitation, collaborative decision-making, and conflict management;
- an opportunity to undertake a "real world" project in the cooperative sector.

Program Format and Instructional Methods

The Certificate in Cooperative Management is a 12-month program. In 2017-2018, the program will be offered over four quarters, with one course per term. The program is offered in the Seattle Hybrid format, with a combination of monthly in-person classes at IslandWood residencies and online instruction between residencies. This hybrid course design allows students from across the United States to participate in the Certificate program while continuing to live in their current place of residence.

Instruction incorporates a variety of methodologies, including lectures by faculty and guest speakers, slide and video presentations, classroom and online discussion, field trips and individual and team projects.

Required courses (12 credits), 2017-2018

QUARTER	COURSE	Credits
Fall 2017	MGTC 561: Introduction to the Cooperative Sector	3
Winter 2018	MGTC 562: Governance & Finance in the Cooperative Sector	3
Spring 2018	MGTC 563: Managing the Cooperative Enterprise	3
Summer 2018	MGTC 564: Cooperative Practicum -or- MGTC 565: International Cooperative Field Study	3
	Total Quarter Credits	12

Course Descriptions: Certificate in Cooperative Management

MGTC 561C   Introduction to the Cooperative Sector

This course provides an introduction to the history and principles of the international cooperative movement, as well an overview of the industry sectors and cooperative types most common in the US. Topics include worker-owned cooperatives, producer (agricultural) cooperatives, purchasing cooperatives, consumer cooperatives, credit unions, housing cooperatives and utilities.

(3 credits)

MGTC 562C   Governance and Finance in the Cooperative Sector

This course offers a thorough exploration of the legal, governance, and finance issues unique to the cooperative sector. Students will examine issues related to membership, member investment, dividends, profit sharing, personal exit strategies, multiple classes of stock, outside investors, and financing strategies.

(3 credits) Prerequisite: MGTC 561C or faculty permission

MGTC 563C   Managing the Cooperative Enterprise

This course looks at the general topic of managing in a democratic work- place, with a particular focus on the special challenges of employee engagement and empowerment in the cooperative sector. Topics covered include leadership, coaching, meeting facilitation, collaborative decision-making, and conflict management.

(3 credits) Prerequisites: MGTC 561C and MGTC 562C or faculty permission

MGTC 564C   Cooperative Practicum

This course is the capstone project for the Certificate in Cooperative Management. Students who are taking the certificate outside the MBA program must complete this course in order to obtain a certificate. Stu- dents who are completing the certificate as part of their MBA program may fulfill the practicum requirement through their year-long Action Learning Project (ALP).

(3 credits) Prerequisites: MGTC 561C, MGTC 562C and MGTC 563C or faculty permission

MGTC 565C   International Cooperative Field Study

This international study tour is an alternative to the capstone practicum for the Certificate in Cooperative Management. It is open to all students in the Certificate program, as well as to other members of the PGS com- munity and the general public. The destination(s) will vary from one year to the next, but will most likely include Mondragon, Spain, and/or Emilia Romagna, Italy.

(3 credits)

EXPLANATION OF COURSE NUMBERING SYSTEM – SEATTLE PROGRAMS

Presidio Graduate School's graduate-level semester-based courses are numbered 6000-9999. Seattle quarter-based courses are numbered 500-599. Graduate level courses are open to holders of a baccalaureate degree who have met PGS's admission requirements and are subject to prerequisites or other requirements as stated in the program's course descriptions.

Courses in the semester-based MBA in Sustainable Systems (Seattle Hybrid MBA) program are designated by 3-letter codes as follows:

ALP: Action Learning Practicum
COR: MBA Core
ELC: Elective
FIN: Finance
LPD: Leadership and Personal Development
MGT: Management

Seattle-based Certificate in Cooperative Management program courses are numbered 500-599 and are designated by the 4-letter code **MGTC.**

Courses in the quarter-based MBA in Sustainable Business (Seattle Metro MBA) program (being taught out for continuing students only in 2017-2018) are numbered 500-599 and are designated by 4- and 3-letter codes as follows:

ACCT: Accounting
ALP: Action Learning Practicum
ELC: Elective
FIN: Finance
ECON: Economics
LPD: Leadership and Personal Development
MGMT: Management
MGT: Management; Entrepreneurship & Intrapreneurship
MKTG: Marketing

COURSE SEQUENCES AND SCHEDULES

Detailed course sequences by program and cohort are available from the Registrar and are published on the Student Portal. Class schedules by term are published on the Student Portal.

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

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

COURSE PREREQUISITES

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

COURSE CONTENT

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

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

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

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

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

NON-MATRICULATED STUDENT OPPORTUNITIES

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

Addendum III

January 22, 2018

2017-2018 Presidio Graduate School Student Handbook
ADDENDUM III
January 22, 2018

Please note the following revisions to the 2017-2018 Presidio Graduate School Student Handbook.

Inside of front cover:

The first paragraph is replaced with the paragraph below. Note that in the first sentence, "If you are" is replaced with "As". In the second sentence, "Presidio Graduate" is replaced with "the."

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

CHAPTER 1: COMMUNITY & PURPOSE

BOARD OF DIRECTORS

Replace the Board of Directors roster on page 7 with the following, adding Student Board Members:

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

MEMBERS
Gretchen Cummings, MBA, MPP
Mona Das, MBA
Candice Eggerss, MBA
Frank Gerber, MBA
Lee Gotshall-Maxon, JD
Rahul Raj
Kamran Saddique, MIB
Sabrina Watkins, MBA
Student Board Member: Monica Pandele (San Francisco)
Student Board Member: Amy Villanueva (Seattle)

FOUNDERS AND EMERITUS ADVISORS
Steven L. Swig, JD, Co-founder, Emeritus Advisor

FACULTY ACADEMY

*Replace the **Associate Faculty** on pages 4-5 of Addendum II with the following list. Martina Doleshal, Paul Herman, Jimmy Jia, and Lana Maytak are **added** to the list. Michel Gaultier, Michael Godfried, Robert Parenteau, John McNamara, Ben Rankin, and Nina Serpiello are **removed** from list.*

ASSOCIATE FACULTY

NIZAR ABDALLAH, PhD
Sustainable Energy Management (San Francisco)
PhD, Pierre and Marie Curie University
MBA, Presidio Graduate School

DAN ARNETT
Cooperative Management (Seattle)
MMCCU, St. Mary's University
BA, Transylvania University

APRIL ATWOOD, PhD
Marketing (Seattle)
PhD, The Ohio State University
MA, The Ohio State University
BS, The Ohio State University

JILL BAMBURG
Cooperative Management (Seattle)
MBA, Stanford University
BA, Washington University

MANUHUIA BARCHAM, PhD
Entrepreneurship & Intrapreneurship (Seattle)
PhD, The Australian National University
MA, University of Canterbury
BA, University of Canterbury
BSc, University of Canterbury

ELIZABETH BURKE
Accounting (San Francisco and Seattle)
Finance (Seattle)
Capitalism in Context (Seattle)
Means & Measures (Seattle)
Business Modeling & Decision Analysis (Seattle)
MS, Antioch University, Seattle
BS, Illinois State University

MARY KAY CHESS, PhD
Leadership and Personal Development (Seattle)
PhD, California Institute of Integral Studies
MSW, West Virginia University
BA, Edinboro University

ALISON COHEN
Research Methods and Policy Evaluation (San Francisco)
MPH, University of California, Berkeley
BA, Brown University

ROBERT COOMBS
Managerial Marketing (San Francisco)
MBA, Presidio Graduate School
BA, University of Delaware

CASEY DILLOWAY
Finance (San Francisco and Seattle)
Capitalism in Context (Seattle)
Means & Measures (Seattle)
Business Modeling & Decision Analysis (Seattle)
MBA, Pinchot University
BA, University of Washington

MARTINA DOLESHAL
Strategy (San Francisco)
MBA, Presidio Graduate School
MS, University of Chemistry and Technology in Prague

CARRIE FERRENCE
Management (Seattle)
MBA, Pinchot University
BA, American University

LISA FISHER
Effective Management Communication in Action (San Francisco)
MA, Saybrook University
MAT, College of Idaho
BA, Wellesley College

KRISTOPHER FORDHAM
Cooperative Management (Seattle)
MBA, Pinchot University
BA, Warren Wilson College

VANESSA FRY
Market Failures & the Regulatory Environment (San Francisco)
EdD, Harvard University Graduate School of Education
MA, Harvard University
BA, UC San Diego

DENNIS GAWLIK
Operations (San Francisco and Seattle)
MS, The Pennsylvania State University
BA, Northwestern University

BEAU GIANNINI
Integrative Capstone (MBA) (San Francisco)
MBA, University of California, Berkeley
BA, Dartmouth College

SIMON GOLAND
Leadership for Sustainable Management (San Francisco)
MA, Royal Roads University
BSc, Ben-Gurion University

AARON GREENE
Integrative Capstone (MBA) (San Francisco)
MBA, Presidio Graduate School
BA, University of California, Santa Barbara

PAUL HERMAN
Capital Markets (San Francisco)
BS, University of Pennsylvania

STEVE HILL
Management (Seattle)
MBA, University of California, Los Angeles
BS, University of California, Berkeley

JIMMY JIA
Strategy (San Francisco)
MBA, University of Oxford
MS, Massachusetts Institute of Technology
BS, Massachusetts Institute of Technology

AUDRA JUNG
*Action Learning Practicum: Organizational Leadership
(Seattle)*
MBA, Pinchot University
BS, Northland College

JOSEPH KOTT, PhD
Sustainable Urban Development and Policy (San Francisco)
PhD, Curtin University
MS, Monash University
MA, University of North Carolina at Chapel Hill
BA, Wayne State University

ALEX LAMB
Finance (Seattle)
MBA, Pinchot University
BA, Hampshire College

NATASHA LAMB
Finance (Seattle)
MBA, Pinchot University
BA, Mount Holyoke College

BRIAN LANAHAN
Managerial Marketing (San Francisco)
MBA, Northwestern University
BA, Duke University

DONNA LASALA
Public Sector Finance (San Francisco)
Human Resources & Management Ethics (San Francisco)
*Information Management & Technology Policy (San
Francisco)*
MPA, University of San Francisco
BS, Cornell University

JEFF LEINAWEAVER, PhD
Management (Seattle)
PhD, Fielding Graduate University
MA, Fielding Graduate University
MA, University of Surrey
BA, University of Arizona

BILL LEMON
Finance (Seattle Campus)
MS, Stanford University
BS, Stanford University

MICHAEL LIBES
Action Learning Practicum (Seattle)
MS, University of Washington
BS, Carnegie Mellon University

LANA MAYTAK
Economics (Seattle)
MS, Duisenberg School of Finance
MA, Novosibirsk State University

MARTIN MEDEIROS
Economics (San Francisco)
MA, California State University, Hayward
BA, University of California, Santa Cruz

TANYA MOORE, PhD
Research Methods and Policy Evaluation (San Francisco)
PhD, University of California, Berkeley
MSE, The Johns Hopkins University
BS, Spelman College

JEREMY NELSON
Sustainable Urban Development and Policy (San Francisco)
MA, University of California, Los Angeles
BA, Reed College

LORINDA ROWLEDGE, PhD
Action Learning Practicum (Seattle)
PhD, University of Oregon
MA, University of Oregon
BA, University of Calgary

CYNTHIA SCOTT, PhD
Core Faculty Emeritus
Leadership for Sustainable Management (San Francisco)
PhD, The Fielding Institute
MPH, University of Michigan
BA, University of California, Berkeley

ADAM SEITCHIK, PhD
Finance (Seattle Campus)
PhD, Boston University
MA, Boston University
BA, University of Texas

STEPHANIE SHARMA
Strategy (San Francisco and Seattle)
Global MBA, Thunderbird School of Global Management
BA, University of Nebraska, Lincoln

RAYMOND TODD WALLACE
Cooperative Management (Seattle)
BA, New York University

KRISTIN YORK
Implementation (San Francisco)
MBA, University of San Francisco
BS, University of San Francisco

ADMINISTRATION

*Replace **Administration** on page 12 with the following list.*

Note the following changes:

- *"ACADEMIC AFFAIRS" is restored (was removed as category in Addendum II).*
- *Steven Crane, PhD, is added as Dean of Academic Affairs.*
- *"INFORMATION TECHNOLOGY" is added.*
- *Nader Abdallah is added as Director of Information Technology. Note that Mr. Abdallah is not new staff; his position was erroneously not listed in Addendum II. The position was previously listed under "Office of the President" in the original 2017-2018 Handbook published in March 2017.*
- *Kate McDill is added as Librarian and Instructional Services Manager. Note that Ms. McDill is not new staff; her position was erroneously not listed in Addendum II. The Librarian position was previously listed under "Academic Affairs" in the original 2017-2018 Handbook published in March 2017.*
- *Alexi Molinari is added as Residency Coordinator, San Francisco.*
- *Note title updates for Neha Hora, Connor O'Farrell and Lynn Braun.*
- *Emily Conrad, Director of Development, is removed.*

OFFICE OF THE PRESIDENT

Interim President and Board Chair
Suzanne Farver, JD

Provost and Core Faculty
Dariush Rafinejad, PhD

Director of Operations
Eric Cetnarski, MBA

ACADEMIC AFFAIRS

Dean of Academic Affairs
Steven Crane, PhD

ADMISSIONS

Director of Admissions
Kari Dorth

Senior Manager of Admissions & Community Engagement
Neha Hora, MBA

Senior Manager of Admissions & Experiential Learning
Connor O'Farrell

FINANCE AND GOVERNANCE

Director of Finance & Student Business Services
Laura Ludwig

Senior Manager, Strategy and Governance
Divya Srinivasan, MBA

Veteran Affairs Coordinator
Brett Denbow

INFORMATION TECHNOLOGY

Director of Information Technology
Nader Abdallah

Librarian and Instructional Services Manager
Kate McDill, MLIS

MARKETING & COMMUNICATIONS

Director of Marketing
Tanya Weliky

REGISTRAR

Registrar and Director of Institutional Research
Lynn Braun, MSFS

Associate Registrar
Cathy Huie

STUDENT LIFECYCLE

Community Engagement Manager
Sally Jernigan-Smith

Career Services
Sharmila Singh, MBA

Residency Coordinator – San Francisco
Alexi Molinari

CHAPTER 2: ACADEMIC PROGRAMS

The following sections on Facilities, Housing and Transportation are added to Chapter 2: Academic Programs. These should be inserted following Library and Information Services.

FACILITIES

ADMINISTRATIVE OFFICES

San Francisco, CA

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

Seattle, WA

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

SAN FRANCISCO LEARNING SITE

One Beach Street, San Francisco, CA

PGS's San Francisco-based MBA, MPA, and Certificate in-person classes are held during monthly residencies at One Beach Street, located near the San Francisco Embarcadero. These residencies occur Thursday through Sunday once per month. The campus extends over 30,000 square feet and includes 17 classrooms, a student lounge, a staff/faculty lounge, two computer labs, 1 video conference room and an Alumni Reading Room. All classrooms are equipped with hi-speed wireless internet, desks, chairs, whiteboards, projectors, and projection screens.

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

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

SEATTLE LEARNING SITES

Seattle Learning Site, Seattle, WA

Class sessions for the MBA in Sustainable Business (Metro) program are held at the Impact Hub, 220 Second Avenue South, near Pioneer Square in Seattle. Classrooms are equipped with hi-speed wireless internet, tables, chairs, whiteboards, projectors, and projection screens.

IslandWood, Bainbridge Island, WA

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

HOUSING

SAN FRANCISCO BAY AREA

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

Accommodations during San Francisco Residencies

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

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

Housing Accommodations

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

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

SEATTLE AREA

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

Accomodations during Residencies at IslandWood

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

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

Housing Accommodations

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

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

TRANSPORTATION

SAN FRANCISCO BAY AREA

Transportation costs vary according to the student's proximity to public transportation and if the student owns a vehicle. Parking near One Beach Street during residencies can be expensive, especially during August and September.

Please note that it is not the responsibility of Presidio Graduate School to find or provide transportation assistance to students. Most students opt for public transportation or carpooling to residencies.

Please also see "Estimated Cost of Attendance" on page 46, which is used to determine financial aid eligibility. PGS includes $400/month estimated transportation costs while degree students are enrolled. This estimate covers public transportation as well as longer distance travel to and from residencies.

Carpooling and Public Transportation

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

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

TRANSPORTATION – SEATTLE AREA

Transportation costs vary according to the student's proximity to public transportation and if the student owns a vehicle.

Please note that it is not the responsibility of Presidio Graduate School to find or provide transportation assistance to students. Most students opt for public transportation or carpooling to residencies.

Students are responsible for arranging their own transportation to and from the Seattle Learning Site and IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot. wa.gov/ferries. Transportation from the ferry landing to IslandWood can be arranged through Bainbridge Island Taxi (206.842.1021) or Taxis and Tours (206.842.7660).

Please also see "Estimated Cost of Attendance" on page 46, which is used to determine financial aid eligibility. PGS includes $400/month estimated transportation costs for Hybrid MBA students. This estimate covers public transportation as well as longer distance travel to and from residencies. PGS includes $90/month estimated transportation costs for Metro MBA students. This estimate is based on public transportation use within the Seattle area.

Carpooling and Public Transportation

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

- **King County Metro Transit:** The Pioneer Square neighborhood, Impact Hub at 220 Second Avenue South and the Seattle ferry terminal are all accessible by several Metro bus lines.
- **Soundtransit - Link Light Rail:** Soundtransit's Link Light Rail has a stop at Pioneer Square, just a two-three minute walk from Impact Hub at 220 Second Avenue South and a 10-minute walk to the Seattle ferry terminal.
- **Soundtransit – ST Express Buses:** ST Express buses travel between major cities in King, Snohomish and Pierce counties. The Pioneer Square neighborhood, Impact Hub at 220 Second Avenue South and the Seattle ferry terminal are all accessible by ST Express Buses.

- **Community Transit:** Community Transit (CT) is the public transit authority of Snohomish County, Washington, United States, excluding the city of Everett, in the Seattle metropolitan area. It operates local bus, paratransit and vanpool service within Snohomish County, as well as commuter buses to Downtown Seattle including the Pioneer Square neighborhood.
- **Washington State Ferries:** Most students attending class at IslandWood will likely take the Seattle to Bainbridge Island ferry. Students coming from north of Seattle may opt to take the Edmonds to Kingston ferry route. Students coming from south of Seattle may opt to drive to IslandWood.

CHAPTER 3: TUITION, FEES & FINANCIAL AID

CANCELLATION AND REFUND POLICY

Student's Right to Cancel

At the end of "Student's Right to Cancel," the following sentence is inserted regarding STRF fees.

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

STUDENT TUITION RECOVERY FUND (CALIFORNIA STUDENTS)

Replace the entire section on the STUDENT TUITION RECOVERY FUND (CALIFORNIA STUDENTS) on pages 43-44 with the following, which includes updated verbiage per 5, CCR §76215(a)(b).

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

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

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

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

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

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

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

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

CHAPTER 4: ADMISSIONS & ENROLLMENT

OVERVIEW

The section on "Fees & Deposit" on page 57 is replaced with the following Application Fee & Tuition Deposit. Please note that reduction of the application fee to $50 and the deposit to $250.

APPLICATION FEE & TUITION DEPOSIT

The application fee for all PGS programs is $50. This application fee is non-refundable.

An applicant who is admitted into a program must submit a $200 new student tuition deposit to hold their place in the class. The tuition deposit will be applied to the tuition for the first term in which the student enrolls. The tuition deposit is non-refundable should the accepted applicant later choose not to enroll.

The deposit is due two weeks after the date of the letter of notification. If a response is not received by the specified date, the applicant's place will be offered to another applicant. A student who decides not to accept an offer of admission from PGS is urged to notify PGS in writing as soon as possible so that his or her place can be offered to another applicant.

ACCEPTANCE OF TRANSFER CREDIT

The following section on Acceptance of Academic Credit is added at the end of Chapter 4: Admissions & Enrollment. This should be inserted on page 60 following International Students.

Graduate coursework taken at an accredited institution can be considered for transfer credit. A maximum of 8 semester credits of graduate coursework will be accepted into Presidio Graduate School (PGS) degree programs. For more information on the PGS transfer credit policy, see pages 72-4 of this handbook.

In 2017-2018, Presidio Graduate School has not entered into an articulation or transfer agreement with any other college or university.

CHAPTER 6: POLICIES

ACADEMIC & REGISTRATION POLICIES

TRANSFER CREDIT, WAIVER, AND SUBSTITUTION POLICY

The following section on Acceptance of Transfer Credit is added to the "Transfer Credit, Waiver, and Substitution Policy" on page 72.

Acceptance of Transfer Credit

Graduate credits earned at an accredited institution can be considered for transfer credit. A maximum of 8 semester credits of graduate coursework will be accepted into Presidio Graduate School degree programs.

In 2017-2018, Presidio Graduate School has not entered into an articulation or transfer agreement with any other college or university.

PERMANENT TRANSCRIPTS

This section on Permanent Transcripts is added prior to Identification Cards on page 80.

A transcript is a complete record of a student's academic achievement. Presidio Graduate School permanently maintains student transcripts within Populi, the Student Information System.

Permanent transcripts include:
- Courses
- Grades
- Grade Point Average (San Francisco)
- Credits attempted and earned
- Degree(s) pursuing and/or awarded
- Area of concentration or major (as applicable)
- Date of completion, (i.e., the last day of the last term registered or the date on which all degree requirements were completed (whichever is the later date)

STUDENT RECORDS & PRIVACY

TRANSCRIPTS

In the section on Transcripts on page 82, the word "permanent" is inserted prior to the word "complete" in the first sentence, as follows:

A transcript is a permanent, complete record of a student's academic achievement. In accordance with FERPA, official transcripts are issued only upon the written request of the student. Unofficial transcripts are provided free of charge and are available from the Registrar and in Populi, the PGS Student Information System (SIS). Requests for official transcripts may be emailed or mailed to the Registrar. The Transcript Request Form is available from the Registrar. Transcript requests are processed within 3-10 business days via first class mail or can be rushed in one business day plus overnight shipping. Fees for these services are on page 36.

TYPES, LOCATIONS, AND CUSTODIANS OF EDUCATION RECORDS

In the table listing "Types, Locations, and Custodians of Education Records," the word "Permanent" is inserted prior to the word "Transcripts" in the 5th row, as follows:

Record Category	Location	Custodian
Admission Records	Admissions Office for applicants Registrar's Office for enrolled students	Admissions Director or Registrar
Cumulative Academic Records (current students)	Registrar's Office	Registrar
Cumulative Academic Records (former students)	Registrar's Office	Registrar
Permanent Transcripts & Supporting Documentation	Registrar's Office	Registrar
Disciplinary Records	Student Affairs and Career Development Office	Associate Director of Student Affairs and Career Development
Financial Aid Records	Financial Aid Office	Financial Aid Administrator
Financial Records	Student Business Services	Student Business Services Coordinator
Records for Students with Disabilities	Disability Services	Associate Director of Student Affairs and Career Development