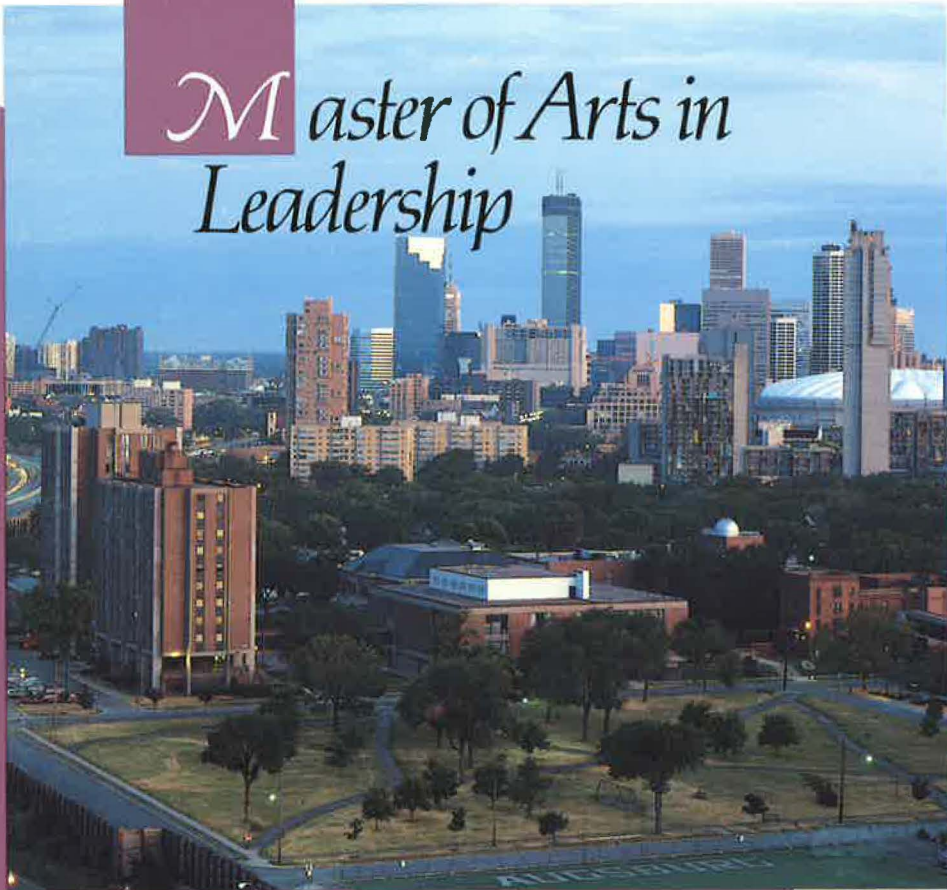


*Master of Arts in  
Leadership*



Augsburg  
College

1989 - 1990

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Those who hope to lead had better understand both rationally and intuitively the people who might be their followers, and the society in which they are embedded. They had better comprehend the values of our common culture, past and present, know how our political and economic systems work, and understand how and why science has changed the world... Leaders need specialists as advisers and staff members. But leaders themselves are generalists... At higher levels of leadership they cannot achieve their full potential without considerable breadth of knowledge. Only this way can they shape the contexts for decisions where expert knowledge is used.

-- John Gardner

Augsburg College  
731 21st Avenue South  
Minneapolis, MN 55454

612/330-1786



## Information Sessions

Individuals interested in the Master of Arts in Leadership program at Augsburg College are encouraged to attend an information session. These free, two-hour sessions are scheduled at various times prior to the beginning of each trimester. Please call the Graduate Program Office (330-1786) to receive further details or to register for one of these information sessions:


Saturday, October 21, 1989	9:00 - 11:00 AM
Saturday, February 24, 1990	9:00 - 11:00 AM
Saturday, April 21, 1990	9:00 - 11:00 AM
Thursday, May 24, 1990	6:00 - 8:00 PM
Thursday, June 21, 1990	6:00 - 8:00 PM
Tuesday, July 17, 1990	6:00 - 8:00 PM

**For more information write or call:**

Graduate Program Office  
Augsburg College  
731 21st Avenue South  
Minneapolis, MN 55454

**612/330-1786**





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# Master of Arts in Leadership

## 1989-90 Calendar

Saturday Schedule: 8:30 - Noon and 1:15 - 4:45 PM

Thursday Schedule: 6:00 - 7:30 PM and 8:00 - 9:30 PM

### Fall, 1989

Monday, August 14	Application Deadline
Tuesday, September 5	Orientation/Registration
Thursday, September 7	Classes Begin
Saturday, September 9	Leadership Practicum
Monday, September 11	Last day to register and/or drop class without record notation
Saturday, September 16	Classes Meet
Thursday, September 21	Classes Meet
Saturday, September 23	Leadership Practicum
Saturday, September 30	Classes Meet
Thursday, October 5	Classes Meet
Saturday, October 14*	Classes Meet
Thursday, October 19*	Classes Meet
Saturday, October 21*	Classes Meet
Thursday, October 26	Classes Meet
Thursday, November 2	Leadership Practicum
Saturday, November 4	Classes Meet
Thursday, November 9	Classes Meet
Saturday, November 18	Classes Meet— Last day to withdraw from class
Saturday, December 2	Last Class
Monday, December 18	Final Grades Due

\*denotes one week period between classes

### Attendance Policy

Each class meets for seven Saturday sessions and six Thursday sessions. Since it is in the classroom that leadership issues are presented, discussed and analyzed, regular attendance is highly important and should be considered a responsibility, not only to one's self, but to one's classmates and the course instructor. Irregular attendance may, at the discretion of the instructor, adversely affect one's grade.

### Winter, 1990

Wednesday, January 3	Orientation/Registration
Thursday, January 4	Classes Begin
Saturday, January 6	Leadership Practicum
Monday, January 8	Last day to register and/or drop class without record notation
Saturday, January 13	Classes Meet
Thursday, January 18	Classes Meet
Saturday, January 27	Classes Meet
Thursday, February 1	Classes Meet
Saturday, February 10	Classes Meet
Thursday, February 15	Classes Meet
Thursday, February 22	Leadership Practicum
Saturday, February 24	Classes Meet
Thursday, March 1	Classes Meet
Saturday, March 10	Classes Meet—Last day to withdraw from class
Thursday, March 15	Classes Meet
Saturday, March 24*	Classes Meet
Saturday, March 31*	Last Class
Monday, April 9	Final Grades Due

\*denotes one week period between classes

### Spring, 1990

Tuesday, April 3	Orientation/Registration
Thursday, April 5	Classes Begin
Saturday, April 7	Leadership Practicum
Monday, April 9	last day to register and/or drop class without record notation
Thursday, April 12	Classes Meet
Saturday, April 21	Classes Meet
Thursday, April 26	Classes Meet
Saturday, May 5	Classes Meet
Thursday, May 10	Classes Meet
Thursday, May 17	Leadership Practicum
Saturday, May 19	Classes Meet
Thursday, May 24	Classes Meet
Saturday, June 2	Classes Meet—Last day to withdraw from class
Thursday, June 7	Classes Meet
Saturday, June 16*	Classes Meet
Saturday, June 23*	Last Class
Monday, July 2	Final Grades Due

\*denotes one week period between classes

# Introduction to the *Master of Arts in Leadership*

## **Developing Leaders for Organizations and the Community**

The Master of Arts in Leadership responds to the leadership development needs of profit and not-for-profit organizations. While different in structure and purpose, most organizations seek leaders with the following qualities:

- a vision which is ethically and morally responsible, extending beyond immediate concerns;
- an understanding of how change occurs and affects the immediate environment;
- a sensitivity to the complex problems organizations face, and an ability to achieve solutions consistent with an organization's mission;
- the ability to motivate and inspire individuals and groups to work toward a common goal; and
- the ability to effectively represent the organization both internally and externally.

The Master of Arts in Leadership provides a means by which individuals aspiring to enhance their leadership skills may discover and refine these and other abilities and awarenesses fundamental to effective leadership.

## **Accommodating the Full-Time Work Schedule**

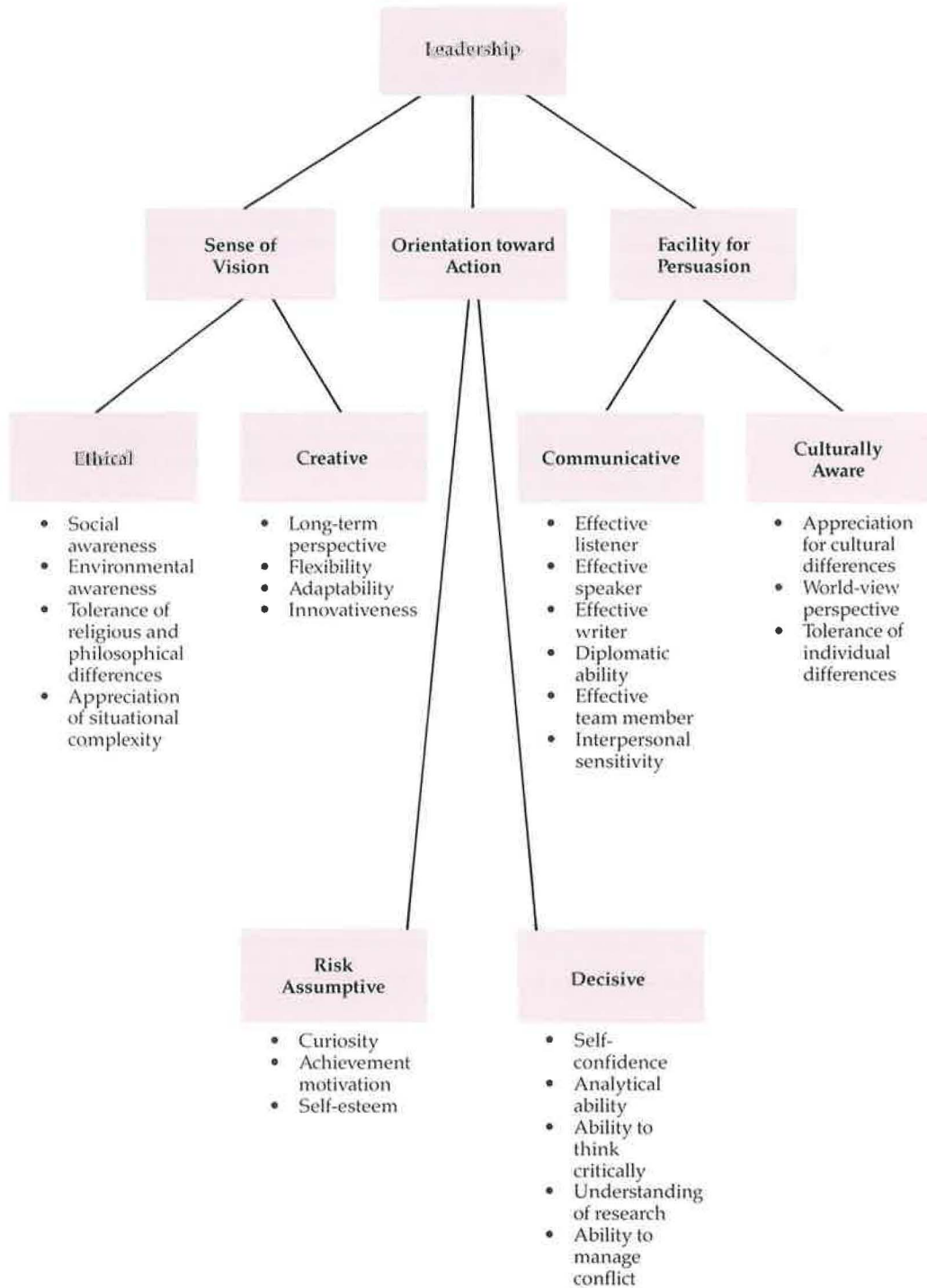
The Master of Arts in Leadership program is designed to meet the needs and preferences of working adults. The program is based on the assumption that the men and women who enroll are employed, self-disciplined and well-motivated individuals who seek a balance of classroom experience, group interaction and individual study. Each course is, therefore, divided into periods of study, group efforts and class preparation. To accommodate this format for learning, each class meets on alternate Saturdays for three and one half hours and alternate Thursday evenings for one and one half hours.

## **Leadership Development Model**

The Master of Arts in Leadership program promotes leadership as a process which 1) inspires cooperation among people who must compete for limited resources, 2) promotes productivity within and beyond the organization and 3) works toward progress. To accomplish this, individuals aspiring to positions of leadership must possess three key attributes: a sense of vision, the ability to persuade and the ability to direct action. Underlying these attributes is a broad range of abilities and awarenesses. These abilities and awarenesses, outlined in the diagram on page 7, serve as specific outcomes for the Master of Arts in Leadership. Augsburg's model of leadership development is designed to assess, promote, enhance and refine these capabilities within the individual.



## Leadership Development Model



### **Community of Learners**

Essential to the goals of the Master of Arts in Leadership is participation in a community of learners. Learning can be enhanced when the student is involved in a stable community that provides opportunity and encouragement for active participation both in and out of the classroom. This community will be enriched by the presence of men and women who bring to the program a variety of work and life experiences. To facilitate this kind of community interaction, Augsburg encourages graduate students to make use of college facilities such as the library, meeting rooms and college center; to take the opportunity of having shared meals and coffee breaks; to participate in optional lunchtime seminars; and to attend other college activities such as music and dramatic presentations and athletic events.

### **Leadership Practicum**

Master of Arts in Leadership students enroll in a half course called "Leadership Practicum." Students are required to enroll in this professional assessment and development course for six terms during their graduate work at Augsburg. Upon completion of the entire practicum, students receive a half course credit. In each term, one Saturday and one Thursday evening are devoted to "Leadership Practicum."

Early in the program a major component of this practicum is a full-day professional assessment to determine students' abilities and potential relative to each of the outcomes of the Leadership Development Model (see page 7). Assessment instruments include paper and pencil exercises and simulation and group experiences. Following the assessment students meet individually with a trained assessor who provides guidance in personal goal setting and in the creation of a professional development plan or "blueprint."

In subsequent terms "Leadership Practicum" includes workshops designed to meet the needs of the students in the following areas: communication skills, self-assessment measures, group processes, and other professional development topics identified by graduate students and staff.

"Leadership Practicum" concludes with a final assessment followed by an individual meeting with a trained assessor.



## Curriculum Design

The Master of Arts in Leadership program is composed of 12 courses. Each course unites two or more liberal arts disciplines, encourages pursuit of the designated outcomes, and uses a variety of learning techniques appropriate to adult learners. Instructional techniques are varied, such as case study, debate, written and oral presentations and group activity. These techniques, which have had demonstrated success in advanced courses, develop targeted leadership abilities and understandings. Continual reinforcement occurs as students employ these capacities in multiple courses. Students are encouraged to see abilities and understandings as cross-disciplinary and to see content areas as integrated. The very form of the program reflects the view that the world in which we operate is complex and that dealing with it successfully requires well developed integrative ability.

### **Required Courses Include:**

ML 510	Foundations of Leadership (to be taken during one of the first three trimesters)
ML 590	Thesis-Research Seminar I
ML 591	Thesis-Research Seminar II (These two seminars are to be taken in a student's last two consecutive terms.)
ML 592	Thesis Consultation (a half course to be taken simultaneously with ML591 and in the term in which the thesis is completed)
ML 500	Leadership Practicum (a half course which spans six trimesters)

### **Students are required to complete eight additional courses chosen from the following courses:**

ML 511	Creativity and the Problem-Solving Process
ML 520	Self-Identity, Values and Personal Growth
ML 521	Methods of Critical Thought
ML 530	Ethics in Communication
ML 531	The Dynamics of Change
ML 540	Politics, History and Leadership
ML 545	Analytical Reasoning for Qualitative Decisions
ML 550	Decision-Making Technology
ML 560	Developing a Multi-Cultural Perspective
Other courses as added	



## Course Descriptions

### **ML 510 Foundations of Leadership**

Introduction to the concept of leadership, providing an historical and philosophical framework for the program. This course views the nature and purpose of leadership from a variety of disciplines and perspectives. The role of the liberal arts, various learning styles, methods of research and inquiry, student outcomes and program expectations are examined.

### **ML 511 Creativity and the Problem-Solving Process**

Exploration of creativity from the perspective of traditional aesthetics as well as contemporary organizational thinking. This course uses creativity as a method and it examines techniques for solving problems in organizations, for enhancing innovation, and for seeking an integrative world-view.

### **ML 520 Self-Identity, Values and Personal Growth**

Study of the concepts of self-identity, values and personal growth as related to professional and personal life. This course may employ psychological, philosophical, and theological perspectives to explore the role of the individual in the larger social context. Major topics include the acquisition, development and evolution of self-identity and values, the influence of sex roles, and the relationship to spiritual growth.

### **ML 521 Methods of Critical Thought**

Investigation of the processes of critical thinking drawing from philosophy and other disciplines. This course focuses on the relationships between ideas and the expression and application of ideas. Students apply dialectical processes in the effective formation, presentation and use of ideas in organizational structures.

### **ML 530 Ethics in Communication**

Interdisciplinary study of ethics and communication through the investigation of a variety of ethical perspectives within human communication. This course places particular attention on the use and abuse of communication in politics, advertising and interpersonal relationships. It emphasizes a sensitivity to ethical conflicts which arise in social and organizational settings.

### **ML 531 The Dynamics of Change**

Examination of the processes by which change occurs. This course applies economic and sociological theories to such critical social



issues as human and natural resource management. Emphasis is on identifying the need for change, the means of initiating it and the adaptation of social groups to change.

**ML 540 Politics, History and Leadership**

Analysis of the political aspects of nation-states and other organizations. This course focuses on the process of achieving individual, group or national goals. Drawing on a variety of cultures and nations, it examines significant historical events and the leaders who shaped them.

**ML 545 Analytical Reasoning for Qualitative Decisions**

Exploration of the methods of mathematical reasoning as a structure for approaching problems. This course focuses on the logic and rationale underlying mathematical models and analytical decision making techniques.

**ML 550 Decision-Making and Technology**

Historical analysis of the decision making and problem solving process. This course focuses on the development of technology as both the cause and the solution of problems by investigating various cases.

**ML 560 Developing a Multi-Cultural Perspective**

Investigation of inter-cultural issues. This course enhances the ability to lead and work more effectively with people of different cultural backgrounds through the study of diverse values, beliefs and traditions within the global community.

**ML 590 Thesis-Research Seminar I: Research in Leadership**

First half of a two-course "capstone" sequence for the Master of Arts in Leadership program. This course provides each individual the opportunity to develop a research topic to synthesize previous study and work experience and to demonstrate an understanding of the program's principles. Graded on a P/N basis.

**ML 591 Thesis-Research Seminar II: Synthesis of Findings**

Continuation of the "capstone" seminar. This seminar focuses on the methods of inquiry and results of individual projects. At the completion of the seminar students present their final results orally and submit written theses. Graded on a P/N basis.

**ML 500 Leadership Practicum**

A professional assessment and development course which spans six terms. This course includes a full-day professional assessment and subsequent workshops in the following areas: communication skills, self-assessment measures, group processes. The course culminates in a final professional assessment. Half credit. Graded on a P/N basis.

**ML 592 Thesis Consultation**

A series of meetings with a faculty thesis adviser simultaneous with ML 591 and during the trimester in which the thesis is being prepared for final submission. Half credit. Graded on P/N basis. Students not completing the thesis during the same term in which they are enrolled in ML 591 are required to register for "Thesis Consultation" during each subsequent term until the thesis is completed.



## *Graduate Faculty*

Faculty teaching in the graduate program are full-time senior faculty with doctorates or appropriate professional degrees. Some courses are team taught, by bringing together faculty from different disciplines or combining a faculty member with professionals from relevant fields. In these situations, at least one member of the team has a Ph.D. and substantial teaching experience. All of the program faculty have extensive experience teaching adult learners. Graduate faculty are listed at the end of this bulletin.



## *Library*

The Augsburg library houses over 160,000 books, periodicals, records, tapes and films. Music, Chemistry and Art History libraries are located within the departmental areas. Access to over 1,000,000 volumes is available via daily interloan and courier service among seven private liberal arts colleges and the Hill Reference Library. Through Minitex, the statewide network, the additional resources of the Minnesota and Wisconsin libraries are accessible to Augsburg faculty and students.



## *Accreditation and Affiliations*

Students who successfully complete Augsburg's leadership program will receive a Master of Arts Degree. Augsburg is accredited by the North Central Association of Colleges and Schools. The college is a member of the Associated Colleges of the Twin Cities (ACTC), Lutheran Education Council in North America and Minnesota Private College Council.

Augsburg College is registered with the Minnesota Higher Education Coordinating Board. Registration is not an endorsement of the institution. Registration does not (necessarily) mean that credits earned at the institution can be transferred to other institutions or that the quality of the educational programs would meet the standards of every student, educational institution, or employer.

## **S** *Student Support Services*

The Augsburg Graduate Program assists students in making education and career plans, in working on their personal development, and in participating in activities beyond the classroom. Some of these services are listed below.

### **Academic Planning**

In addition to the faculty who provide consultation and advice, academic planning is guided by the Leadership Practicum assessors, thesis advisers, and the Graduate Program staff.

### **Career Planning Services**

Career Services available are

- professional assessment through the Leadership Practicum
- self/career assessment counseling through the Career Services Office (330-1162)
- development of a resume and a career-search plan through the Career Services Office
- work experience related to a student's field of specialization through the Cooperative Education Office (330-1148)

## **S** *Student Rights*

The College has adopted a statement of student rights and responsibilities and has provided for due process in the matters of disciplinary action, grievances and grade appeal. Any student who wishes to identify appropriate procedures for a complaint should contact the Vice President for Student Affairs. (Phone 330-1160)

The College operates in compliance with the Family Rights and Privacy Act and Title IX. Students have the right to inspect all official records which pertain to them and which are maintained in the Registrar's Office and the Placement Office (except where a waiver of access has been signed) and to challenge inaccurate or misleading information. Students have a right to experience education free from discrimination based on sex, race, ethnic or cultural background, handicap, creed, marital status or age.



## Admission Requirements

Applicants to the program must hold a baccalaureate degree from an accredited four-year college or university.

Applicants to the program are expected to have a minimum undergraduate grade point average of 3.0 (on a scale of A=4.0).

Applicants to the program must have five years of experience (or equivalent) with one or more organizations in a position(s) of leadership or position(s) demonstrating leadership potential.

Decisions about admission to the program will be made on an individual basis by the Graduate Program Committee. Admission to each entering graduate class will be given to the most highly qualified individuals. Selection of candidates will be made on the basis of an evaluation of each applicant's

- previous college record,
- letters of recommendation,
- experience and organizational background,
- Miller Analogies Test scores and
- written statement and possible interview.

## Application Procedures

To apply, students must submit the following materials to the Graduate Program Office:

- Completed application form with \$25 (non-refundable) application fee.
- Written statement relating the applicant's career and life goals focusing on leadership aspirations.
- Letter of recommendation from an immediate supervisor, assessing leadership potential.
- Letter of recommendation from a co-worker (at the same level) describing applicant's work style and potential as a leader.
- Official transcripts of undergraduate and graduate work from each institution attended indicating degrees conferred.
- Official set of results on the Miller Analogies Test.
- Possible interview with graduate program staff member.

## Deadlines

Fall Trimester, 1989—Monday, August 14, 1989  
 Winter Trimester, 1989—Monday, November 27, 1989  
 Spring Trimester, 1989—Monday, March 5, 1990  
 Fall Trimester, 1990—Monday, August 13, 1990



## Evaluation Standards

Evaluation of academic performance for the Master of Arts in Leadership will be based on number grades using a 4.0 point scale with these definitions:

- 4.0 Achieves highest standards of excellence
- 3.5
- 3.0 Achieves above basic course standards
- 2.5
- 2.0 Achieves the minimum passing standard
  
- P Achieves at or above the 2.0 level (not computed in grade point average)
  
- N Does not meet minimum course standards (no credit and non-punitive — not computed in grade point average)
  
- W Grade given when course is dropped
  
- I Incomplete grade given in case where student is unable to complete course requirements for reasons beyond the student's control (to receive an incomplete, a student must file a petition with the Graduate Program staff stating reasons for the request, the plan and date for removing the incomplete grade, the signature of the instructor, and any other necessary documentation).

Not more than two courses with a grade below 3.0 will count toward the degree. Not more than two courses with a grade below 2.0 can be repeated. Only the credits and grades earned the second time are counted in the grade point average.



## **A**cademic Policies

### **Academic Probation and Dismissal**

Students must maintain a 3.0 cumulative grade point average. If a student falls below a 3.0 average, the student will be placed on probation for the following term. A 3.0 cumulative grade point average must be restored in order for a student to be removed from probation. If a student receives a grade of N in a course, the student must petition successfully with the Graduate Program Committee before being permitted to continue in the program. A plan for the student to follow would be outlined at that time. If the cumulative grade point average again falls below 3.0, the student may be dismissed from the program by the Graduate Program Committee. Students also may be dismissed by the Graduate Program Committee for behavior detrimental to the program such as a gross violation of college policy (as published in the Student Guide). Dismissal would occur only after established procedures were followed.

### **Credit for Prior Education, Training and Experience**

Due to the interdisciplinary nature of the courses in the Master of Arts in Leadership program, it is unlikely that courses taken elsewhere may be substituted for a particular course in the curriculum. Students may petition the Graduate Program Committee for approval of any variation in the curriculum including the transfer of credit or the receipt of credit for other training.

### **Credit and Contact Hours**

Each graduate course in the Master of Arts in Leadership program is the equivalent of four semester credits or six quarter credits. Students meet in class a total of 30 hours (excluding finals) and are responsible for a significant amount of individual study and preparation.

### **Enrollment Policy/Leaves of Absence**

Students may take either one or two courses each trimester. Enrolling in two courses per trimester enables a student to complete the program in two years. All students are required to complete the program within four years. Extensions beyond four years will be considered on the basis of petition to the Graduate Program Committee. Students who leave the program for more than one term must request a leave of absence in writing from the Graduate Program Committee.

### **Last Date to Withdraw from Class**

The last date on which students may withdraw from a class and receive a "W" on their records is noted on pp. 4 and 5.

## Fee and Payment Schedule

Application Fee (payable once, non-refundable)	\$25.00
Tuition (per trimester course) (one course = 6 quarter credits or 4 semester credits)	\$750.00
Enrollment Reservation Deposit (non-refundable)	\$100.00
Leadership Practicum Fee (per term for six terms)	\$125.00
Late Fee (charged to any student registering after the scheduled registration date. Late registration includes incomplete registration as defined: a) Unsigned Registration Form or b) Unapproved Payment Plan)	\$50.00 per day
Registration Change After First Class Meeting (cancel/add/change grade option, or combination at one time)	\$5.00
Transcript Fee (per copy after first, which is free)	\$2.00

Finance Charge: A finance charge is applied at a simple rate of 1% per month on any account with an open balance of 30 days or more.

### Fees

The application fee (\$25) is due on or before the application deadline for a given term. The \$100 non-refundable deposit reserves a place in the program in a given term, once a person is accepted. Tuition is due at the time of registration.

### Payment Options\*

- 1) Payment in Full: Due Day of Registration.
- 2) Payment Plan: Upon application and after college approval, a 3-pay plan is available each trimester. Payment plans will be offered only if previous plans have been adhered to.
- 3) Company Reimbursement: Full courses, or equivalent, which are company reimbursed require a deposit of \$150 per course reimbursed, with full payment due within 45 days after the end of the term.

A finance charge is applied at a simple rate of 1% per month on any amount with an open balance of 30 days or more.

Tuition is set on an annual basis, payable in 3 equal installments at the beginning of each trimester. Registration is permitted only if the student's account for a previous term is paid in full as agreed. Augsburg College will not release diplomas or academic transcripts until all student accounts are paid in full. This also applies for student loan funds administered by the college (Perkins Student Loan); they must be current according to established repayment schedules.

\*A non-sufficient-fund check will declare your registration invalid and could affect further credit extended by the college.



### **Refund Schedule**

A per-course tuition refund will be made on the following basis: (In order to be eligible for the refund, students are responsible for cancelling courses with the Registrar's Office.)

- Prior to the first scheduled class meeting — 100%
- Prior to the second scheduled class meeting — 90%
- Prior to the third scheduled class meeting — 80%
- Prior to the fourth scheduled class meeting — 70%
- Prior to the fifth scheduled class meeting — 60%
- Prior to the sixth scheduled class meeting — 50%

## *Financial Aid*

In a number of ways, students may receive assistance in meeting Graduate Program costs. Enrollment in two courses per trimester allows the student to be classified as full-time. One course is considered half-time enrollment. The Financial Aid Office (330-1046) will assist students in assessing financial need and constructing an aid/payment program from available alternatives, including the following:

### **Company Tuition Assistance Programs**

Many companies, agencies and corporations offer full or partial tuition assistance to employees who participate in work-related or degree-related college programs. Augsburg College provides several payment plans by which employees may handle tuition reimbursement.

### **Federal and State Aid Programs**

The Financial Aid Office will assist students in determining eligibility for any Federal or State grant or loan programs available to graduate students. Determination of eligibility will be based on standard nationally accepted forms and methodologies including:

- Family Financial Statement (FFS)
- Financial Aid Form (FAF)
- Graduate and Professional Scholastic Aid Service

### **Funded Scholarships**

Augsburg actively pursues outside funding for special scholarships to facilitate the participation of qualified candidates with limited financial resources. The availability of such scholarships enables the program to guarantee the participation of individuals of limited financial means as well as individuals working for volunteer agencies and other organizations not likely to provide tuition reimbursement.

Alternative payment plans will be available to all students for the payment of tuition.

### **Veterans of Military Service**

Augsburg College is approved by the State Approving Agency for Veteran's Training. Veterans should contact the Registrar's Office about completion of the enrollment certification and forwarding other information to the Veteran's Administration.





## **A** *about Augsburg*

### **History**

Augsburg was the first seminary founded by Norwegian Lutherans in America. Named after the confession of faith presented by Lutherans in Augsburg, Germany, in 1530, Augsburg opened in September 1869 in Marshall, Wisconsin and moved to Minneapolis in 1872.

### **Campus Location**

Augsburg's campus is located in the heart of the Twin Cities, surrounding Murphy Square, the first of 155 parks in the "City of Lakes." Adjacent to the campus are Fairview and St. Mary's Hospitals, the West Bank campus of the University of Minnesota and Mississippi River parkways.

### **Accessibility**

Augsburg College has made a major effort to become one of the most accessible campuses in the region. Skyways, tunnels and elevators provide accessible connections between 9 of the 14 major buildings — student housing towers, College Center, main academic and administrative halls, the library and music building. In addition, there is a program for students with learning or physical disabilities.

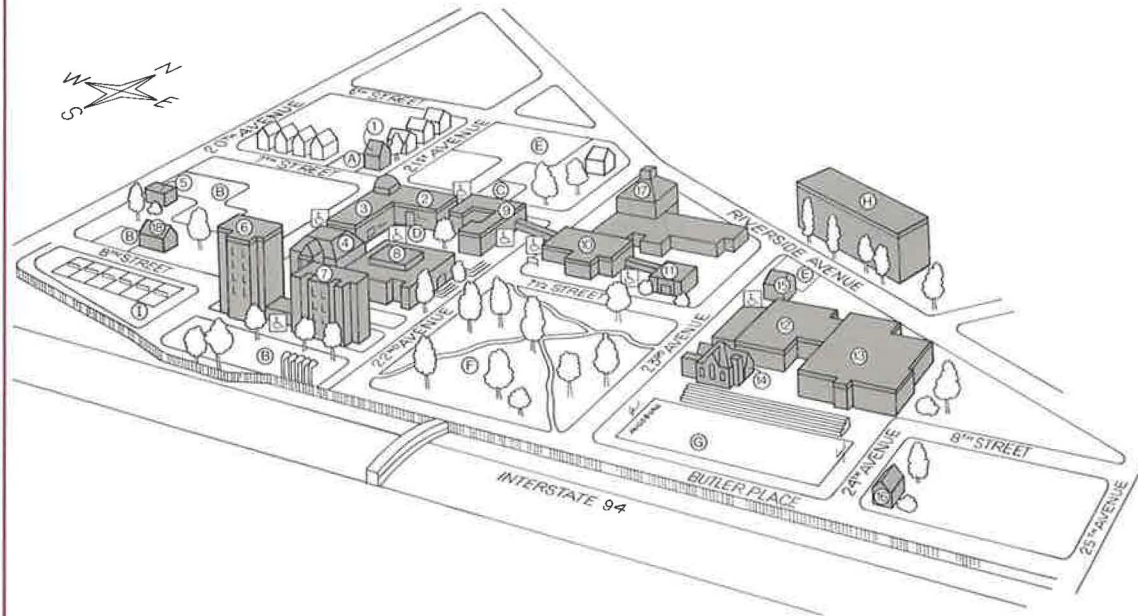
### **Church Affiliation**

Augsburg is a college of The Evangelical Lutheran Church in America. About 59% of the students are Lutheran, 14% other Protestant and 19% Roman Catholic. Several other affiliations are represented among students and faculty.

### **Non-Discrimination Policy**

Augsburg College does not discriminate on the basis of race, creed, national or ethnic origin, age, marital status, sex or handicap as required by Title IX of the 1972 Educational Amendments of Section 504 of the Rehabilitation Act of 1973 as amended in its admission policies, educational programs, activities, and employment practices.

# Campus Map



1. Admissions House
2. George Sverdrup Library
3. Science Hall
4. Old Main
5. West Hall
6. Mortensen Tower
7. Urness Tower
8. College Center
9. Sverdrup-Oftedal Memorial Hall
10. Music Hall
11. 2222 Murphy Square
12. Melby Hall
13. Ice Arena
14. Stage II Theatre
15. Center for Global Education
16. Scandinavian Center

17. Foss, Lobeck, Miles Center for Worship, Drama and Communication
18. Youth and Family Ministry
- A. Admissions Parking
- B. Student Parking
- C. Visitor Parking
- D. The Quad
- E. Faculty/Staff Parking
- F. Murphy Square
- G. Anderson-Nelson Athletic Field
- H. Fairview/St. Mary's Parking Ramp
- I. Husby-Strommen Tennis Courts

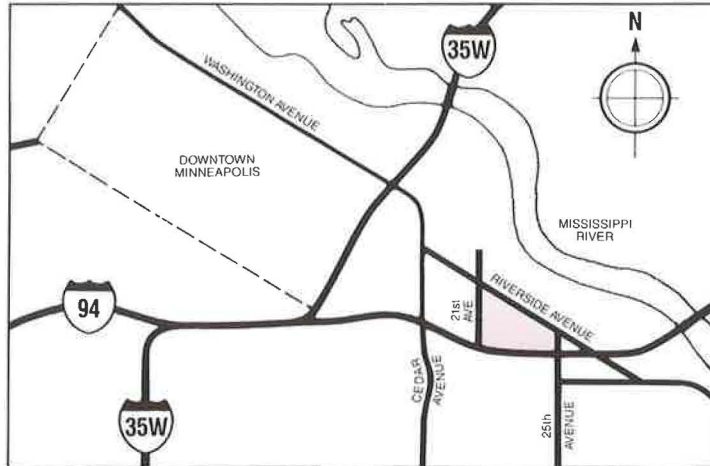


Accessible Entrance

## Parking

All posted Augsburg College parking lots are free and open for student use from 4:30 p.m. Friday through Saturday evening. Lots are located on 7th Street between 21st and 22nd Avenues and south of 8th Street on 21st Avenue.

## Campus Location



### **From Minneapolis**

Interstate 94 east to 25th Avenue exit, left to Riverside Avenue, left to 21st Avenue South, left to Augsburg sign.

### **From St. Paul**

Interstate 94 west to Riverside exit, right on Riverside to 21st Avenue South, left at Augsburg sign.



## Faculty and Administration

The following faculty and administrators are currently involved in the Master of Arts in Leadership program:

**Earl Alton**, Professor and Department Chairperson of Chemistry. BA, St. Olaf College; MS, Ph.D., University of Michigan.

**Margaret Anderson**, Associate Professor, Head Librarian. BS, MA, University of Minnesota.

**Raymond Anderson**, Professor of Speech, Communication and Theatre. BA, MS, Ph.D., University of Minnesota.

**Kenneth Bailey**, Professor of Philosophy. BA, St. Olaf College; MA, Ph.D., University of Minnesota.

**John Benson**, Professor of Religion. BA, Augsburg College; BD, Luther Theological Seminary; MA, Ph.D. Columbia University.

**Maria Brown**, Assistant Professor of Social Work. BA, MA, American University; MSW, University of Minnesota.

**John Cerrito**, Assistant Professor in Business Administration and Economics. BA, Rhode Island College; MS, University of Wisconsin—Stout.

**Francine Chakolis**, Assistant Professor of Social Work. BS, Augsburg College; MSW, University of Minnesota.

**Larry Crockett**, Assistant Professor of Mathematics/Computer Science. BA, MA, Pacific Lutheran University; M.Div. Luther Theological Seminary.

**Grace Dyrud**, Professor of Psychology. BA, MA, Ph.D., University of Minnesota.

**Mark Engebretson**, Associate Professor & Dept. Chairperson of Physics. BA, Luther College; M. Div., Luther Theological Seminary; MS, Ph.D., University of Minnesota.

**Norman Ferguson**, Professor of Psychology. BA, Franklin and Marshall College; MS, Ph.D., University of Wisconsin.

**Jerry Gerasimo**, Professor of Sociology. BA, Lake Forest College; MA, Ph.D., University of Chicago.

**Milda Hedblom**, Professor of Political Science. BA, Macalester College; MA, Ph.D., University of Minnesota.

**Edwina Hertzberg**, Associate Professor of Social Work, Director of Faculty Development. BA, Cedar Crest College; MSW, Ph.D., University of Minnesota.

**Garry Hesser**, Professor of Sociology, Director of Cooperative Education Program. BA, Phillips University; M.Div., Union Theological Seminary; Ph.D., University of Notre Dame.

**Joanne Karvonen**, Graduate Program Coordinator. BA, Gustavus Adolphus College; MA, University of Georgia.

**Edith Kromer**, Weekend Librarian. BA, Hamline University; MA, University of Minnesota.

**Ryan LaHurd**, Vice President for Academic Affairs, Dean of the College. BA, Mt. Carmel College; MA, University of Chicago; Ph.D., University of Wisconsin.

**David Lapakko**, Assistant Professor of Speech, Communication and Theatre. B.A., Macalester College; MA, Ph.D., University of Minnesota.

**Rosemary Link**, Assistant Professor of Social Work. MSc, London University (Bedford College); Ph.D., University of Minnesota.

**Janet M. Mathison**, Instructor, part-time, Religion. Associate Director, Center for Global Education. BA, Alverno College; MA, Ed.D, University of Pennsylvania, Philadelphia.

**Marie McNeff**, Associate Professor of Education. BS, M.Ed., Ed.D., University of Nebraska.

**Nancy Medcraft**, Co-director, Counseling Services, BA, MA, University of Minnesota.

**Thomas Morgan**, Assistant Professor of Business Administration and Economics. BS, Juniata College; MBA, University of Denver; MS, University of Oregon.

**Richard Nelson**, Professor and Department Chairperson of History. BA, University of Nebraska; MA, Ph.D., University of Minnesota.

**Beverly Nilsson**, Associate Professor and Chairperson of Nursing. BSN., MS, University of Minnesota.

**Norma Noonan**, Professor of Political Science. BA, University of Pennsylvania; MA, Ph.D., University of Indiana.

**Ronald Palosaari**, Professor of English. BA, Bethel College; B. Div., Bethel Seminary; MA, Ph.D., University of Minnesota.

**Diane Pike**, Associate Professor of Sociology. AB, Connecticut College; Ph.D., Yale University.

**Larry Ragland**, Associate Professor of Mathematics and Computer Science. BS, MA., Central Missouri State College; Ph.D., University of Texas at Austin.

**Richard Thoni**, Director of Weekend College. BA, St. Olaf College; PH.D., University of Minnesota.

**Elizabeth Vander Schaaf**, Associate Dean for Graduate and Special Programs. BA, Swarthmore College; MA, Ph.D., University of Iowa.

**Maria Woroby**, Reference Librarian & Weekend Supervisor. BS, MA, University of Minnesota.





## **A** *Advisory Council to the Graduate Program*

**Linda Geisen**, Training and Development Manager,  
City of St. Paul.

**Dan Hanson**, Vice President, Food Ingredients Division,  
Land-O- Lakes, Inc.

**Cynthia Marsh**, Ph.D. Consulting Psychologist, Personnel  
Decisions, Inc.

**Dean Newman**, Consultant.

**Robert Odom**, Senior Vice President of US Specialty Divisions,  
HB Fuller Company.

**Richard Ploetz**, Customer Education Manager, Medtronic, Inc.

**Rosemarie Ramirez**, Human Resources Officer, St. Paul  
Companies, Inc.

The provisions of this document are not to be regarded as an irrevocable contract between the student and the College. The College reserves the right to change any provisions or requirements at any time within the student's term of residence.

MASTER OF ARTS IN LEADERSHIP  
Augsburg College  
Recommendation Form

To the applicant: Please give this recommendation form to a co-worker or supervisor with whom you work. Before you do, however, please indicate whether you reserve the right to review the recommendation once it is written or waive your right of access to this information.

I (\_\_\_ reserve) (\_\_\_ waive) my right to review this recommendation.

Signed, \_\_\_\_\_





MASTER OF ARTS IN LEADERSHIP  
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I ( reserve) ( waive) my right to review this recommendation.

Signed, \_\_\_\_\_





# Application Instructions

## Augsburg College Master of Arts in Leadership

### **Application Form**

Complete all sections of the attached application form. Please print or type.

### **Application Fee**

Make check or money order payable to Augsburg College. Mail application form with the \$25, non-refundable application fee to:

Graduate Program Office  
Augsburg College  
731 21st Avenue South  
Minneapolis, MN 55454

### **Transcripts**

Have official transcripts from each post-secondary institution attended (including credits/degrees and dates) sent to the Graduate Program Office.

### **Test Scores**

Scores from the Miller Analogies Test (MAT) must be submitted to the Graduate Program Office. The MAT may be taken at the University of Minnesota Testing Office at Room 9 Eddy Hall (624-3323). The one-hour test is given Monday through Friday on a walk-in basis either at 10:00 a.m. or 2:00 p.m. Please ask to have your scores sent to Augsburg. The results will be available in 4 or 5 working days. The cost is \$30

### **Recommendations**

Please ask for a recommendation (please use the forms available from the Graduate Program Office) to be sent to the Graduate Program Office from each of the following:

*Immediate Supervisor* — Assessing your leadership potential.  
*Co-worker* (at the same level) — Describing your work style and potential as a leader.

### **Written Statement**

Submit a written statement relating your career and life goals, focusing on leadership aspirations and describing how you anticipate the Master of Arts in Leadership will facilitate your development.

### **Interview**

You may be asked to have a personal interview with a member of the Graduate Program Staff.





Augsburg College

# Application for Admission

Name \_\_\_\_\_  
Last First Middle Initial Other surname used at a college or university

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ County \_\_\_\_\_

Telephone \_\_\_\_\_  
Home Phone Work Phone Social Security Number

Male  Female  Age \_\_\_\_\_ Birthdate \_\_\_\_\_ Marital Status \_\_\_\_\_

Citizen of U.S. Yes  No  Religious Affiliation \_\_\_\_\_ Denomination \_\_\_\_\_

Predominant Ethnic Background (optional) Caucasian  Black/Afro American  Asian American   
Chicano/Mexican American  American Indian  Other

Current Occupation \_\_\_\_\_

Preferred Entry Date September, 1988  January, 1989  April, 1989

## Previous Education

Please list in chronological order all post-secondary institutions you have attended. Indicate the approximate number of credits earned and any degrees received.

School \_\_\_\_\_

Location \_\_\_\_\_

Dates Attended \_\_\_\_\_ Degrees or Credits Earned \_\_\_\_\_

School \_\_\_\_\_

Location \_\_\_\_\_

Dates Attended \_\_\_\_\_ Degrees or Credits Earned \_\_\_\_\_

School \_\_\_\_\_

Location \_\_\_\_\_

Dates Attended \_\_\_\_\_ Degrees or Credits Earned \_\_\_\_\_

School \_\_\_\_\_

Location \_\_\_\_\_

Dates Attended \_\_\_\_\_ Degrees or Credits Earned \_\_\_\_\_

**Professional Experiences**

Position \_\_\_\_\_ Employer \_\_\_\_\_

Location \_\_\_\_\_ Dates \_\_\_\_\_

Position \_\_\_\_\_ Employer \_\_\_\_\_

Location \_\_\_\_\_ Dates \_\_\_\_\_

Position \_\_\_\_\_ Employer \_\_\_\_\_

Location \_\_\_\_\_ Dates \_\_\_\_\_

**Forthcoming Recommendations**

Please have your supervisor and a co-worker send recommendations (please use the forms available from the Graduate Program Office) on your behalf to the Graduate Program Office.

List the people writing recommendations below:

Name	Title	Organization/Institution

**Transcripts**

Have you requested that your post-secondary transcripts be sent to the Graduate Program Office? Yes  No

**Test Scores**

Have you taken the Miller Analogies Test (MAT) and requested that the scores be sent to the Graduate Program Office? Yes  No

Date I plan to take the MAT \_\_\_\_\_

**Written Statement**

Are you enclosing your written statement with this application? Yes  No

**Financial Aid**

Do you wish to apply for financial aid? Yes  No

To the best of my knowledge the above information is true and complete.

Date \_\_\_\_\_ Signature \_\_\_\_\_

Please send this completed application, along with a non-refundable application fee of \$25, to Graduate Program Office, Augsburg College, 731 21st Avenue South, Minneapolis, MN 55454.





To the writer of this recommendation: Thank you for your willingness to provide information to the Augsburg College Graduate Admissions Committee. Please fill out the checklist on the reverse side of this sheet and then in a letter expand on your evaluation of the applicant's potential for graduate study and for assuming more advanced leadership positions. Include in your letter how long you have known the applicant and in what capacities. Please mail the checklist and your letter directly to the Graduate Program Office at the following address. Thank you.

Graduate Program Office  
Augsburg College  
731 21st Avenue South  
Minneapolis, MN 55454





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*Augsburg College*

731 21ST AVENUE SOUTH  
MINNEAPOLIS, MN 55454