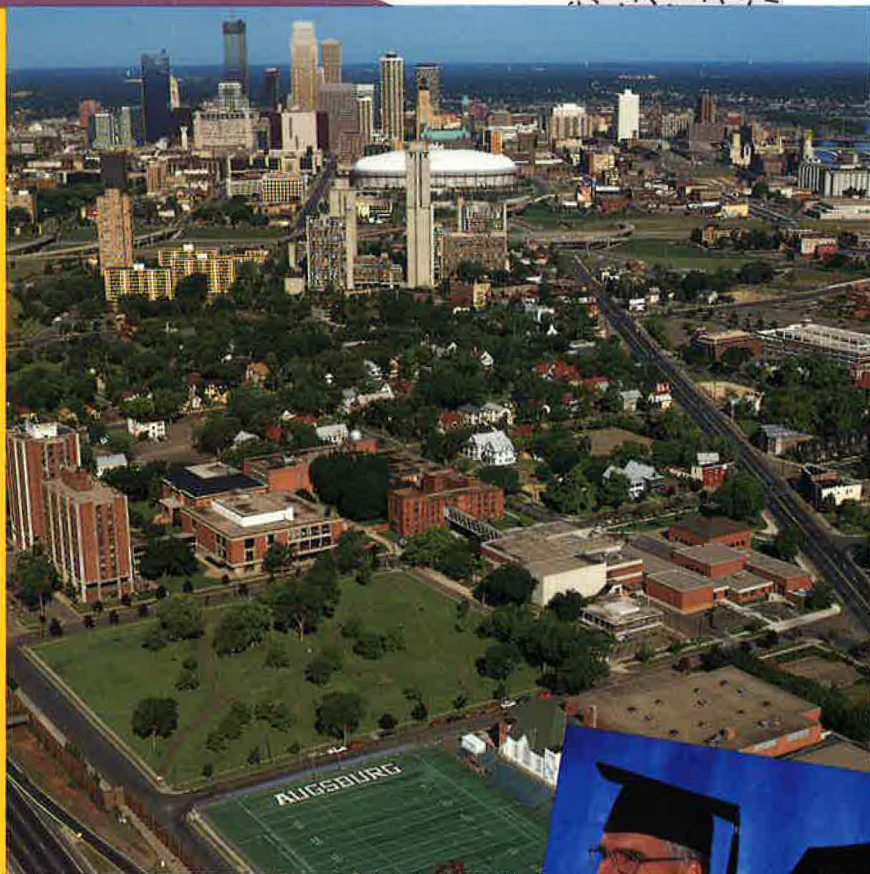# MASTER OF ARTS IN LEADERSHIP

AUGSBURG COLLEGE
1991-1993

*T*hose 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

Table of Contents

≡) *Information Sessions*

MASTER OF ARTS IN LEADERSHIP

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 Master of Arts in Leadership Office (330-1786) for details or to register for one of these information sessions:

Thursday, May 23, 1991	6:00 - 8:00 p.m.
Thursday, June 20, 1991	6:00 - 8:00 p.m.
Tuesday, July 16, 1991	6:00 - 8:00 p.m.
Saturday, October 12, 1991	9:00 - 11:00 a.m.
Saturday, February 15, 1992	9:00 - 11:00 a.m.
Thursday, May 14, 1992	6:00 - 8:00 p.m.
Thursday, June 18, 1992	6:00 - 8:00 p.m.
Tuesday, July 14, 1992	6:00 - 8:00 p.m.

For more information write or call:
Master of Arts in Leadership Office
Augsburg College
731 21st Avenue South
Minneapolis, MN 55454

612/330-1786

SUPPLEMENT

Augsburg College
731 21ST AVENUE SOUTH
MINNEAPOLIS, MN 55454

3/91

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)	$884.00
Enrollment Reservation Deposit (non-refundable, applicable to first semester's tuition)	$100.00
Leadership Practicum Fee (per term for six terms) Thesis Continuation Fee $100.00	$125.00
Late Fee, per day (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
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 (applied to first semester's tuition) 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 50 days after the end of the term.

Tuition is set on an annual basis, payable in three 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-funds check will declare your registration invalid and could affect further credit extended by the college.

Introduction

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.

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 the Christensen Center; to take the opportunity to share meals and coffee breaks; to participate in optional lunch time seminars; and to attend other college activities such as music and dramatic presentations and athletic events.
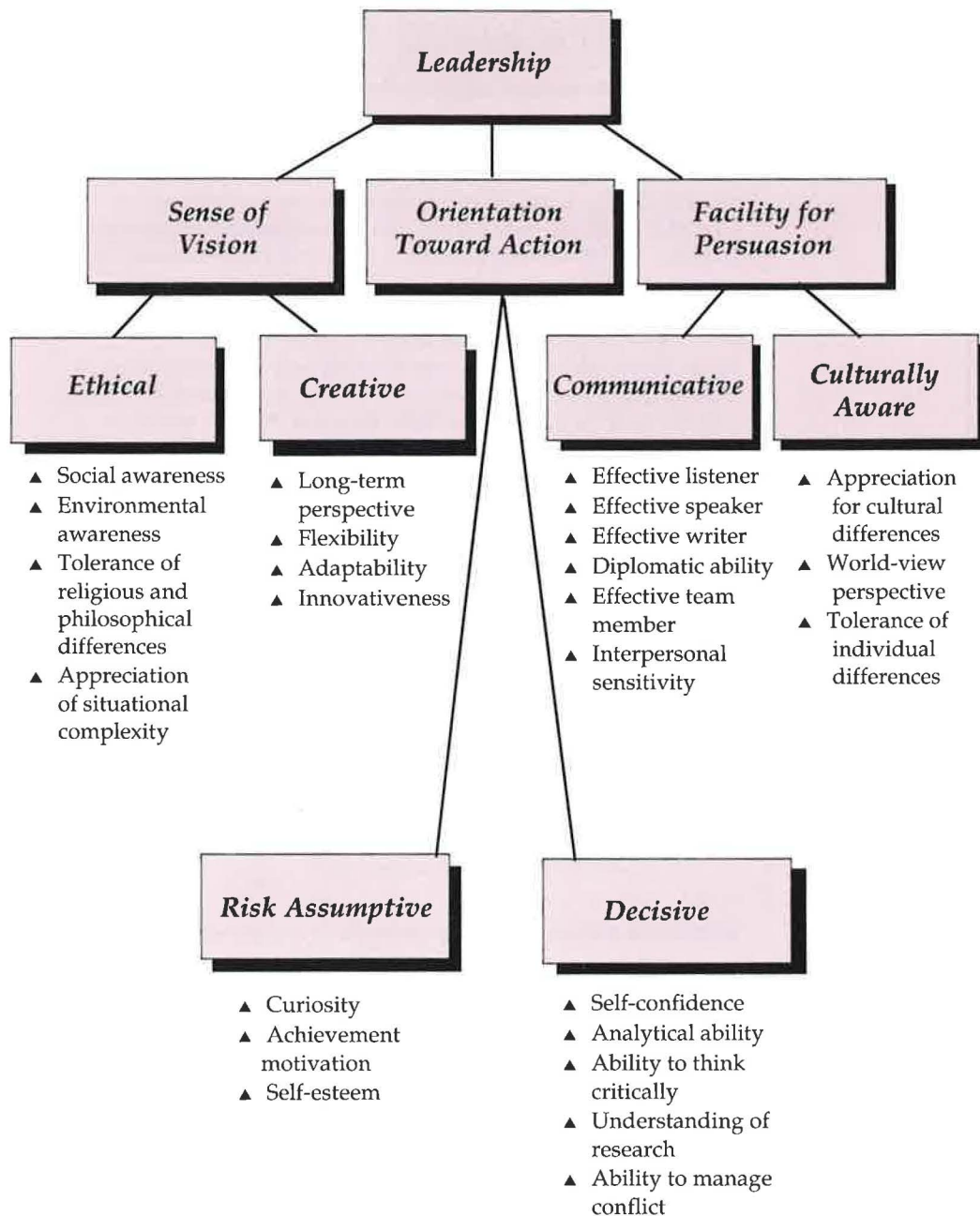
Leadership Practicum

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, specific activities related to the practicum are scheduled.

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 5). 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 Development Model

Leadership

- **Sense of Vision**
- **Orientation Toward Action**
- **Facility for Persuasion**

Ethical
- ▲ Social awareness
- ▲ Environmental awareness
- ▲ Tolerance of religious and philosophical differences
- ▲ Appreciation of situational complexity

Creative
- ▲ Long-term perspective
- ▲ Flexibility
- ▲ Adaptability
- ▲ Innovativeness

Communicative
- ▲ Effective listener
- ▲ Effective speaker
- ▲ Effective writer
- ▲ Diplomatic ability
- ▲ Effective team member
- ▲ Interpersonal sensitivity

Culturally Aware
- ▲ Appreciation for cultural differences
- ▲ World-view perspective
- ▲ Tolerance of individual differences

Risk Assumptive
- ▲ Curiosity
- ▲ Achievement motivation
- ▲ Self-esteem

Decisive
- ▲ Self-confidence
- ▲ Analytical ability
- ▲ Ability to think critically
- ▲ Understanding of research
- ▲ Ability to manage conflict

Curriculum Design

Master of Arts in Leadership students are required to complete 12 courses and a thesis. 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 500   Leadership Practicum (a half course which
            spans six trimesters)

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 ML 591 and in the term in
            which the thesis is completed)

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
ML 598   Independent Study
ML 599   Special Topics
Other courses as added

Course Descriptions

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 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.

ML530 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.

ML531 The Dynamics of Change

This course offers an exploration of the context of social change and varying responses to diverse human needs. Ways of achieving well-being may be viewed differently by leaders in public and private domains and across cultures. The course explores these various perspectives including areas of conflict and opportunities for leadership in social and organizational change. Sociological, human development and economic theories are applied to contemporary public and private sector issues for social change.

ML540 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.

ML545 Decision Making I: Qualitiative Process and Application

Decision making is fundamental to all human endeavor, particularly in leadership. Leaders, regardless of their field, are continually held accountable for decisions in settings characterized by incomplete information and limited time. The constrained nature of the typical decision making environment necessitates the use of a systematic and objective decision making process. Drawing on various disciplines, course participants will examine the different stages of the decision making process, including: analysis of the decision setting and its relevant boundaries, identification of acceptable decision outcomes, definition of the implementation of the decision and appraisal of potential contingencies. While emphasis is given to the qualitative rather than quantitative aspects of decision making, about 20 percent of the course will include the development of some basic analytical concepts: data collection, graphs and charts, measuring central tendency and dispersion, and association.

ML550 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.

ML560 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.

ML591 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 thesis. Graded on a P/N basis.

ML592 Thesis Consultation
A series of meetings with a faculty thesis adviser simultaneous
with ML591 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 ML591 are required to pay a
thesis continuation fee of $100 during each subsequent term
until the thesis is completed.

ML598 Independent Study
Provides directed independent study in an area of the student's
choice. Open to students who have completed at least three
courses with a grade of at least 3.0. Requires consent of the
Associate Dean for Graduate and Special Programs.

ML599 Special Topics
Study of selected topics in leadership that are not treated
extensively through current course offerings. Specific topics
will be published prior to registration.

Graduate Faculty

Faculty who teach in the Master of Arts in Leadership 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.

Student Support Services

The Augsburg Master of Arts in Leadership 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 Master of Arts in Leadership staff.

Career Services available include:

- 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)

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. Students who wish to identify appropriate procedures for complaints should contact the Vice President for Student Affairs (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 Master of Arts in Leadership 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, or for applicants whose native language is not English, a minimum score of 600 on the Test of English as a Foreign Language (TOEFL), and
- Written statement and possible interview.

Application Procedures

To apply, students must submit the following materials to the Master of Arts in Leadership 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 **all** institutions attended.
- Official set of results on the Miller Analogies Test, or for applicants whose native language is not English, a minimum score of 600 on the Test of English as a Foreign Language (TOEFL).
- Possible interview with graduate program staff member.

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 when 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).

No more than two courses with a grade below 3.0 will count toward the degree. No 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.

Academic 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 Master
of Arts in Leadership 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 Master of Arts in Leadership
Committee. Students also may be dismissed by the Master of
Arts in Leadership 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 Master of Arts in
Leadership 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 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 five years. Extensions beyond
five years will be considered on the basis of petition to the
Master of Arts in Leadership Committee. Students who leave
the program for more than one term must request a leave of
absence in writing from the Master of Arts in Leadership
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 in the calendar insert.

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 50 days after the end of the term.

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 repayment schedules.

A non-sufficient-funds 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 Office of Student Financial Services (330-1046) assists students in assessing financial aid eligibility and offers financial aid from available alternatives, including the following:

Augsburg Tuition Grant

Augsburg College may provide grants and scholarships to graduate students who show academic potential and have financial need.

Funded Scholarships

Augsburg actively pursues outside funding for special scholarships. The availability of such scholarships enables 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.

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.

Bureau of Indian Affairs, Tribal and State Indian Scholarships

American Indian students who meet federal, state or tribal requirements may apply for these scholarships. Indian grants generally supplement other sources of financial aid. For assistance in application please contact Augsburg's American Indian Support Program Director at 330-1138 or your tribal agency.

Federal and State Aid Programs

The Office of Student Financial Services determines eligibility for any Federal or State financial aid programs available to graduate students. Determination of eligibility is based on standard, nationally accepted methodology.

▲ Perkins Student Loan—Joint Augsburg College-federally funded program administered through the College for students who demonstrate financial eligibility. No interest accrues nor do payments have to be made on the principal at any time while you are enrolled at least half-time. Simple interest of 5% and repayment of the principal (at the minimum of $30 a month) begin six months after you leave school (nine months for new borrowers after 7-1-87). Repayment may extend up to 10 years. The maximum which may be borrowed for combined undergraduate and graduate study is $18,000.

▲ SLS (Supplemental Loans for Students)—A Federal loan program. Independent students may borrow up to $4,000 per year to a maximum of $20,000 and must be enrolled at least half-time. Variable interest rate is set annually with a cap of

12%; payment usually begins within 60 days after disbursement. Principal may be deferred until the student ceases half-time enrollment. Interest may, at the lender's option, accumulate until the in-school deferment ends. Students must apply for financial aid.

▲ SELF (Student Educational Loan Fund)—A Minnesota State loan program. Students may borrow up to $4,000 per year ($16,000 cumulative) as undergraduates with a $25,000 aggregate maximum when graduate study is included ($1,000 minimum). Interest rate is variable, paid by the borrower quarterly while in school. Principal payments begin 13 months after leaving school. Students must apply for financial aid and be enrolled at least half-time.

▲ Stafford Student Loan (formerly the Guaranteed Student Loan)—Loan funds are obtained directly from a local lender or state agency in certain states. While the student is attending at least half-time, there is no interest charge. Simple annual interest of 8% on the loan balance and repayment of the principal begin six months after leaving school. Repayment may extend up to 10 years. The maximum loan is $2,625 for the first two years and $4,000 for the remaining years of undergraduate study and $7,500 per year for graduate study. The cumulative undergraduate and graduate maximum is $54,750.

To Apply for Financial Aid:

1) Complete the Application for Admission and indicate your desire to also apply for financial aid.
2) The Office of Student Financial Services will send you necessary application and financial statement form (or you may pick up them up in the Office of Student Financial Services, 152 Science Hall, or the Master of Arts in Leadership Program Office, 2222 Murphy Place.)
3) All students must have a Financial Aid Transcript on file with Augsburg from each previously attended institution even if they did not receive aid. Forms are available from the College.
4) Complete and return the financial aid forms by the deadlines indicated.
5) Accept the financial aid offered, in whole or in part, within the deadline stated.

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 oldest 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 nine of the 14 major buildings—student housing towers, Christensen Center, main academic and administrative halls, the library and music building. In addition, there are programs for students with learning and physical disabilities.
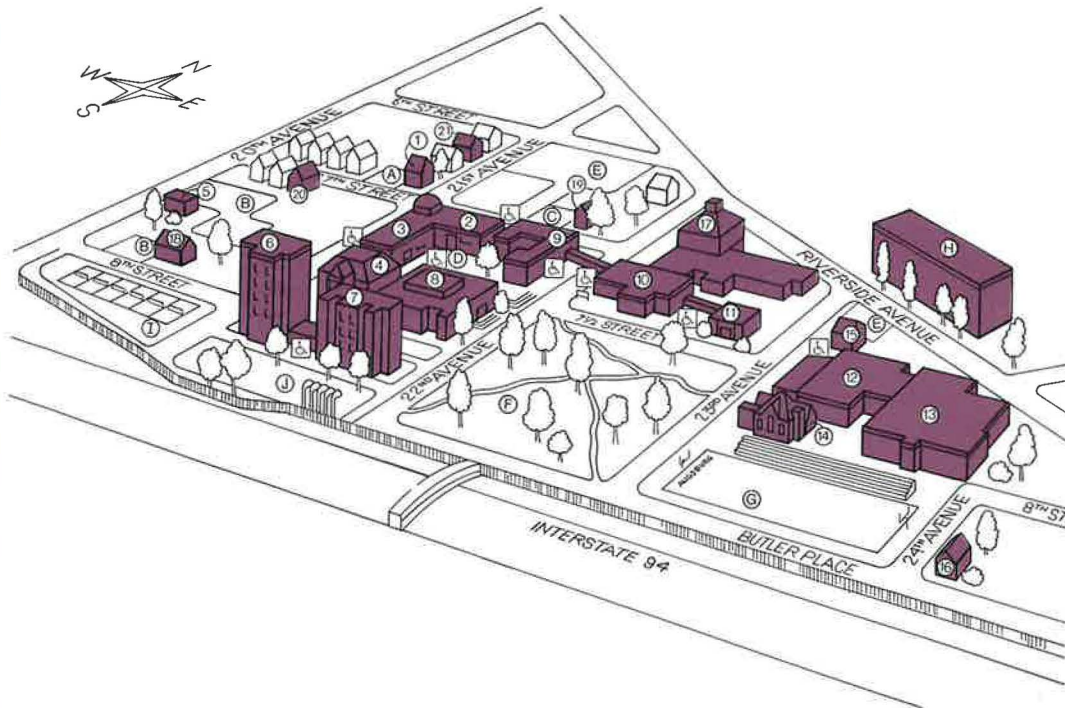
Church Affiliation

Augsburg is a college of The Evangelical Lutheran Church in America. About 59 percent of the students are Lutheran, 14 percent other Protestant and 19 percent 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.
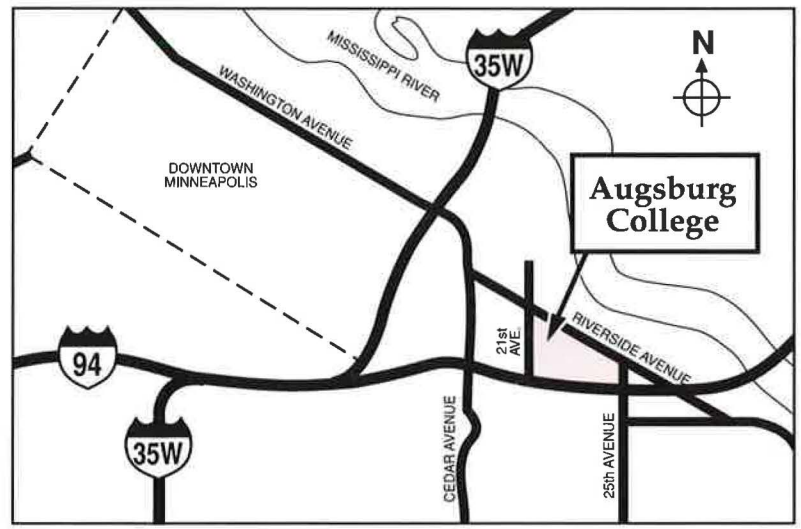
Campus Map

1. Admissions House
2. George Sverdrup Library
3. Science Hall
4. Old Main
5. West Hall
6. Mortensen Tower
7. Urness Tower
8. Christensen Center
9. Sverdrup-Oftedal Memorial Hall
10. Music Hall
11. 2222 Murphy Place
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 Institute
19. Office Annex House
20. Tutor House
21. American Indian Support and Minority Education Partnership

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
J. Resident Parking Only

♿ Accessible Entrance

Campus Location

From Minneapolis

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

From St. Paul

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

Parking

> All posted Augsburg College parking lots are free and open for student use from 4:30 p.m. Friday through Sunday evening. Lots are located on 7th Street between 21st and 22nd Avenues and north of 8th Street on 21st Avenue. Most street parking is two hour parking, seven days a week. Additional parking is available in the Riverside Medical Center ramp, or U of M parking lots on the north side of Riverside Avenue.

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. B.A., St. Olaf College; M.S., Ph.D., University of Minnesota.

John Benson, Professor of Religion. B.A., Augsburg College; B.D., Luther Theological Seminary; M.A., Ph.D. Columbia University.

Maria Brown, Assistant Professor of Social Work. B.A., M.A., American University; M.S.W., University of Minnesota.

John Cerrito, Assistant Professor of Business Administration. B.A., Rhode Island College; M.S., University of Wisconsin-Stout.

Francine Chakolis, Assistant Professor of Social Work. B.S., Augsburg College; M.S.W., University of Minnesota.

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

Grace Dyrud, Professor of Psychology. B.A., M.A., Ph.D., University of Minnesota.

Mark Engebretson, Associate Professor and Department Chairperson of Physics. B.A., Luther College, M.Div., Luther Theological Seminary; M.S., Ph.D., University of Minnesota.

Norman Ferguson, Professor of Psychology. B.A., Franklin and Marshall College; M.S., Ph.D., University of Minnesota.

Nancy Guilbeault, Director, Counseling Services. B.A., M.A., Ph.D., University of Minnesota.

Satya Gupta, Professor of Economics. B.S., M.S., Agra University, India; M.S., Ph.D., Southern Illinois University.

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Edwina Hertzberg, Associate Professor Social Work, Director of Faculty Development. B.A., Cedar Crest College; M.S.W., Ph.D., University of Minnesota.

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Ryan LaHurd, Vice President for Academic Affairs, Dean of the College. B.A., Mt. Carmel College; M.A., University of Chicago; Ph.D., University of Wisconsin.

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Rosemary Link, Assistant Professor of Social Work. B.A., Southhampton University; S.Q.S.W., London University; Ph.D., University of Minnesota.

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Norma Noonan, Professor of Political Science. B.A., University of Pennsylvania; M.A., Ph.D., University of Indiana.

Vicki B. Olson, Assistant Professor of Education, B.S., M.A., Ph.D., University of Minnesota.

Diane Pike, Associate Professor of Sociology. A.B., Connecticut College; Ph.D., Yale University.

Larry Ragland, Associate Professor Mathematics and Computer Science. B.S., M.A., Central Missouri State College; Ph.D., University of Texas at Austin.

Stuart M. Stoller, Assistant Professor of Business Administration. B.S., M.S., Long Island University.

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Theresa Welcher, Assistant Professor of Nursing. B.S., and two M.S. degrees, South Dakota State University.

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Linda Geisen, Training and Development Manager,
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