# MASTER OF ARTS IN LEADERSHIP

AUGSBURG
C•O•L•L•E•G•E

1993 - 1995

*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

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# 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 may discover and refine these and other abilities and awareness 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 for the individual and the organization. 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.

# INTRODUCTION

Underlying these attributes is a broad range of abilities and awareness. These abilities and awarenesses, outlined in the diagram on page 5, 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 gathered together on the Augsburg campus. Learning is 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 facilitates such as the library, computer labs 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.

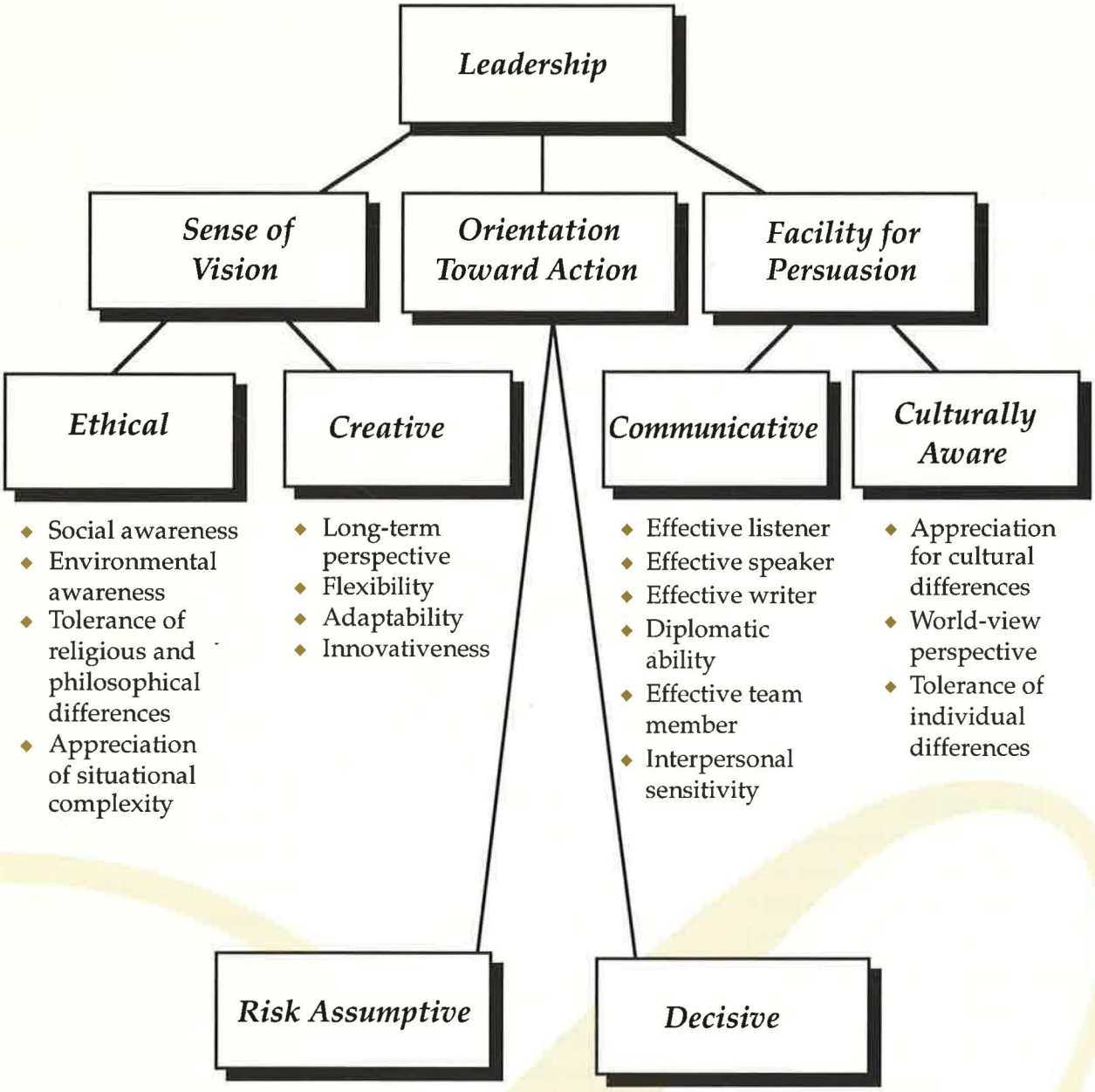
## Individual Professional Development

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".

Augsburg has contracted with Personnel Decisions, Inc. (PDI) to organize and facilitate the practicums. PDI is a professional consulting firm providing the full range of psychological and human resource services to enhance individual and organizational effectiveness. The practicums work on a rotating series of six, one per trimester. The practicums are designed to meet the needs of the students in the following areas: effective persuasion, communication techniques, identifying and defining problems, decision making, interpersonal skills required for leadership and other professional development topics. Each practicum will focus on a specific topic and use mini-lectures, small group exercises and experiential learning. Students are required to participate in the practicum workshop with PDI during the same term they participate in the professional assessment.

# Leadership Development Model



# Curriculum Design

The Master of Arts in Leadership students are required to complete 12 course credits and a thesis or leadership application project. 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.

The Master of Arts in Leadership program is comprised of 12 course credits made up of 10 full credit courses and four half credit courses. Unless otherwise indicated, each course is equivalent to one course credit.

## Core Courses (4 course credits)

The following core courses are required of all students in the Master of Arts in Leadership program:

*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 514* Research Methods OR *EDU 514* Evaluation and Documentation (To be taken during one of the first three trimesters, preferably after the student has taken ML 510 Foundations of Leadership.)

*ML 593* Leadership Research Seminar I (.5 course)

*ML 594* Leadership Research Seminar II (.5 course) (These two seminars are to be taken in a student's last two consecutive terms or when the student has completed at least six electives.)

*ML 592* Thesis/Project Consultation (.5 course) (To be taken simultaneously with ML 594 and in the term in which the thesis/project is completed.)

## Elective Courses (6 - 8 course credits)

The Master of Arts in Leadership program requires that a minimum of six of the required eight elective courses be selected from the following course list:

*ML 511* Creativity and the Problem-Solving Process (Student may not receive credit for both EDU 515 and ML 511.)

*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* Decision Making I: Qualitative Process and Application

*ML 550* Decision Making and Technology

*ML 560* Developing a Multi-Cultural Perspective (Student may not receive credit for both *EDU 513* and *ML 560*.)

*ML 596* Women and Leadership

*ML 598* Independent Study

*ML 599* Special Topics

Other courses as added.

## Master of Arts in Education – Leadership Elective Courses (0 – 2 course credits)

The Master of Arts in Leadership program will allow for the selection of up to two electives from the Master of Arts in Education – Leadership program. The electives can be selected from the following list:

*EDU 510* Ethics and Leadership

*EDU 511* Legacy of Education

*EDU 512* Models of Teaching and Learning

*EDU 513* Diversity and Education (Student may not receive credit for both *EDU 513* and *ML 560.*)

*EDU 515* Creativity and Problem Framing (Student may not receive credit for both EDU *515* and *ML 511.*)

*EDU 516* Models of Educational Process

*EDU 517* Politics and Public Policy of School Offerings

*EDU 599* Special Topics (.5 or 1 course)

Please see the Master of Arts in Education – Leadership program bulletin for detailed descriptions of these courses.

## Thesis/Leadership Application Project Requirement

At, or near, the completion of the course work for the Master of Arts in Leadership program, students are required to develop and carry out a study of some aspect of leadership or leadership related topic. This research based study affords the student the opportunity to "tie together" what has been learned from the study of leadership in the course work, course related activities and the practicum sessions.

Students in the Master of Arts in Leadership program have the option to do either a Thesis or a Leadership Application Project for completion of the Master of Arts in Leadership degree. The decision as to which of these capstone alternatives is selected depends on the interests and orientation of the student. Some students express a theoretical interest in the study of leadership and identify topics which lend themselves to a more traditional thesis project. Other students express interest in a more applied approach to leadership and wish to pursue investigations which are not appropriate for more traditional thesis topics. Students with more practical topics in mind are likely to select the Leadership Application Project.

Both the Thesis and the Leadership Application Project should be seen as the culmination of the Master of Arts in Leadership program, offering participants the opportunity to either investigate some aspect of leadership in depth or explore the application of what has been studied. The principal distinction between these two options lies in their underlying orientation. The Thesis will have a more theoretical orientation, while the Leadership Application Project will be based on a more practical applied orientation. The difference between these two options will be explored in more detail in the ML 514 Research Methods course, taken during the first year of the student's program.

# 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 six workshops in the following areas: Leader as Communicator, Leader as Problem-Solver, Leader as Diplomat, Situational Leadership, Leader as Coach/Counselor and Leader as Adaptor/ Achiever. The workshops are offered in conjunction with Personnel Decisions, Inc. Students are expected to participate in both an Assessment Center and a workshop during their first term of registration. Half credit. Graded on a P/N basis. (Students in the Master of Arts in Leadership program are required to take this course. Credit will not be granted for EDU 500 Assessment and Leadership Practicum.)

## 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. Must be taken during one of the student's first three trimesters.

## 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. (Students cannot receive credit for both this course and EDU 515 Creativity and Problem Framing.)

## ML 514 Research Methods

Evaluation and documentation of programs, projects and ideas as they relate to leadership theories and practice. Qualitative and quantitative tools will be discussed. Must be taken during one of the first three trimesters, preferably after the student has taken ML 510 Foundations of Leadership. (Students can not receive credit for both this course and EDU 514 Evaluation and Documentation.)

## 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

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.

## 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 Decision Making I: Qualitative 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.

# Course Descriptions

## 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. (Students can not receive credit for this course and EDU 513 Diversity and Education.)

## ML 592 Thesis/Project Consultation

A series of meetings with a faculty thesis/project adviser simultaneous with ML 594 Leadership Research Seminar II: Synthesis of Findings and during the trimester in which the thesis/project is being prepared for final submission. Half credit. Graded on P/N basis. Students not completing the thesis/project during the same term in which they are enrolled in ML 594 are required to pay a thesis/project continuation fee of $100 during each subsequent term until the thesis/project is completed. (Students in the Master of Arts in Leadership program must take this course. Credit will not be granted for EDU 592 Thesis Consultation.)

## ML 593 Leadership Research Seminar I: Research in Leadership

First half of a two-course "capstone" sequence for the Master of Arts in Leadership Program to be taken in a student's last two consecutive terms or after the completion of at least six electives. 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. Half credit. Graded on a P/N basis. (Students in the Master of Arts in Leadership program must take this course. Credit will not be granted for EDU 593 Thesis-Research Seminar I: Research in Leadership.)

## ML 594 Leadership Research Seminar II: Synthesis of Findings

Continuation of the "capstone" seminar, taken in the term immediately following the student's registration in ML 593 Leadership Research Seminar I: Research in Leadership. 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 a written thesis or leadership application project. Half credit. Graded on a P/N basis. (Students in the Master of Arts in Leadership program must take this course. Credit will not be granted for EDU 594 Thesis-Research Seminar II: Synthesis of Findings.)

## ML 596 Women and Leadership

A seminar exploring the theory and practice of women and leadership — political, entrepreneurial and social. Opportunity for research on a topic and area of interest will be provided. An interdisciplinary approach to issues of women and leadership with an emphasis on literature developed by political scientists will be taken. The course is intended to enhance the critical thinking skills of the students and to enhance the leadership skills of those dealing with women and of the women themselves.

## ML 598 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. Students must complete a Proposal for Independent Study and have it signed by the supervising professor. The proposal then must be approved by the Associate Dean for Graduate and Special Programs prior to final registration for the course.

## ML 599 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 predominantly 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 collection includes over 175,000 books, periodicals, films, audio and video cassette tapes, and microforms. Access to the collection is provided via a computerized library catalog that includes the holdings of Augsburg and six other private liberal arts college libraries in the metropolitan area. Daily courier services among these libraries facilitates the sharing of these resources. Additional library resources are accessible through MINITEX, a regional library network, and through OCLC, an international library network. Remote, off-campus computer access to all these services is provided via a telecommunications link.

# 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:

## Academic Planning

In addition to the faculty who provide consultation and advice, academic planning is guided by the Leadership Practicum assessors, thesis advisors and Master of Arts in Leadership staff.

## Career Services Available Include:

- Professional assessment through 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.

# Admisson Requirements

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

Applicants are expected to have a minimum cumulative undergraduate grade point average of 3.0 (on a scale of A = 4.0) OR a minimum cumulative grade point average of 3.0 for graduate courses completed at an accredited college or university, with a possible probationary term. Applicants holding a Master's or other advanced degree from an accredited college or university are academically admissible.

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. Admissions are handled on a "rolling" basis, with students admitted at the beginning of the Fall, Winter and Spring terms. 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, for applicants who do not meet the published admissions standards,
- For applicants whose native language is not English, a minimum score of 550 on the Test of English as a Foreign Language (TOEFL),
- Written statement, and
- Possible interview.

# Application Procedures

To apply, the following materials must be submitted to the Graduate Programs Office:

- Completed application form;
- $25.00 application fee (non-refundable);
- A brief (1-3 page) statement relating the applicant's career and life goals to his or her leadership aspirations;
- Letter of recommendation from an immediate supervisor, assessing leadership potential;
- Letter of recommendation from a co-worker (at the same level) describing the applicant's work style and potential as a leader;
- Official transcripts from **all** undergraduate institutions attended listing all courses taken and any degree(s) conferred;
- Official transcripts from **all** graduate institutions attended listing courses taken and degree(s) conferred, if any;
- Official set of results on the Miller Analogies Test will be requested directly of applicants by the Graduate Programs Office, who do not meet the published admissions standards;
- Official Test of English as a Foreign Language (TOEFL) score with a minimum score of 550, for applicants whose native language is not English;
- Applicant may be asked to participate in an interview with graduate programs faculty and/or staff member.

# International Applicants

Augsburg College Graduate Programs Office encourages qualified applicants from other countries and feels that they contribute significantly to the program. International applicants should keep in mind that classes meet on alternating Thursday evenings and Saturdays. Students can take only two classes plus a practicum per trimester for a yearly total of six classes and three practicums. With this schedule students can complete the required course work in two years.

Please see the section under Admission Requirements for a general description of the admission process, selection criteria and work experience requirements.

Application materials required for international applicants are:

- Completed application form;
- $25.00 application fee (non-refundable) payable in U.S. dollars;
- A brief (1-3 page) statement relating the applicant's career and life goals to his or her leadership aspirations;
- Completed Declaration of Finances (see below for additional information);
- Letter of recommendation in English from an immediate supervisor, assessing leadership potential;
- Letter of recommendation in English from a co-worker (at the same level) describing the applicant's work style and potential as a leader;
- Official marksheets with certified translations from **all** undergraduate institutions attended listing all courses taken, marks earned, dates attended, and any degree(s) conferred (diploma(s));
- Official marksheets with certified translations from **all** graduate institutions attended listing courses taken, marks earned, dates attended and degree(s) or diploma(s) conferred, if any;
- Official results on the Test of English as a Foreign Language (TOEFL) with a minimum score of 550; and
- Applicant may be asked to participate in an interview with graduate programs faculty and/or staff member, if applicant is in the United States.

As a first step toward application, all international students must arrange for their own financial sponsorship, because limited financial aid from Augsburg College may or may not be available. Students and their sponsor must complete a Declaration of Finances as part of the application for admission, along with appropriate certifications. Students will need to provide proof of availability of funds for

tuition, books and living costs. For the 1993-1994 academic year, we require students to provide proof of a minimum of $10,000 in U.S. funds for living expenses and the cost of tuition must be added to this amount. Students wishing to have spouses and/or children accompany them, must plan on having additional funds available for their support.

*NOTE: Additional information may be required, as requested by Augsburg College, to more accurately evaluate educational credentials. Furthermore, supplemental information may be needed to issue an I-20 or J-1 for students admitted to the Master of Arts in Leadership program. Information requested for the I-20 or J-1 will not be used to make an admission decision.*

# Evaluation Standards

Evaluation of academic performance in 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. |
| **1.5** | |
| **1.0** | Performance below basic course standards. |
| **0.5** | |
| **0.0** | Unacceptable performance (no credit for the course). |
| **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 a student withdraws from a course after the deadline for dropping without notation on the record |
| **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 Programs Office stating reasons for the request, the plan and date for removing the incomplete grade, the signature of the instructor and any other necessary documentation.) |

Courses not offered on the numbered grading system are noted in the course descriptions in this bulletin as being graded on a P/N basis. In order to receive a grade of P, a student must achieve at least a grade of 2.0.

No more than two courses with a grade below 3.0 will count toward the degree. Students who receive an N or 0.0 in a course must successfully petition the Master of Arts in Leadership Committee before being allowed to continue in their program. If a second grade of N or 0.0 is received, the student may be dismissed from the program.

No more than two courses with a grade of or below 2.5 can be repeated. Only the credits and grades earned the second time are counted in the grade point average.

# Attendance Policy

Because leadership issues are presented, discussed and analyzed in the classroom, regular attendance is highly important and should be considered a responsibility, not only to one's self, but to one's classmates and course instructor.

Irregular attendance may, at the discretion of the instructor, adversely affect one's grade.

# Academic Policies

## Academic Probation and Dismissal Policies

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 or 0.0 in a course, the student must petition successfully with the Master of Arts in Leadership Program Committee before being allowed to continue in the program. A plan for the student to follow would be outlined at that time. If a second grade of N or 0.0 is received, the student may be dismissed from the program by the Master of Arts in Leadership Program Committee. Students may also be dismissed by the Master of Arts in Leadership 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 Associate Dean of Graduate and Non-traditional Programs for approval of any variation in the curriculum including the transfer of credit. Transfer credits will be evaluated on an individual basis. The only courses that will be considered for transfer credit are those earned from accredited colleges and universities whose course content is comparable to those in the Master of Arts in Leadership program. No more than two courses will be accepted for transfer credit.

## Credit and Contact Hours

Each full credit 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 31.5 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 per trimester plus a Leadership Practicum. Enrolling in two courses per trimester enables a student to complete the course work in the program

# Academic Policies

in two years. All students are required to complete all components of the program within five years. Extensions beyond five years will be considered on the basis of petition to the Master of Arts in Leadership Program Committee.

Students who leave the program for more than one trimester must request a leave of absence in writing from the Associate Dean of Graduate and Non-Traditional Programs. A leave of absence may be granted for one calendar year. Time spent on an official leave of absence will not count toward the five year deadline for degree completion.

### Last Day to Withdraw from Class

The last date on which students may withdraw from a class and receive a "W" on their records is published annually in the Master of Arts in Leadership Program Supplement.

# Fee and Payment Information

A schedule of fees is published separately in the Master of Arts in Leadership Program Supplement. Tuition is set on an annual basis. ML 592, ML 593 and ML 594 are half credit courses and are charged half of the current full credit tuition. ML 500 Leadership Practicum is a separate charge. Please refer to the current supplement.

### Various Payment Plans are Available: *

1) Payment in Full: Due day of registration.
2) Payment Plan: Upon application and after college approval, a three-pay plan is available each trimester. Payment plans will be offered only if the student has adhered to previous plans.
3) Company reimbursement: Full courses or equivalent which are company reimbursed require a deposit of $100 per course reimbursed, with full payment due within 45 days after the end of the term. A letter from the employer, stating the company's reimbursement policy, must be annually filed with the Business Office.

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 students loan funds administered by the College (Federal 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.*

### Refund Schedule

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

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%

In a number of ways, students may receive assistance in meeting Graduate Program costs. Enrollment in two full credit 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.

## Sponsored Scholarships

Augsburg actively pursues outside funding for special scholarships. The availability of such scholarships may enable 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 offers 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 Service determines eligibility for any Federal or State financial aid programs available to graduate students. Determination is based on standard, nationally accepted methodology.

- **Federal Perkins Loan Program** —

Joint Augsburg College-federally funded program administered through the College for students who demonstrate financial eligibility. No checks are issued, but the student is required to sign a promissory note at least once per term. Funds are put on the student account after the note is signed.
BORROWING LIMITS: You may borrow up to $3,000 per year as an undergraduate with a $15,000 undergraduate maximum ($30,000 as a graduate student).
INTEREST AND REPAYMENT: Simple interest of 5% and repayment of principal (at a minimum of $40 per month) begins nine months after you graduate or leave school. Partial or total loan cancellation privileges exist for certain types of teaching, disability and, in certain circumstances, military service.
DEFERMENTS: No interest accrues nor do payments need to be made at any time you are enrolled at least half-time or for three years of military, Peace Corps or VISTA. Contact our student loan coordinator if you think you are eligible for a deferment.

- **Federal SLS (Supplemental Loans for Students)** —

Federal SLS is a federally sponsored loan program which permits independent students to borrow to finance their cost of education. Applications are available from the Office of Student Financial Services and must be completed and returned to Financial Services for processing. Checks are delivered co-payable to the College and the student.
BORROWING LIMITS: Undergraduates may borrow up to an aggregate maximum of $23,000. Graduate students may borrow up to $10,000 per year with an aggregate maximum of $73,000 (including undergraduate).
INTEREST AND REPAYMENT: Variable interest rates are adjusted each July 1st with an

11% cap. Interest payments begin 60 days after the loan is disbursed, but in many cases, interest can be allowed to accrue and is added to the principal. Repayment begins 60 days after you leave school or cease to be enrolled at least half time. (For 7/1/92 – 6/30/93 the rate is 7.36%.)
DEFERMENTS: Deferments exist for continued education or disability. Contact your lender for details.

- **SELF (Student Educational Loan Fund) —**

The SELF is administered through the Minnesota Higher Education Coordinating Board. Applications are available from the Office of Student Financial Services and should be completed by the borrower and co-signer and returned to Student Financial Services for further processing. Loan checks arrive once per term and are made co-payable to the student and Augsburg College.
BORROWING LIMITS: Graduate students may borrow up to $6,000 per year minus any other student loan indebtedness. Maximum undergraduate borrowing cannot exceed $16,000 ($25,000 including graduate). The minimum loan amount per year is $1,000.
INTEREST AND REPAYMENT: The interest rate is variable. Interest payments begin 90 days after the loan is disbursed and continue quarterly thereafter while the student is enrolled. Principal payments begin in the 13th month after you leave school.
DEFERMENTS: There are no deferments. Contact the Minnesota Higher Education Coordinating Board regarding special circumstances and repayment.

- **Federal Stafford Loan Program**

***Common Loan Provisions:***
BORROWING LIMITS: Effective with enrollment periods beginning after October 1, 1993, graduate students may borrow up to $8,500 per year with an aggregate of $65,500. A student may borrow from either the unsubsidized or subsidized programs or a combination of both, but cannot exceed the annual loan limits.
INTEREST RATES: The annually variable interest rate is determined by the 91-day T-Bills +3.1%, capped at 9%, and changes each July 1st for **new borrowers** (those borrowing for enrollment periods beginning after October 1, 1992). The interest rate for enrollment periods beginning between October 1, 1992 and June 30, 1993 is 6.94%. **Repeat borrowers** will continue at the same interest rate as their previous outstanding Stafford Loans (7%, 8%, 8/10%, or 9%).
REPAYMENT TERMS: Repayment begins six months after you ceased to be enrolled at least half-time in an eligible program leading to a degree or certificate. Repayment may extend up to ten years.
DEFERMENTS: In most cases, deferments are granted for continued education, disability and unemployment. Contact your lender if you think you are eligible for a deferment.
***Program Specific Provisions:***
FEDERAL STAFFORD LOAN (SUBSIDIZED): The Office of Student Financial services has determined that based on the financial information that you submitted, you qualify for up to the amount listed on your Award Notice.
INTEREST: No interest accrues during the time the student is enrolled at least half-time.
FEES: An origination fee of 5% and a guarantee fee of up to 3% will be deducted from the loan check before you receive it.
FEDERAL STAFFORD LOANS (UNSUBSIDIZED): You may borrow up to the amount listed on your Award Notice.
INTEREST: Interest accrues during the period of enrollment and may be capitalized.
FEES: An origination fee of 6.5% will be deducted from the loan check before your receive it.

## To Apply for Financial Aid

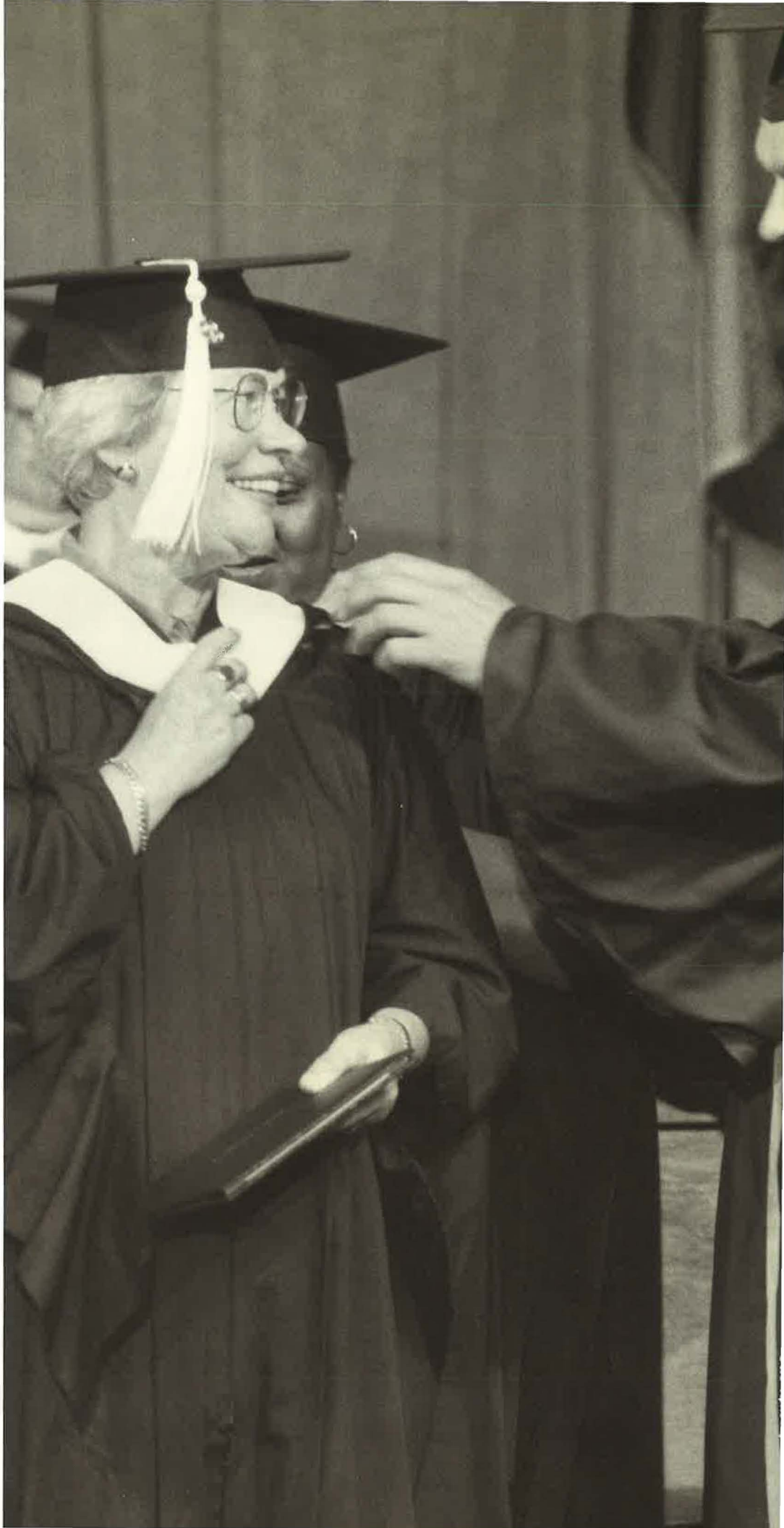
1) Complete the Application for Admission and indicate your desire to also apply for financial aid.

2) The Office of Student Financial Services will send you the necessary application and financial statement form (or you may pick them up at the Office of Student Financial Services, 152 Science Hall, or at the Graduate Programs 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 financial 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, by 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 Riverside Medical Center, 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 14 major buildings —student housing towers, the Christensen Center, main academic and administrative halls, the library and the music building. In addition, there are programs for students with learning and physical disabilities.

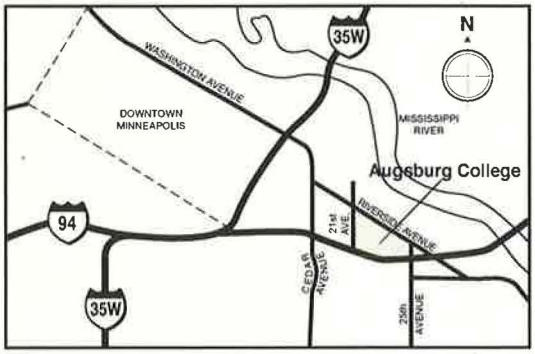
## Church Affiliation

Augsburg is a college of the Evangelical Lutheran Church in America. We are a diverse community, with many strong religious traditions represented among the students, faculty and staff, including Lutheran, Protestant, Roman Catholic, American Indian Spirituality and Thought, Buddhist and Islamic faiths.

## 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 Location Map




## From Minneapolis

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

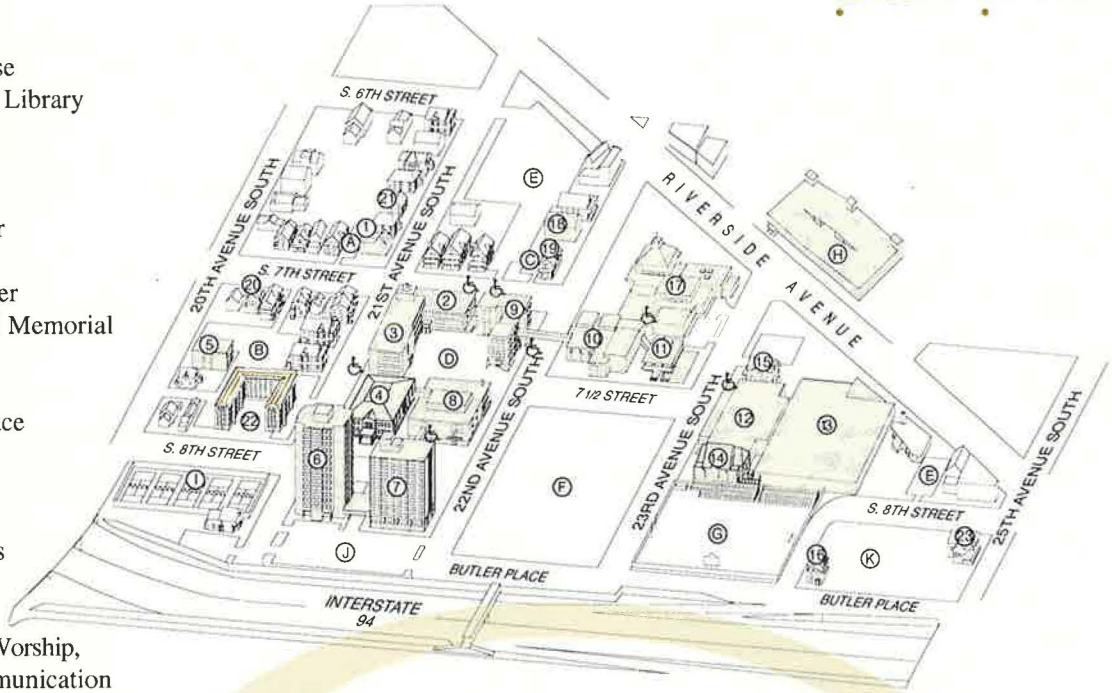
## From St. Paul

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, with the exception of resident parking lots in front and behind the residence halls, are free and open for student use from 4:30 p.m. Friday through Sunday evening and Monday through Thursday evenings after 4:30 p.m. until 8:00 a.m. Lots are located on Seventh Street between 21st and 22nd Avenues and north of Eighth Street on 21st Avenue. Most street parking is four hour parking and available seven days a week, except for the parking meters on Riverside Avenue. The parking meters are as posted by the City of Minneapolis. Additional parking is available in the Fairview Riverside Medical Center ramp.

# 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. Si Melby Hall
13. Ice Arena
14. Stage II Theatre
15. College Relations
16. Nordic Center
17. Foss, Lobeck, Miles Center for Worship, Drama and Communication
18. Center for Global Education
19. Jeroy C. Carlson Alumni Center
20. Youth and Family Institute
21. American Indian Support and Minority Education Partnership
22. Oscar Anderson Hall
23. East Hall

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
K. Student/Commuter Parking
♿ Accessible Entrance

# Faculty and Administration

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

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

**Larry Crockett**
Associate Professor of Computer Science. B.A., M.A., Pacific Lutheran University; M.Div., Luther Theological Seminary; Ph.D., University of Minnesota.

**Laura L. Ericksen**
Coordinator of Graduate Programs in Leadership. B.S., Illinois State University; M.A., University of Arkansas.

**Joseph A. Erickson**
Assistant Professor of Education. B.A., M.A., University of St. Thomas; M.A., Luther Northwestern Theological Seminary; Ph.D., University of Minnesota.

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

**Dan Hanson**
Instructor of Speech, Communication and Theatre. B.A., Augsburg College; M.A., University of Minnesota.

**Garry Hesser**
Professor of Sociology, Director of Cooperative Education Program, Director of Metro-Urban Studies. B.A., Phillips University; M.Div., Union Theological Seminary; M.A., Ph.D., University of Notre Dame.

**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.

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

**Thomas Morgan**
Associate Professor of Business Administration/MIS. B.S., Juniata College; M.B.A., University of Denver; M.S., University of Oregon; Ph.D., University of Minnesota.

**William D. Morris**
Instructor of Political Science. B.A., Oakland University; Ph.D., Carnegie-Mellon University.

**Richard Nelson**
Professor and Department Chairperson of History. B.A., University of Nebraska; M.A., Ph.D., University of Minnesota.

**Beverly Nilsson**
Professor and Chairperson of Nursing. B.S.N., M.S., Ph.D., University of Minnesota.

**Norma Noonan**
Acting Director of Master of Arts in Leadership Program and Professor of Political Science. B.A., University of Pennsylvania; M.A., Ph.D., Indiana University.

**Michael O'Neal**
Instructor of Sociology. B.A., University of Missouri; M.A., Ph.D., University of Minnesota.

**Magdalena M. Paleczyny-Zapp**
Assistant Professor of Business Administration/MIS. B.A., M.A., Central School for Planning and Statistics, Warsaw; Ph.D., Akademia Ekonomiczna, Krakow.

**Alisa Potter**
Instructor in Sociology. B.A., Concordia College; Ph.D., University of Minnesota.

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

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

**Milo A. Schield**
Associate Professor of Business Administration/MIS. B.S., Iowa State University; M.S., University of Illinois; Ph.D., Rice University.

**William Swenson**
Instructor of Philosophy. A.B., Ph.D., University of Chicago.

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## Questions?

For additional information write or call:

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Minneapolis, MN 55454
612/330-1786
FAX: 612/330-1649

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