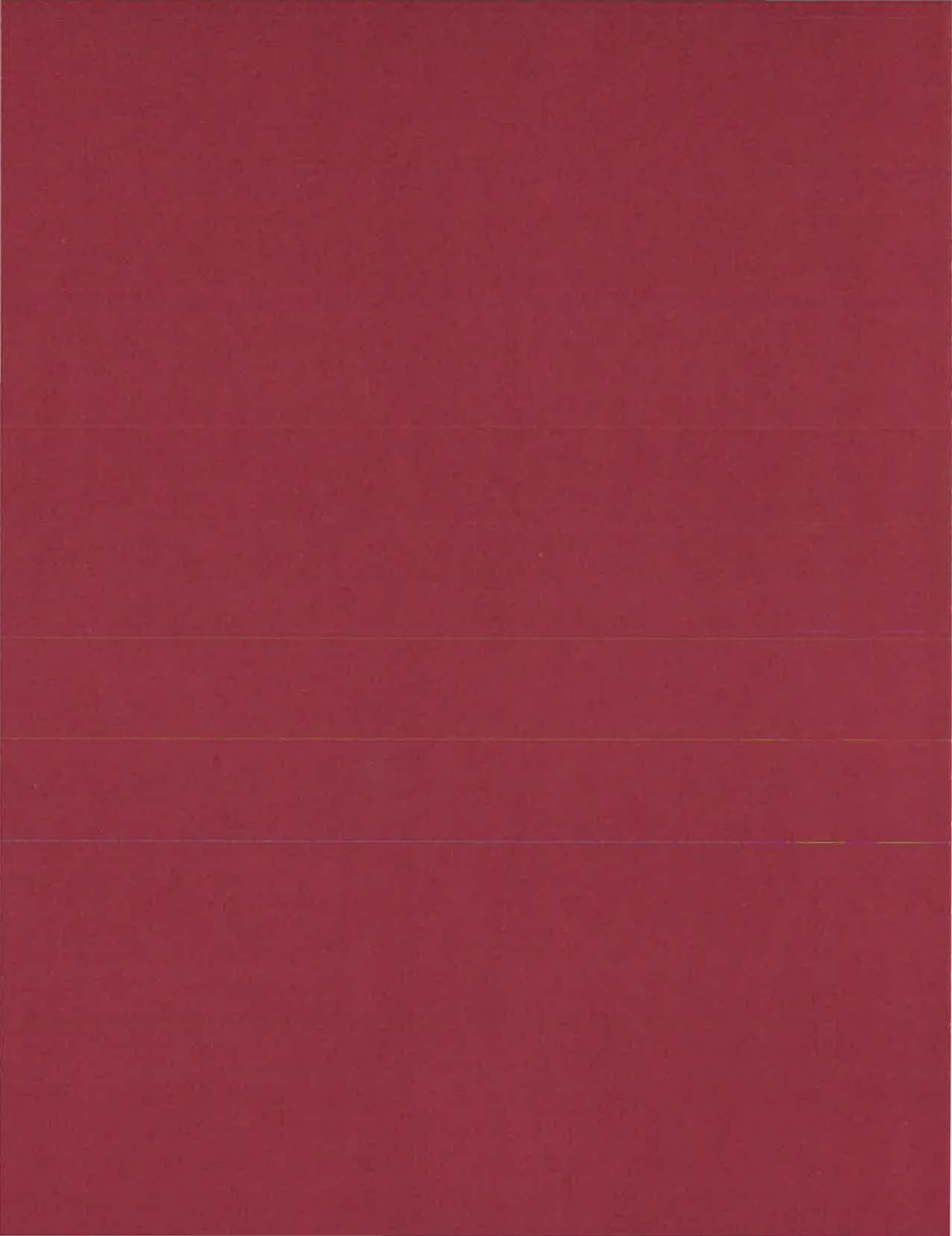


MASTER OF ARTS IN LEADERSHIP

AUGSBURG
C•O•L•L•E•G•E

1995 - 1997



MASTER OF ARTS IN LEADERSHIP

AUGSBURG
C.O.L.L.E.G.E

APPLICATION
FOR ADMISSION

APPLICATION FOR ADMISSION MASTER OF ARTS IN LEADERSHIP

RECOMMENDATIONS

Please have your supervisor and a co-worker send recommendations (please use the attached forms available from the Graduate Programs Office) on your behalf to the Graduate Programs Office. *List the people writing recommendations below:*

Supervisor Name _____

Title _____ Organization/Institution _____

Co-worker Name _____

Title _____ Organization/Institution _____

FINANCIAL ASSISTANCE

Do you wish to apply for financial aid? Yes No

Would you like us to send you financial aid forms? Yes No

Will you be using a company tuition reimbursement plan? Yes No

YOUR SIGNATURE

I certify that the information which I have given is true to the best of my knowledge. If I am accepted to the Augsburg MAL Program, I agree to comply with all regulations of the college and to read the catalog and agree to the terms therein. Information from this form may be used by officials of the College.

Any misrepresentation on the part of the applicant is cause for non-acceptance, cancellation of acceptance or dismissal from school. All documents submitted in support of the application become the property of the college and are not returnable or transferable.

My signature below indicates that all the information in my application is complete, factually correct and honestly presented.

Signature of Applicant _____ Date _____

The \$25 non-refundable application fee must accompany this form. This application and fee should be returned to: **Augsburg Graduate Programs Office, 2211 Riverside Avenue, Minneapolis, MN 55454**

It is the policy of Augsburg College not to discriminate on the basis of race, color, creed, religion, sexual or affectional preference, national or ethnic origin, age, marital status, sex, status with regard to public assistance, or disability as required by Title IX of the 1972 Education Amendments of Section 504 of the Rehabilitation Act of 1973, as amended in its admissions policies, educational programs, activities and employment practices.

Augsburg College

Master of Arts in Leadership Academic Calendar 1996-1997

New Students Orientation: Thursday August 29

Fall Trimester

Orientation: Thursday, August 29
Registration: Thursday, September 5
Last day for add/drop: Wednesday, September 11
New Student Assessment: Tuesday, September 24th
Last day to withdraw: Thursday, October 31
Final grades due: Friday, December 20
Leadership Practicum: To Be Arranged

Information Sessions

Saturday, October 19, 1996 9:00 a.m.
Thursday, November 7, 1996 6:00 p.m.

Class Dates

Thursday, September 5
Saturday, September 14
Thursday, September 19
Saturday, September 28
Thursday, October 3 HOMECOMING Oct. 5
Saturday, October 12
Thursday, October 17
Saturday, October 26
Thursday, October 31
Saturday, November 9
Thursday, November 14
Saturday, November 23 THANKSGIVING Nov. 28
Saturday, December 7

Winter Trimester

Orientation: Tuesday, January 7, 1997
Registration: Thursday, January 9, 1997
Last day for add/drop: Wednesday, January 15, 1997
Last day to withdraw: Thursday, February 20, 1997
Final grades due: Monday, April
Leadership Practicum: To Be Arranged

Information Sessions:

Saturday, January 18, 1997 9:00 a.m.
Saturday, March 15, 1997 9:00 a.m.

Class Dates

Thursday, January 9
Saturday, January 18
Thursday, January 23
Saturday, February 1
Thursday, February 6
Saturday, February 15
Thursday, February 20
Saturday, March 1
Thursday, March 6
Saturday, March 15
Thursday, March 20 SPRING BREAK: March 24-31
Saturday, April 5 EASTER: March 30

Candidates for Masters Degree:

March 1, 1997: Last day to schedule defense of Thesis or Application Project with the Graduate Programs Office

May 15, 1997: Last day to defend Thesis or Application Project in order to participate in Commencement.

May 25, 1997: Graduation

Spring Trimester

Orientation: Tuesday, April 8
Registration: Thursday, April 10
Last day to add/drop: Wednesday, April 16
New Student Assessment: Thursday, May 1st
Last day to withdraw: Thursday, May 8
Final grades due: Monday, July 7
Leadership Practicum: To Be Arranged

Information Sessions:

Saturday, April 19, 1997 9:00 a.m.
Saturday, June 21, 1997 9:00 a.m.
Thursday, July 24, 1997 6:00 p.m.

Class Dates

Thursday, April 10
Saturday, April 19
Thursday, April 24
Saturday, May 3
Thursday, May 8
Saturday, May 17
Thursday, May 22
Saturday, May 31
Thursday, June 5
Saturday, June 14
Saturday, June 21
Thursday, June 26

GRADUATION May 25
MEMORIAL DAY May 26

MAL
1996-1997 Fee and Payment Schedule

Application fee (non-refundable, paid when application is submitted)	\$25.00
Tuition per trimester course, one course = 6 quarter credits or 4 semester credits)	\$1094.00
Optional Leadership Practicum Fee (per trimester for six terms)	\$125.00
Thesis/Project Continuation Fee (per trimester)	\$125.00
Late Fee, (per day, charged to any student registering after the scheduled registration date, includes incomplete registration as unsigned registration form or unapproved payment plan)	\$25.00
Registration change after first class meeting (cancel/add/change grade option, or combination at one time)	\$5.00
Transcript fee (per copy; the first is free)	\$2.00

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

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 \$100.00 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 from 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) which must be current according to established repayment schedules.

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

Catalog Supplement 1996 for MAL Program

A Non-thesis Option for Completion of the MAL Program (Plan B)

In March 1996 the MAL program approved a **Plan B** alternative to provide a third choice for students completing their MAL degree. **Plan B** involves both a different number and configuration of course requirements than Plan A. (See below for details)

The **Thesis** and the **Leadership Application Project** are described in the 1995-1997 catalog. The thesis and leadership application project are similar in approach and methodology. They differ principally in the degree of application.

The thesis, leadership application project, and Plan B are options available to all MAL students.

The PLAN B Option:

The Plan B option requires **11 courses**. Plan B students must take:
ML 580 Contemporary Theories of Leadership
ML 510 Visions of Leadership
ML 514 Research Methods.

Plan B students will write **two major papers:**

First Paper: In **ML 580 Contemporary Theories of Leadership** students write one major paper (approximately 30 pages). This paper will fulfill one of required Plan B papers if a grade of **3.5 or better is achieved**. Students are required to give an oral presentation based on their major paper at the end of the semester. (If the grade achieved on this paper is less than 3.5 and the student has elected the Plan B option, the student will re-work the paper.)*

*A readers' panel, selected by the MAL Advisory committee, will review the revised paper.

Second Paper: The second major paper may be handled in one of two ways:

1) **An Independent study ML 598** (1.0 credit) taken with an Advisor. There will be a major paper (approximately 30-35 pages) required. The student must earn at least a grade of 3.5.

2) **Thesis Seminar ML 593-594 sequence** (.5 cr each-1.0 cr total) and complete a major paper (approximately 30-35 pages).

The **second Plan B Paper** will be reviewed by the readers' panel. The task of the readers' panel is to determine whether the paper is at the 3.5 level or better and to maintain consistent quality across differing projects and subject areas.

The **second Plan B paper** will be presented at an annual Colloquium held for students, faculty, alumni and invited guests. Students will present an **Abstract** (approximately 15 minutes) of their second plan B paper completed during a given academic year. The presentation is part of the requirement to complete the Plan B alternative.

MAL Course Schedule 1996 -- 1997 (As of 2/96)		
<p>Fall 1996 Time I ML 510 Visions of Leadership: Nelson</p> <p>ML 520 Self Identity, Values & Personal Growth- Ferguson</p> <p>ML 580: Colloquium on Contemporary Theories of Leadership : Endorf, Noonan, Swanson,McNeff,Mugge, Hanson</p> <p>Time II ML/EDU 514 Research Methods/Evaluation Volker</p> <p>ML 511 Creativity/ Problem-Solving Hesser</p> <p>Time I: Thursday, 6:00-7:30 pm & Saturday, 8:30 a.m. -12:00 noon Time II: Thursday, 8:00-9:30 pm & Saturday, 1:00 - 4: 30 p.m.</p>	<p>Winter 1997 Time I ML 531 Dynamics of Change-Pike & Morgan</p> <p>ML /EDU 514 Research Methods & Evaluation Erickson</p> <p>ML 540 Political Leadership Morris & Noonan</p> <p>Time II ML 560 Developing a Multi-cultural Perspective: Benson</p> <p>ML/EDU 593: Leadership Seminar I Swenson</p> <p>ML 599 Organizational Leadership Ferrell, Dyrud, Morris, Pike</p>	<p>Spring 1997 Time I ML 596 Women and Leadership Noonan</p> <p>ML/EDU 594 Leadership Seminar II Swenson Music 4</p> <p>ML 510: Visions of Leadership Palosaari</p> <p>Time II ML 521 Methods of Critical Thought Crockett</p> <p>ML 530 Ethics in Communication: Nilsson</p>

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

— John Gardner

AUGSBURG
C • O • L • L • E • G • E
Graduate Programs Office
Box 144
2211 Riverside Avenue
Minneapolis, MN 55454
612/330-1786

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Developing Leaders for Organizations and the Community

The Master of Arts in Leadership (MAL) program responds to the leadership development needs of both 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 MAL program provides a means by which individuals may discover and refine these and other abilities fundamental to effective leadership.

Accommodating the Full-Time Work Schedule

Designed to meet the needs and preferences of working adults, the MAL program is based on the assumption that the students who enroll are career oriented,

self-disciplined, and well-motivated individuals, seeking a balance of classroom experience, group interaction, and individual study. Most courses are organized as seminars with opportunity for discussion and dialogue, and classes meet on alternate Saturdays for three-and-one-half hours and alternate Thursday evenings for one-and-one-half hours.

Community of Learners

Essential to the goals of the MAL program is participation in a community of learners gathered together on the Augsburg campus. This community is enriched by the students with a variety of work and life experiences. To facilitate community interaction, students are encouraged to make use of the Augsburg library, computer labs, and Christensen Center. Students share meals and coffee breaks; participate in optional lunch time seminars; and attend music and dramatic presentations and athletic events.

Individual Professional Development

A major component of the MAL program is the professional assessment. Given in the first year of study, the assessment can help students to identify leadership skills and preferred work and learning styles. Nationally recognized test instruments are used and based



on the results, students are encouraged to create personalized goals and plans to strengthen areas which may require further development.

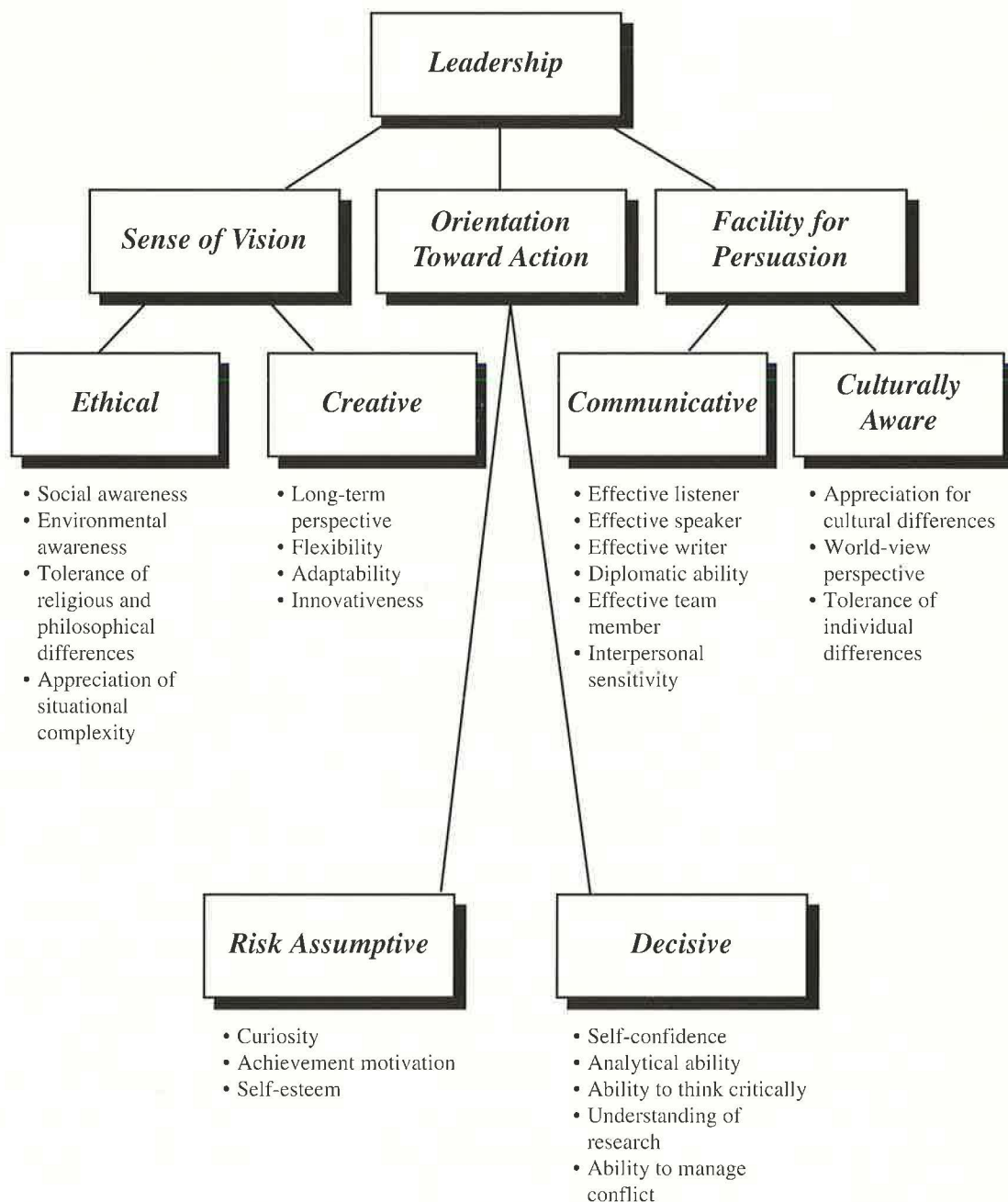
MAL students are encouraged to enroll in ML 500, Leadership Practicum. Students may enroll in this professional development series for six terms and upon completion of six Practica, receive a half-course credit to be used as an elective. Scheduled each term, Practica are designed to meet student needs in areas such as interpersonal communication, approaches to career change, coping with workplace issues, and other areas related to leadership and professional development. In consultation with the Director, the student may also apply to receive credit for attending seminars related to his or her employment as part of the Practicum course.

LEADERSHIP DEVELOPMENT MODEL

The MAL 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. Underlying these attributes is a broad range of abilities and awareness, outlined in the

Leadership Development Model, that serve as specific outcomes for the MAL Program. Augsburg's model of leadership development is designed to assess, promote, enhance, and refine these capabilities within the individual.



MAL students are required to complete 10.5 course credits (42 semester hours) and a Thesis or Leadership Application Project. Each course includes 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 include case studies, debate, written and oral presentations, and group activity. These techniques, which have had demonstrated success in advanced courses, develop targeted leadership abilities and understanding. 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.



Core Courses (3.5 course credits)

The following core courses are required of all students in the MAL program:

ML 510 Visions of Leadership

ML 514 Research Methods

ML 593 Leadership
Research Seminar I

ML 594 Leadership
Research Seminar II

(These two seminars are to be taken in a student's last two consecutive terms, or when the student has completed at least five electives.)

ML 592 Thesis/Application Project Consultation (to be taken simultaneously with *ML 594* and in the term in which the Thesis/Application Project is in progress).

CURRICULUM DESIGN

Elective Courses (at least 7.0 course credits)

The MAL program requires that a minimum of five of the seven elective courses be selected from the following course list:

ML 500 Leadership Practicum

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 Decision Making I: Qualitative Process and Application

ML 550 Decision Making and Technology

ML 560 Developing a Multi-Cultural Perspective

ML 580 Colloquium on Contemporary Theories of Leadership

ML 596 Women and Leadership

ML 598 Independent Study

ML 599 Special Topics

Master of Arts in Education – Leadership Elective Courses (up to 2 course credits)

The MAL program will allow students to take up to two electives from the Master of Arts in Education – Leadership (MEL) program. See the MEL program bulletin for detailed descriptions of these courses.

Thesis/Leadership Application Project

At, or near, the completion of the course work for the MAL program, students are required to develop and carry out a study of some aspect of leadership or of a leadership-related topic. This research-based study affords students the opportunity to “tie together” what has been learned from the study of leadership in the course work and course-related activities.

Students have the option to do either a Thesis or Leadership Application Project for completion of the degree. The Thesis or Application Project should be seen as the culmination of the MAL program, offering participants the opportunity to investigate either some aspect of leadership in depth or explore the application of what has been studied. The distinction between these two options lies in their orientation. The Thesis will

have a more theoretical orientation, while the Leadership Application Project will be based on a more practical application orientation.

Students who do not complete their Thesis or Leadership Application Project while enrolled in ML 594 are required to pay a continuation fee during each subsequent term until the Thesis/Project is completed.



COURSE DESCRIPTIONS

ML 500 Leadership Practicum (.5 credit for 6 Practicum attended)

Professional development workshops and seminars which span six terms. One-half course credit. Graded on a P/N basis. This course is especially recommended for students who want or need more applied workplace case studies.

ML 510 Visions of Leadership: An Historical and Literary Journey (1.0 course)

Introduction to selected concepts 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.

ML 511 Creativity and the Problem-Solving Process (1.0 course)

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 can not receive credit for this course and EDU 515 Creativity and Problem Framing.)

ML 514 Research Methods (1.0 course)

Evaluation and documentation of programs, projects, and ideas as they relate to leadership theories and practice. Qualitative and quantitative tools will be discussed. (Students can not receive credit for this course and EDU 514 Evaluation and Documentation.)

ML 520 Self-Identity, Values, and Personal Growth (1.0 course)

Study of the concepts of self-identity, values and personal growth as related to professional, 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 (1.0 course)

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 (1.0 course)

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.

COURSE DESCRIPTIONS

ML 531 The Dynamics of Change (1.0 course)

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 (1.0 course)

Analysis of leadership perspectives in selected political systems and other organizations. Special focus on significant leadership theories and leaders, past and present. Most theories studied are relevant to business and non-profit organizations as well as to politics.

ML 545 Decision Making I: Qualitative Process and Application (1.0 course)

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.

ML 550 Decision Making and Technology (1.0 course)

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 (1.0 course)

Investigation of multicultural issues. This course will enhance one's 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 580 Colloquium on Contemporary theories of leadership (1.0 course)

Selected contemporary theories of leadership presented by instructors who participate in this seminar. Emphasis on critical thinking, discussion, written analysis. Prerequisite: One year course work in MAL program and ML 510.

ML 592 Thesis/Project Consultation (.5 course)

A series of meetings with a faculty thesis/project adviser simultaneous with ML 594 and during the trimester in which the Thesis/Project is being prepared for final submission. 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 during each subsequent term until the



Thesis/Project is completed.
(Credit will not be granted to
MAL students for EDU 592
Thesis Consultation.)

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

First half of a two-course
“capstone” sequence for the
MAL program to be taken in a
student’s last two consecutive
terms or after the completion of
at least five 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. Graded on
a P/N basis.

**ML 594 Leadership
Research Seminar II:
Synthesis of Findings
(.5 course)**

Continuation of the “capstone”
seminar, taken in the term
immediately following the
student’s registration in ML
593. This seminar focuses on
the methods of inquiry and
results of individual projects. By
the completion of the seminar,
students should have made
significant progress on the
Thesis or Leadership Application
Project. Graded on a P/N basis.

**ML 596 Women and
Leadership (1.0 course)**

A seminar exploring the theory
and practice of women and
leadership – political,
entrepreneurial, and social. An
interdisciplinary approach to
issues of women and leadership
with an emphasis on literature
developed by political scientists.
The course is intended to
enhance the critical thinking
skills of the participants and the
leadership skills of women and
of those working with women.
Opportunity for research on
topic and area of interest.

**ML 598 Independent
Study (.5-1.0 course)**

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-point
average 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 MAL
Program Director prior to
registration for the course.

**ML 599 Special Topics
(.5-1.0 course)**

Study of selected topics in
leadership that are not treated
extensively through current
course offerings. Specific topics
will be published prior to
registration for each term.



ADMISSION REQUIREMENTS & PROCEDURES



Applicants to the program must hold a baccalaureate degree from an accredited four-year college or university and must have a minimum cumulative undergraduate grade point average of 3.0 (on a scale of A = 4.0) and a minimum cumulative grade point average of 3.0 for graduate courses completed at an accredited college or university. Applicants holding a Master's or other advanced degree from accredited colleges or universities are admissible. Should an applicant not meet the minimum admissions requirements, a probationary term may be possible as decided on a case-by-case basis. 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 MAL Admissions 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

- written statement
- Miller Analogies Test score, if requested
- interview, if requested

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

- Completed application form;
- \$25.00 non-refundable application fee;
- A brief (1-3 page) statement relating the applicant's career and life goals to his or her leadership aspirations;
- Recommendation letter and checklist from an immediate supervisor, assessing leadership potential;
- Recommendation letter and checklist from a co-worker (at the same level) describing the applicant's work style and leadership potential;
- Official transcripts from all **undergraduate** institutions attended listing courses taken and any degree(s) conferred;
- Official transcripts from all **graduate** institutions attended listing courses taken and degree(s) conferred, if any;
- If requested, official results on the Miller Analogies Test
- Applicant may be asked to participate in an interview with graduate program faculty and/or staff member.

INTERNATIONAL APPLICANTS

The Augsburg College Graduate Programs Office encourages qualified applicants from other countries and because these students contribute significantly to the program. International applicants should keep in mind that classes meet on alternating Thursday evenings and Saturdays and that students can take only two classes (plus a practicum per trimester if desired) for a yearly total of six classes and three Practica. With this schedule students can complete the required course work in two years. 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 non-refundable application fee 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;
- 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 degree(s) or diploma(s) conferred, if any;
- Official marksheets with certified translations from all graduate institutions attended listing all 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 590; and
- Applicant may be asked to participate in an interview with graduate program faculty and/or staff member, if applicant is in the United States.

Very limited financial aid from Augsburg College may or may not be available, therefore, students and their financial 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 each academic year in which they want to attend. The College requires students to provide proof of a

minimum of \$10,000 in U.S. funds for living expenses for themselves plus the cost of tuition.

NOTE: Additional information may be required, as requested by Augsburg College to more accurately evaluate educational credentials more accurately. Furthermore, supplemental information may be needed to issue an I-20 or J-1 for students admitted to the MAL 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 MAL program 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 MAL Advisory Committee before being allowed to continue in the 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.

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.

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

ACADEMIC POLICIES

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

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 trimester. 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 MAL Advisory 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 MAL Advisory Committee. Students may also be dismissed by the MAL Advisory 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

Due to the interdisciplinary nature of the courses in the MAL program, it is unlikely that courses taken elsewhere may be substituted for a particular course in the curriculum. Students may petition the MAL Program Director 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 MAL program. No more than two courses will be accepted for transfer credit.

Credit and Contact Hours

Each full credit graduate course in the MAL program is the equivalent of four semester credits or six quarter credits. Students meet in class a total of 31.5 hours each term 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 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 MAL Advisory Committee. Students who leave the program for more than one trimester must request a leave of absence in writing from the MAL Program Director. 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 MAL Program Supplement.



STUDENT SUPPORT SERVICES

Academic advising from the MAL Director for program planning is available. As students approach the capstone experience, they select thesis or project advisors to guide them throughout the completion of their program. Graduate program staff will also assist

students with non-academic advising issues.

Professional assessment through Leadership Practicum and the Graduate Programs Office is also available.

Self/career assessment counseling, resume

development, and a career-search plan through the Career Services Office (330-1162) can be obtained as well.

Work experience related to a student's field of specialization through the Cooperative Education Office (330-1148)

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 facilitate 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.



Fee & Payment Information

A schedule of fees is published separately in the MAL Program Supplement. Tuition is determined annually. 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.

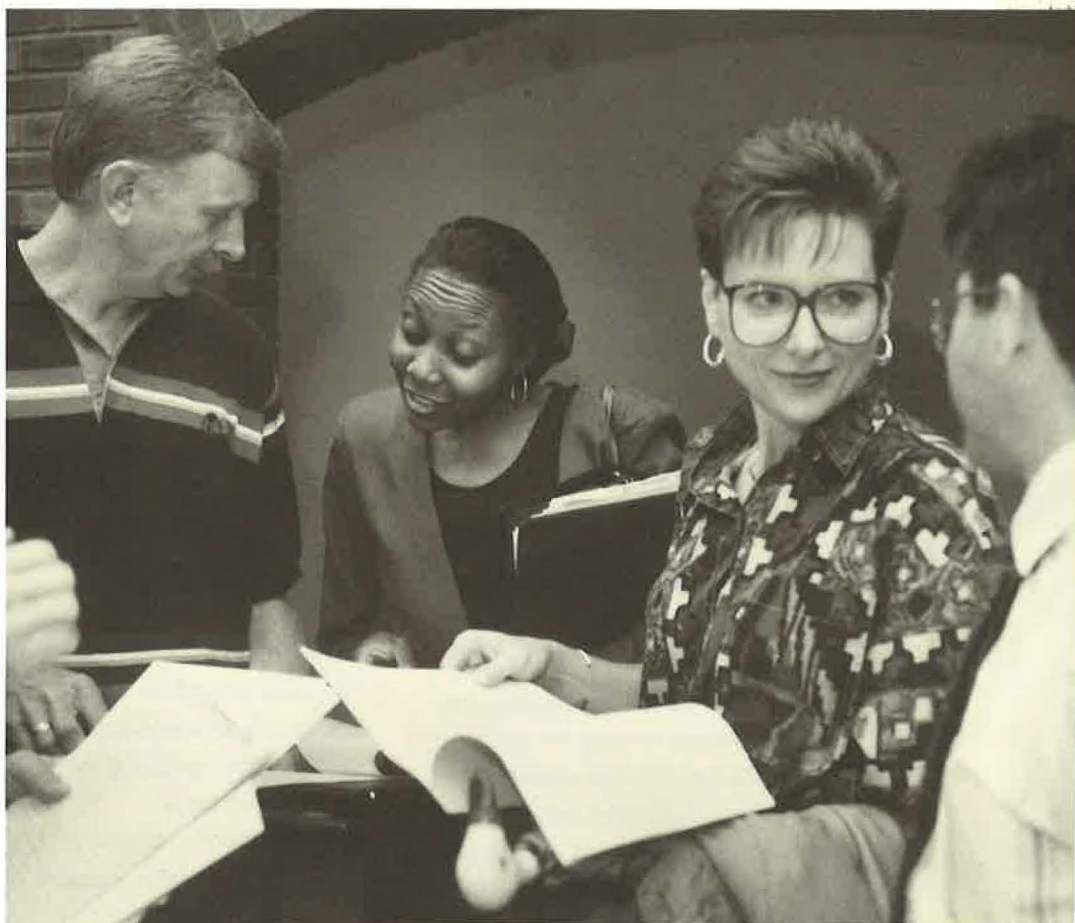
Various Payment Plans are Available: *

1) Payment in Full: Due the 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 50 days after the end of the final exams. A letter from the employer, stating the company's reimbursement policy, must be filed annually with the Business Office.

Registration is permitted only if the student's account for a previous term is paid in full as agreed with the exception of approved company-reimbursed students. Augsburg College will not release diplomas or academic transcripts until all student accounts are paid in full. This also applies to student



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 withdrawing from 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%

FINANCIAL AID

Financial assistance is available to degree-seeking students enrolled in the MAL program. Non-degree-seeking students are not eligible for any type of financial aid through Augsburg College. Two full-credit courses per trimester is considered 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:

Sponsored Scholarships

Augsburg actively pursues non-Augsburg 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 Services determines eligibility for any Federal or State financial aid programs available to graduate students. Determination is based on standard, nationally accepted methodology.

• Federal Stafford Loan Program

Common Loan Provisions:

BORROWING LIMITS: Effective with enrollment periods beginning after October 1, 1993, graduate students may borrow up to \$18,500 per year with an aggregate of \$128,500 (undergraduate and graduate). 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 8.25%, and changes each July 1st for **all borrowers**. The interest rate for enrollment periods beginning between July 1, 1994, and June 30, 1995, is 7.43%.

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): You may borrow 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 3% and a guarantee fee of up to 1% will be deducted from the loan proceeds 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 3% and a guarantee fee of 1% will be



deducted from the loan proceeds before you receive it.

• **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 a graduate student with a \$30,000 maximum. (Graduate & under-graduate)

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 serving three years in the military, Peace Corps or VISTA. Contact our student loan coordinator if you think you are eligible for a deferment.

• **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 \$9,000 per year minus any other student loan indebtedness. Maximum graduate borrowing cannot exceed \$40,000 including undergraduate. The minimum loan amount per year is \$500.

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 the student leaves school.

DEFERMENTS: There are no deferments. Contact the Minnesota Higher Education Coordinating Board regarding special circumstances and repayment.



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 Fairview-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 fourteen 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.

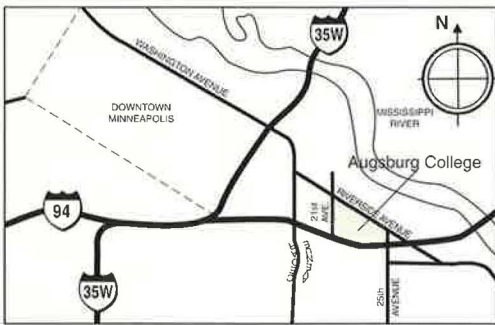
Church Affiliation

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 but not limited to Lutheran, Roman Catholic, Jewish, American Indian Spirituality and Thought, Buddhist, and Islamic faiths.

Non-Discrimination Policy

It is the policy of Augsburg College not to discriminate on the basis of race, color, creed, religion, sexual or affectional preference, national or ethnic origin, age, marital status, sex or status with regard to public assistance or disability as required by Title IX of the 1972 Educational Amendments of Section 504 of the Rehabilitation Act of 1973 as amended in its admissions policies, educational programs, activities, and employment practices.

CAMPUS LOCATION MAP



Directions to Campus

35W from the North—Take Washington Avenue exit and turn left off Washington (turns right onto Cedar Avenue), turn left at Riverside Avenue, right at 21st Avenue South.

I-94 East from Minneapolis—Take 25th Avenue exit, turn left at 25th Avenue, turn left at Riverside Avenue, turn left at 21st Avenue South.

I-94 West from St. Paul—Take Riverside exit, turn right at Riverside Avenue, turn left at 21st Avenue South.

35W from the South—Follow the I-94 St. Paul signs (move to right lane after each of two mergers). Take 25th Avenue exit and turn left at Riverside Avenue, turn left at 21st Avenue South.

Graduate Programs Location

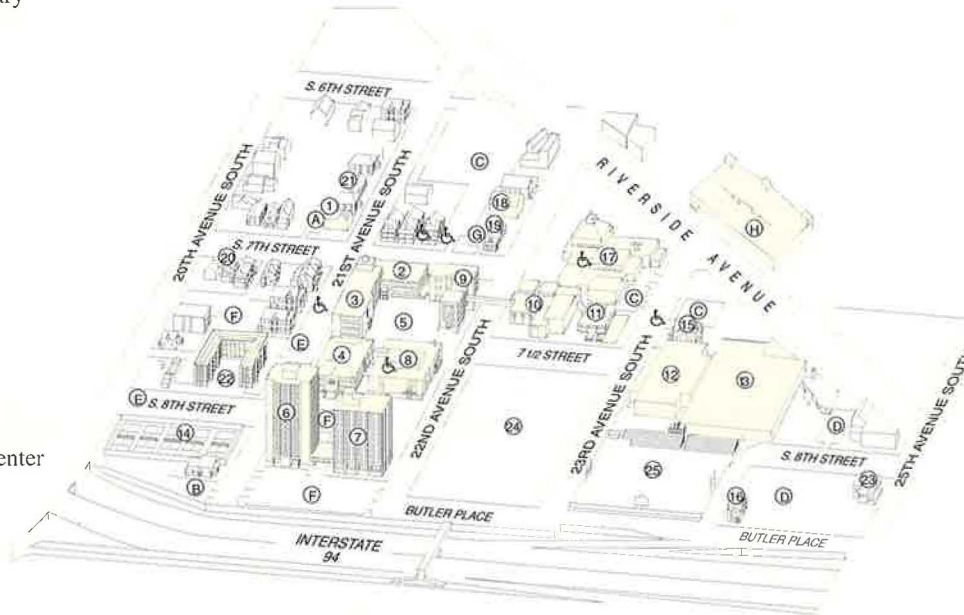
The Graduate Programs Office is in Murphy Place and is located on the corner of 23rd Avenue South and 7½ Street.

Public Parking

All posted Augsburg College staff, faculty and commuter lots are free and open for use from 4:30 p.m. Monday through Sunday evening. Lots are located on 7th Street between 21st and 22nd Avenues and north or south of 8th Street between 24th and 25th Avenues. Additional parking is available in the Fairview-Riverside Medical Center ramp, or U of M parking lots on the north side of Riverside Avenue.

CAMPUS MAP

1. Admissions House
2. George Sverdrup Library
3. Science Hall
4. Old Main
5. Quad
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 Black Student Affairs
22. Oscar Anderson Hall
23. East Hall
24. Murphy Square
25. Anderson-Nelson Athletic Field
26. Husby-Strommen Tennis Courts



Parking Lots

- | | |
|---|-------------------------------------|
| A. Admissions Parking | F. Resident Parking |
| B. Faculty/Staff/Commuter/Residence Parking | G. Visitor Parking |
| C. Faculty/Staff Parking | H. Fairview/St. Mary's Parking Ramp |
| D. Faculty/Staff/Commuter Parking | |
| E. Commuter – Street Parking | |

FACULTY AND ADMINISTRATION

Faculty who teach in the MAL program are predominately full-time senior faculty with doctorates or appropriate professional degrees. Some courses are team taught by faculty from different disciplines or occasionally by combining a faculty member with professionals from relevant fields. All of the program's faculty have extensive experience teaching adult learners.

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.

Mary Endorf, Adjunct Professor, B.A. Hamline University, M.A. State University of New York-Cortland, Ph.D., University of Minnesota. Principal, Orono Public Schools.

Joseph A. Erickson, Assistant Professor of Education. B.A., M.A., College 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, Adjunct Professor. B.A., Augsburg College; M.A., University of Minnesota. Vice President, Land O' Lakes Corporation

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.

Marie O. McNeff, Interim Vice-President for Academic Affairs and Dean of the College and Professor of Education. B.A., M. A., Ed.D., University of Nebraska.

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. President, Decision Resources, Ltd.

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

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

Norma Noonan, Professor of Political Science, Director of the Master of Arts in Leadership Program, and Director of the International Relations Program. B.A., University of

Pennsylvania; M.A., Ph.D., Indiana University.

Magdalena M. Paleczny-Zapp, Assistant Professor of Business Administration/MIS and Coordinator of the Russian and East European Area Studies Program. B.A., M.A., Central School for Planning and Statistics, Warsaw; Ph.D., Akademia Ekonomiczna, Krakow.

Ronald G. Palosaari, Professor of English. B.A., Bethel College; B. Div., Bethel Seminary; M.A., Ph.D., University of Minnesota.

Diane Pike, Professor and Chair, Department 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.

Questions?

FOR ADDITIONAL INFORMATION WRITE OR CALL:

AUGSBURG COLLEGE
GRADUATE PROGRAMS OFFICE
2211 RIVERSIDE AVENUE
MINNEAPOLIS, MN 55454
612/330-1786
FAX: 612/330-1784

AUGSBURG
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2211 RIVERSIDE AVENUE
MINNEAPOLIS, MN 55454