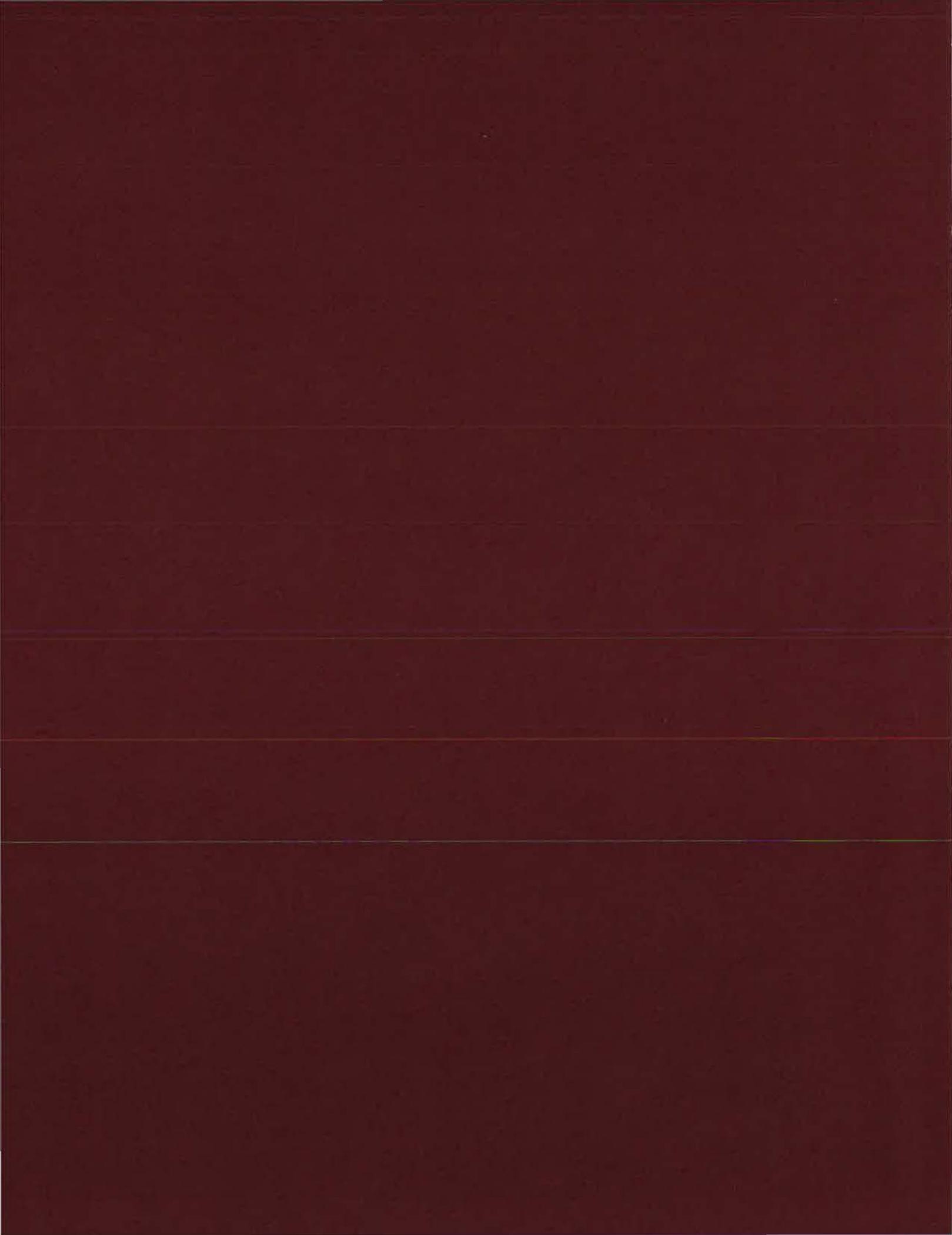


MASTER OF ARTS IN LEADERSHIP

AUGSBURG
C•O•L•L•E•G•E

1997 - 1999

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

— John Gardner

AUGSBURG

C • O • L • L • E • G • E

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This catalog was current at the time of publication. It is subject to change without notice.

Augsburg does not 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 or Section 504 of the Rehabilitation Act of 1973, as amended, in its admission policies, educational programs, activities and employment practices.

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 that 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 the opportunity for discussion and dialogue. 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.

Individual Professional Development

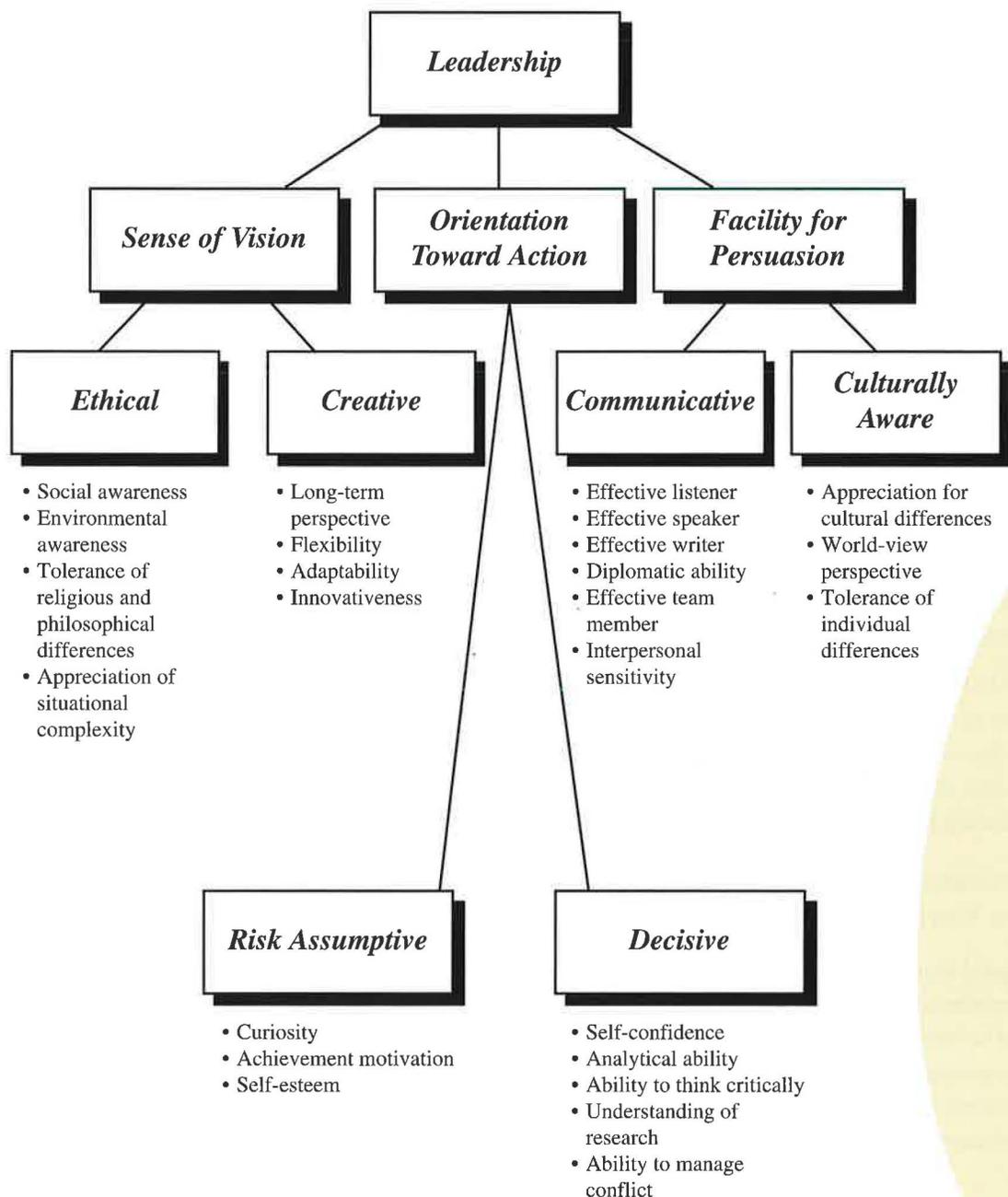
An important component of the MAL program is the professional assessment. The assessment can help students to identify leadership skills and preferred work and learning styles. Nationally recognized test instruments are used; based on the results, students are encouraged to create personalized goals and plans to strengthen areas that may require further development. MAL Practica are designed to meet student needs in areas such as interpersonal communication, approaches to career change, coping with workplace problems, time management and other issues related to leadership and professional development.

LEADERSHIP DEVELOPMENT MODEL — AUGSBURG

The MAL program promotes leadership as a process that 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.



(This model was developed by Augsburg Faculty Graduate Advisory Committee, 1985-87.)

There are two ways to complete the MAL degree. In the Thesis/Leadership Application Project (Thesis/LAP) Option, students complete a thesis or a major leadership application project and 10.5 credits. In the Non-Thesis Option, students must complete 11 credits, two papers, but no thesis.

Augsburg uses a **course** system rather than a credit system in its curriculum. An Augsburg course is equivalent to four semester credits or six quarter credits. 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 develop targeted leadership abilities and understanding. Students are encouraged to see abilities and understandings as cross-disciplinary and to view content areas as integrated. The program reflects the view that the world in which we operate is complex and that dealing with it successfully requires well-developed integrative abilities.



Thesis/LAP Option

Students who select the Thesis/LAP Option are required to develop and carry out an in-depth study of some aspect of leadership or of a leadership-related topic. This research-based study gives the student the opportunity to “tie together” what has been learned from the study of leadership and course-related activities.

The principal distinction between the Thesis and the Leadership Application Project lies in their underlying orientation. A Thesis has a more theoretical orientation, while the Leadership Application Project is based on practical application. Both require similar rigor and preparation. For either alternative, the student must register for ML 592, 593 and 594. Differences

between these two options will be explored in ML 514 Research Methods and in ML 593 Leadership Research Seminar I.

Students who do not complete their Thesis or Leadership Application Project while enrolled in ML 594 Leadership Research Seminar II **are required to pay a continuation fee.**

Non-Thesis Option

An alternative to the thesis is the successful completion of **two major papers**, as described below. The first of these papers will be written in conjunction with ML 580. A student must get a grade of 3.5 or higher on this major paper to complete the Non-Thesis requirement. If the grade for the paper is below 3.5, the student will revise the paper

CURRICULUM DESIGN

and submit it to the MAL faculty panel for review and approval. The second paper will be written while enrolled in ML 597 Non-Thesis Independent Project. A student must get a grade of 3.5 or higher on this paper; it will then be submitted to the MAL faculty panel for review and approval. The judgment of the MAL faculty panel is the final one. The independent research projects approved each year will be presented in a special annual colloquium.

(Note: If students wish to change from the Thesis Option to the Non-Thesis Option after completing the Research Seminars, they may petition the MAL committee.)

All courses are valued at 1.0 credit, unless otherwise designated.

Core Courses for Thesis/LAP Option: (3.5 course credits)

The following core courses are required for all Thesis/LAP students in the MAL program:

ML 510 Visions of Leadership

ML 514 Research Methods

ML 592 Thesis/LAP Consultation (0.5 course)

(ML 592 is taken in conjunction with ML 594.)

ML 593 Leadership Research Seminar I (0.5 course)

ML 594 Leadership Research Seminar II (0.5 course)

(ML 592, 593 and 594 are to be taken in a student's last two consecutive terms or after the student has completed at least five electives and ML 510.)

Core Courses for Non-Thesis Option: (4.0 course credits)

ML 510 Visions of Leadership

ML 514 Research Methods

ML 580 Contemporary Theories of Leadership

ML 597 Non-Thesis Independent Project

Elective Courses for Both Options: (at least 7.0 course credits)

The MAL program requires that seven elective courses be selected from the following course list*:

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 535 Organizational Theory and Leadership

ML 540 Political Leadership: Theory and Practice

ML 545 Decision Making and Leadership

ML 550 Decision Making and Computer Technology

ML 560 Developing a Multi-cultural Perspective

ML 565 Women and Leadership

ML 580 Colloquium on Contemporary Theories of Leadership (elective for Thesis/LAP Option students)

ML 598 Independent Study

ML 599 Special Topics



**No more than two courses may be transferred from a comparable graduate program. Transfer credits must be approved by the director prior to enrollment in the MAL program. No more than 1.0 course of independent study may be applied to the degree.*

COURSE DESCRIPTIONS

ML 500 Leadership Practicum

The MAL program sponsors professional development workshops and seminars. These workshops are offered to students and alumni who desire more applied case studies or wish to address topics not included in the courses.

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

Introduction to selected concepts of leadership, providing a 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.

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.

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 as well as natural and social science. The course will survey a variety of contemporary approaches to critical thinking, including the use of logic and analytical reasoning, the relationship of evidence to the confirmation of theories and the value of appeals to scholarly studies. A special focus of the course will be an assessment of the ways in which natural and social sciences can (and cannot) assist leaders in addressing problems and seeking solutions.



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 that arise in social and organizational settings.

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

COURSE DESCRIPTIONS

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 535 Organizational Theory and Leadership (1.0 course)

In-depth exploration of organizational theory plus related concepts, issues and concerns. The course is designed to enable the student to acquire knowledge and develop skills in order to function as a responsible, ethical participant within various types of organizational structures and cultures.

ML 540 Political Leadership: Theory and Practice (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 interdisciplinary and relevant to business and non-profit organizations as well as to politics.

ML 545 Decision Making and Leadership (1.0 course)

Review of the decision-making process — the setting, goals and contingencies — as it affects leaders and leadership. Analysis of arguments and explanations; analysis of basic statistical concepts and their relationship to decision making. Assessment of major social decisions, past and present — their intentions, consequences, arguments, explanations and justification.

ML 550 Decision Making and Computer Technology (1.0 course)

Analysis of the relationship between decision making and some of the technology that has developed in recent years, most notably, the computing and communication revolutions. Some experience using computers would be helpful, but is not required.

ML 560 Developing a Multicultural 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.

ML 565 Women and Leadership (1.0 course)

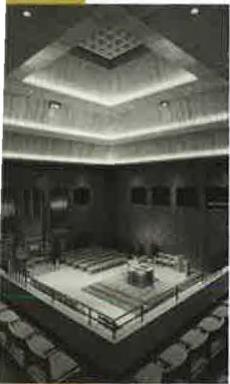
A seminar exploring the theory and practice of women and leadership — political, entrepreneurial and social. An interdisciplinary approach to issues of women and leadership with an emphasis on literature developed by political scientists. The course is intended to enhance the critical-thinking skills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

ML 580 Colloquium on Contemporary Theories of Leadership (1.0 course)

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

ML 592 Thesis/LAP Consultation (0.5 course)

A series of meetings with a faculty thesis/project adviser taken simultaneously with ML 594 Leadership Research Seminar II 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/applica-



tion project during the same term in which they are enrolled in ML 594 are required to pay a continuation fee for each subsequent term until the Thesis/LAP is completed.

ML 593 Leadership Research Seminar I (0.5 course)

First half of a two-course thesis capstone sequence for the MAL program to be taken in a student's last two consecutive terms or after the student has completed at least five electives and ML 510. 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 (0.5 course)

Continuation of the "capstone" seminar, taken in the term immediately following the student's registration in ML 593 Leadership Research Seminar I. 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 their thesis or Leadership Application Project. Graded on a P/N basis.

ML 597 Non-Thesis Independent Project* (1.0 course)

Major written project to be completed in an area of the student's choice, reviewed by the MAL faculty panel and presented in a colloquium in partial fulfillment of requirements for the Non-Thesis Option.

ML 598 Independent Study* (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 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 (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.



**A student may count only one of the following for credit toward the MAL degree: ML 597 or ML 598.*

ADMISSION REQUIREMENTS AND 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 admission 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 of leadership or position 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
- 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 1-3 page statement relating the applicant's career and life goals to leadership aspirations
- Recommendation letter **and** checklist from an immediate supervisor, assessing leadership potential
- Recommendation letter **and** checklist from a work colleague (at the same level) describing the applicant's work style leadership potential
- 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

Applicants may be asked to participate in an interview with graduate program faculty and/or staff members.

INTERNATIONAL APPLICANTS

The Augsburg College Graduate Programs Office encourages qualified applicants from other countries. International applicants should keep in mind that classes meet on alternating Thursday evenings and Saturdays and that students can take only two classes (plus an optional practicum per trimester, if desired) for a yearly total of six classes. With this schedule students can complete the required course work in less than two years. See Admission Requirements for a 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 1-3 page statement relating the applicant's career and life goals to leadership aspirations
- Completed Declaration of Finances (see below for further information)
- Letter of recommendation in English from an immediate supervisor, assessing leadership potential
- Letter of recommendation in English from a work colleague (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

Applicants may be asked to participate in an interview with graduate program faculty and/or staff members, if the applicant is in the United States.

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 the 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 accurately evaluate educational credentials. 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 catalog as being graded on 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.

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 provides due process in 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 that pertain to them and that 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.

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 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 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. Enrolling in two courses per trimester enables a student to complete the course work in the program within 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 Calendar.



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 advisers to guide them throughout the completion of their program. Graduate

program staff are also available to help students with non-academic advising issues.

Professional assessment is administered through the Graduate Programs Office.

Self/career assessment counseling, resume development

and a career-search plan are available through the Career Services Office, (612) 330-1162.

Work experience related to a student's field of specialization is possible through the Cooperative Education Office, (612) 330-1148.

LIBRARY

A new four-level, 73,000-square-foot library offers state-of-the-art technology, multimedia classrooms and study areas with network access. The library collection includes over 175,000 books, periodicals, films, audio

and video cassette tapes, and microfilms. A computerized library catalog includes the holdings of Augsburg and six other private liberal arts college libraries in the metropolitan area. 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 the Minnesota Private College Council.

Augsburg College is registered with the Minnesota Higher Education Services Office. Registration is not an endorsement of the institution.

Registration does not 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.



*North Central Association of Colleges and Schools, Commission on Institutions of Higher Education, 30 North LaSalle St., Suite 2400, Chicago, IL 60602-2504; (312) 263-0456.

Fee and 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.

Augsburg offers the following payment options:

Various payment plans are available*:

1) Payment in Full:

Due day of registration.

2) Payment Plan:

A three-pay plan is available each trimester upon application and after College approval. Payment plans will be approved only if previous plans have been satisfactorily completed.

3) Company Reimbursement:

Full courses, or equivalent, that are company reimbursed require a deposit of \$100 per course reimbursed, with full payment due within 50 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 a student's account is paid in full. This also applies to student loans administered by the College (e.g., Perkins Student Loan). They must be current according to established repayment schedules.

Refund Schedule

Students are responsible for canceling courses with the Registrar's Office in order to be eligible for a refund. Students who unofficially withdraw (stop attending) and do not complete the drop/add form are responsible for all charges. Financial aid may be adjusted based on the student's last recorded date of attendance. A per-course tuition refund will be made on the following basis:

Through the first scheduled class meeting — **100% of tuition** (less a \$75 administration fee if withdrawing from current term entirely)

Prior to the second scheduled class meeting — **80% of tuition**

Prior to the third scheduled class meeting — **60% of tuition**

No refund after the **third** scheduled class meeting.



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

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 are considered full time. One course is considered half-time enrollment. The Office of Student Financial Services, (612) 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. Students should contact the Business Office to make payment arrangements using the company reimbursement payment plan.

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 Student Support Program director at (612) 330-1144 or your tribal agency.

Federal and State Aid Programs

The Office of Student Financial Services uses standard, nationally accepted methodology to determine eligibility for federal and state financial aid programs.

• 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, 1996 and June 30, 1997 is 7.66%.

REPAYMENT TERMS:

Repayment begins six months after you cease to be enrolled at least half time in an eligible program leading to a degree or certificate. Repayment may extend up to 10 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 submitted, students qualify for up to the amount listed on their 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 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 3% and a guarantee fee of 1% will be deducted from the loan check before you receive it.

• **Federal Perkins Loan Program**

A 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.

INTEREST AND REPAYMENT:

Simple interest of 5% and repayment of principal (at a minimum of \$40 per month) begin 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 you leave school.

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



To Apply for Financial Aid:

Financial Aid application materials are available from the Graduate Programs or Student Financial Services office. Applicants must be admitted to Augsburg as regular students or be returning students in good academic standing.

The Financial Aid application will be processed when the following documents are received:

- 1) The Free Application for Federal Student Aid (FAFSA) or the Renewal FAFSA
- 2) Augsburg Financial Aid Application
- 3) Federal income tax return(s) and W-2(s)

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 and surrounds Murphy Square, the oldest of 155 parks in the "City of Lakes." Adjacent to the campus are Fairview-University

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 among 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, physical and psychiatric disabilities.

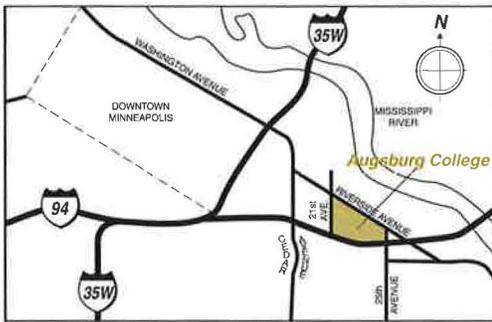
Church Affiliation

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, 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 or Section 504 of the Rehabilitation Act of 1973, as amended, in its admissions policies, educational programs, activities, and employment practices.

CAMPUS LOCATION



Directions to Campus

35W from the North—Take Washington Avenue exit and turn left on Washington (curves 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, turn left at 25th Avenue, turn left at Riverside Avenue, turn left at 21st Avenue South.

Graduate Programs Location

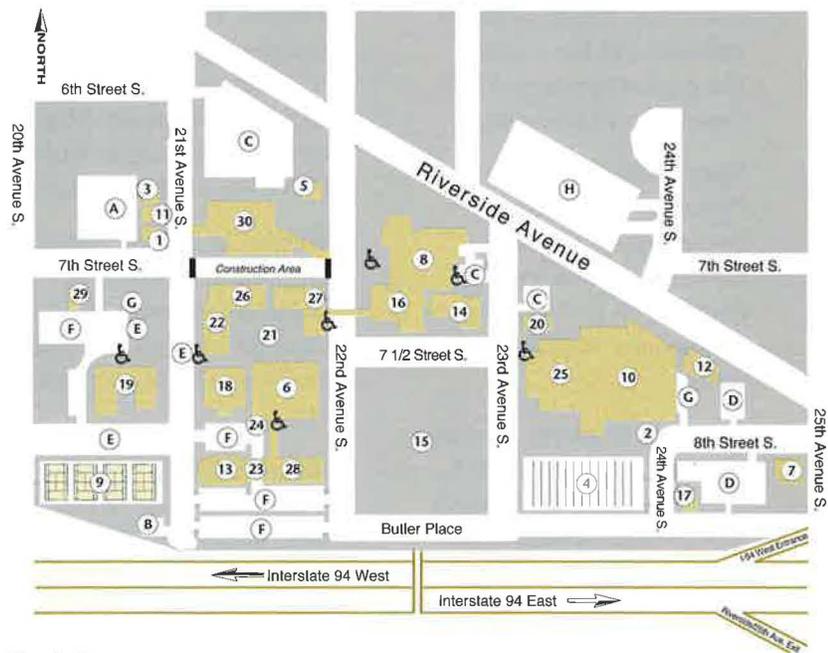
The Graduate Programs Office is in Memorial Hall (second floor).

Public Parking

All Augsburg College staff, faculty and commuter lots are free and open for use after 4:30 p.m. Monday through Friday, and on weekends, unless otherwise posted. 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-University Medical Center ramp, or University of Minnesota parking lots on the north side of Riverside Avenue.

CAMPUS MAP

1. Admissions Weekday Program
2. Air Structure Entrance
November through March
3. American Indian Student Support Program and Pan-African Student Services
4. Anderson-Nelson Athletic Field and Seasonal Air Structure
5. Center for Global Education and International Programs
6. Christensen Center, Information Desk
7. East Hall
8. Foss, Lobeck, Miles Center for Worship, Drama and Communication
9. Husby-Strommen Tennis Courts
10. Ice Arena
11. Jeroy C. Carlson Alumni Center
12. Maintenance and Grounds Shop
13. Mortensen Tower
14. Murphy Place
Weekend College
15. Murphy Square
16. Music Hall
17. Nordic Center
18. Old Main
19. Oscar Anderson Hall
20. Public Relations and Communication
21. Quad
22. Science Hall
23. Security Dispatch Center
24. Shipping and Receiving
25. Si Melby Hall
26. Sverdrup Library
27. Sverdrup-Oftedal Memorial Hall
Master of Social Work Admissions
Master of Arts in Leadership
28. Urness Tower
29. Youth and Family Institute
30. New Library to open Fall 1997



Parking Lots

- A. Admissions/Faculty/Staff Parking
- B. Faculty/Staff/Commuter/Resident Parking
- C. Faculty/Staff Parking
- D. Faculty/Staff/Commuter Parking

- E. Commuter Parking
- F. Resident Parking
- G. Visitor Parking
- H. Riverside Professional Building Ramp
Pay parking available



MAL FACULTY

Faculty who teach in the MAL program are predominantly 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 School.

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.

Lucie Ferrell, Associate Professor of Nursing. B.S., College of St. Catherine; M.N., University of California-Los Angeles; Ph.D., Adelphi University.

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, 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, 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 MAL program, and Director of the International Relations Program. B.A., University of Pennsylvania; M.A., Ph.D., Indiana University.

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

Curt Paulsen, Associate Professor of Social Work. B.A., St. Olaf College; M.S.W., University of Minnesota; Ph.D., Clinical Psychology, Fielding Institute.

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

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

Barbara Swanson, Adjunct Professor. B.A., Macalester College; M.A., Augsburg College; Ed.D., University of St. Thomas. Assistant Professor of Graduate Education, Hamline University.

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

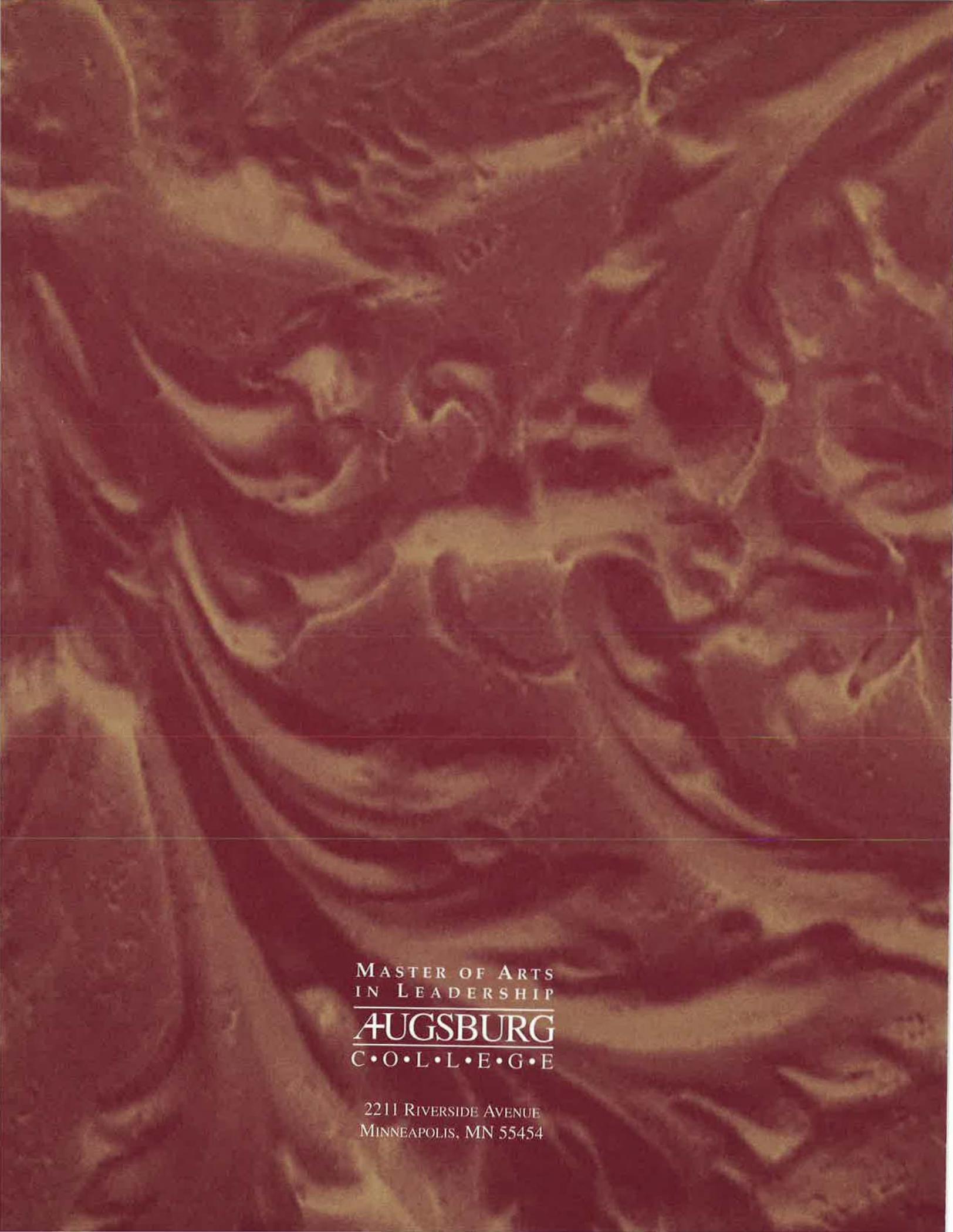
Joseph Volker, Instructor of Psychology. B.A., University of California-Irvine; M.A., Ph.D., University of Minnesota. Licensed psychologist at MDA Associates.



Questions?

FOR ADDITIONAL INFORMATION WRITE OR CALL:

AUGSBURG COLLEGE
GRADUATE PROGRAMS OFFICE
2211 RIVERSIDE AVENUE
MINNEAPOLIS, MN 55454
(612) 330-1786
FAX: (612) 330-1350
www.augsburg.edu



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