

Graduate Studies



**Augsburg**  
COLLEGE

Master of Arts in  
**LEADERSHIP**

2000 - 2001



# Augsburg

## COLLEGE

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

*- John Gardner*

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It is subject to change without notice.

Master of Arts in  
LEADERSHIP

# Introduction



## 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.

*\* In spring trimester, Saturday sessions meet for four 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 Lindell library, computer labs, and Christensen Center.

### A sample class schedule for a month in the MAL program

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				Period I		
				Period II		
						Period I
						Period II
				Period I		
				Period II		
						Period I
						Period II
				Period I		
				Period II		

#### Period I

Thursday 6:00 p.m. to 7:30 p.m.  
Saturday 8:30 a.m. to 12:00 noon

#### Period II

Thursday 8:00 p.m. to 9:30 p.m.  
Saturday 1:00 p.m. to 4:30 p.m.

**Note:** Each class taken commits a student to either Period I or Period II.



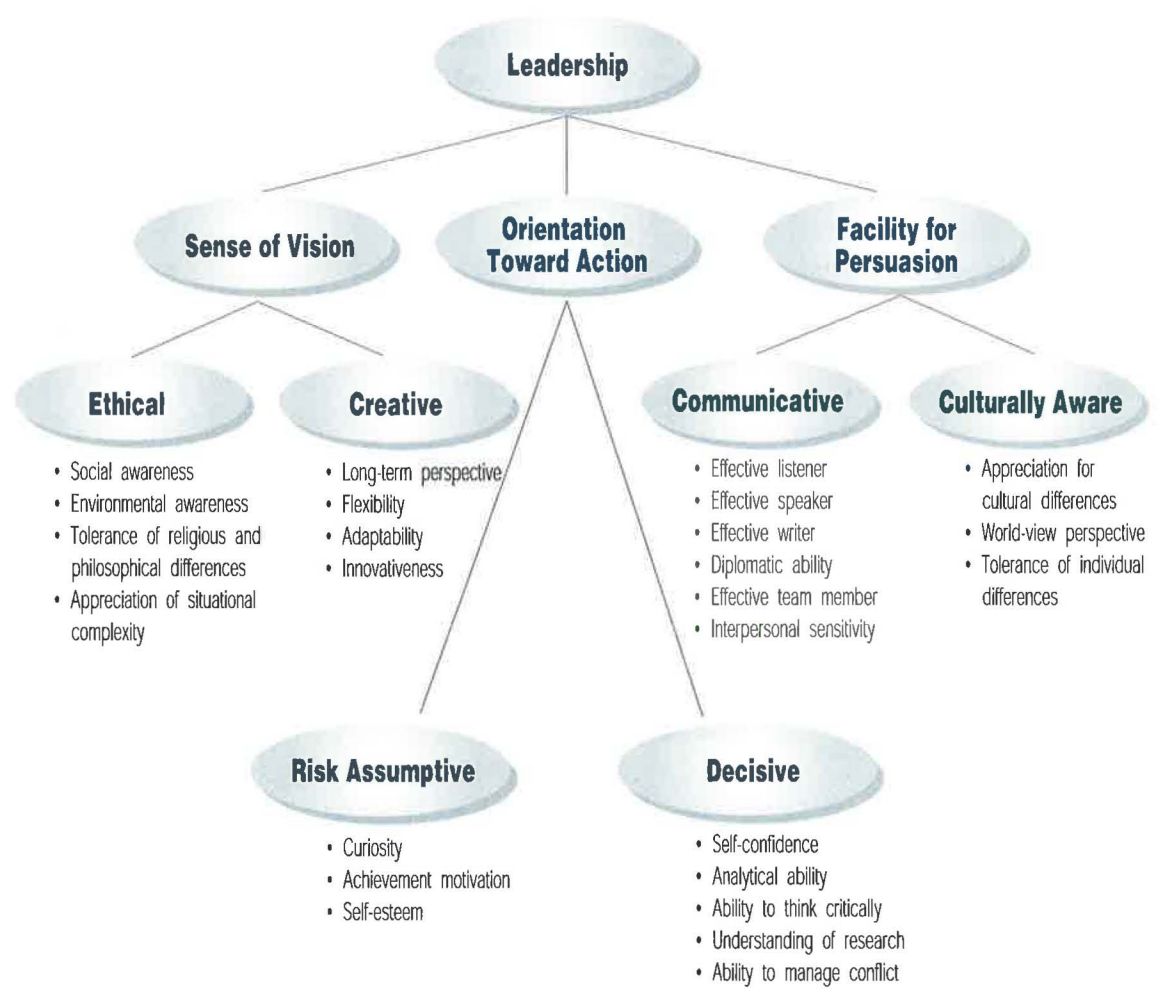
# Leadership Development Model— Augsburg College



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 are 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 the Augsburg Faculty Graduate Advisory Committee, 1985-87.)*

# Curriculum Design



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.

For more information regarding the Thesis/LAP option, refer to the Information and Guidelines for the Thesis and Leadership Application Project booklet.

*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. The second paper will be written while enrolled in ML 597

Non-Thesis Independent Project. The independent research projects approved each year will be presented in an annual colloquium. Students who do not complete their independent project while enrolled in ML 597 are required to pay a continuation fee.

For more information regarding the Non-Thesis option, refer to the Information and Guidelines for the Non-Thesis Project booklet.

***(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.)***

## 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 525 Personality and Systems Theories
- 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

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



## Course Descriptions

### **ML 500 Leadership Practicum**

The MAL program occasionally sponsors professional development workshops and seminars for students, alumni and interested community members.

### **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, value formation, and personal growth as they relate to professional life; factors that influence the development of self-identity and personal values; and the effect of personal values of learning and leadership strategies.

### **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 525 Personality and Systems Theories (1.0 course)**

Study of leadership in the dual context of personality theory and systems theory. Contributions of Jung, Fromm, Maslow, May and others to personality theory are considered as are the systems' theories of von Bertalanffy and Bateson. The theories are applied to the concrete realities of leadership in a variety of settings.

### **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 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 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**  
**Communication, Decision Making,**  
**and Technology (1.0 course)**

Analysis of the role various forms of digitally-mediated communication play in our society and how communication, decision making, and leadership have been altered by these technologies. Students examine how they can engage and manage these processes in their organizations.

**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: entrepreneurial, political, and social. An interdisciplinary approach to issues of women and leadership. Topics include analysis of alternative approaches to leadership, women and careers, and women in society past and present. The course is intended to enhance the analytical and leadership skills of the participants.

**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 coursework 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. Graded on P/N basis. Students not completing the thesis/application 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 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, in consultation with an adviser and a reader. The research is presented in a colloquium in partial fulfillment of requirements for the Non-thesis option.

*Students who do not complete the project during the term in which they are enrolled are required to pay a continuation fee for each subsequent term until the project is completed.*

**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. Proposals 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.

**LINDELL LIBRARY**

The James G. Lindell Family library, which opened in 1997, houses over 175,000 items and provides access to the holdings of the seven private liberal arts colleges in the Twin Cities.

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

*Please refer to the Thesis/LAP and Non-Thesis Project booklets for additional information.*

# 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 MAL Program Office:

- Completed application form
- \$35.00 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 MAL Program 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 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
- \$35.00 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 mark-sheets 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 mark-sheets 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.

#### STUDENT SUPPORT SERVICES

Academic advising 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 is also available to help students with non-academic advising issues.

Self/career assessment counseling, résumé development and a career-search plan are available through the Center for Service, Work, and Learning, (612) 330-1148.

**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.

## 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. A continuation fee is charged to students who do not complete their capstone project during the terms they are enrolled.

### **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 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. 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.**



# 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 Enrollment and Financial Services Center (EFSC), (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 EFSC 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 Services Program director at (612) 330-1144 or your tribal agency.

## Federal and State Aid Programs

The Enrollment and Financial Services Center (EFSC) uses standard, nationally accepted methodology to determine eligibility for federal and state financial aid programs.

### ■ Federal Stafford Loan Program

#### Common Loan Provisions:

**Borrowing Limits:** 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

## Financial Aid, continued



borrowers. The interest rate for enrollment periods beginning between July 1, 2000 and June 30, 2001 is 7.59%.

**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 Enrollment and Financial Services Center 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 halftime.

**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 the EFSC 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 EFSC and should be completed by the borrower and



co-signer and returned to the EFSC 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 MAL Program or EFSC. 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)

### **For further information, contact:**

Enrollment and Financial Services Center  
 (612) 330-1046  
[efsvcctr@augsborg.edu](mailto:efsvcctr@augsborg.edu)



## About Augsburg

### History

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

### Campus Location

Augsburg's campus is located in the heart of the Twin Cities, surrounding Murphy Square, the first of 155 parks in the "City of Lakes." The University of Minnesota West Bank campus and one of the city's largest medical complexes—Fairview University Medical Center—are adjacent to Augsburg, with the Mississippi River and the Seven Corners theatre district just a few blocks away.

### 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. It has 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

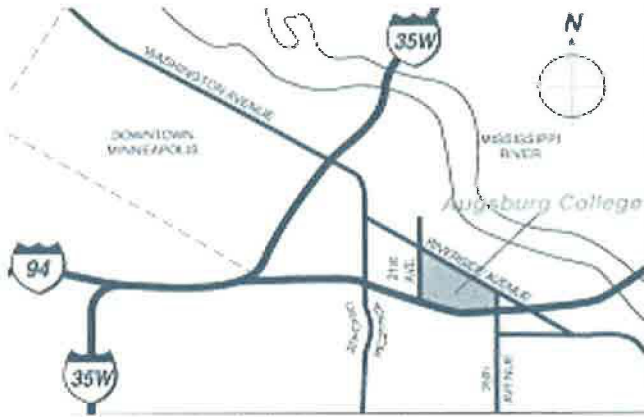
Augsburg College, as affirmed in its mission, does not discriminate on the basis of race, color, creed, religion, national or ethnic origin, age, gender, sexual

orientation, marital status, status with regard to public assistance, or disability in its education policies, admissions policies, scholarship and loan programs, athletic and/or school administered programs, except in those instances where religion is a bona fide occupational qualification. Augsburg College is committed to providing reasonable accommodations to its employees and students.

Any questions concerning Augsburg's compliance with federal or state regulations implementing equal access and opportunity can be directed to Lora Steil, affirmative action coordinator, Office of Human Resources, CB 79, Augsburg College, 2211 Riverside Avenue, Minneapolis, MN 55454. She can be reached by telephone at (612) 330-1023; or by e-mail, [steil@augsborg.edu](mailto:steil@augsborg.edu).



# 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.

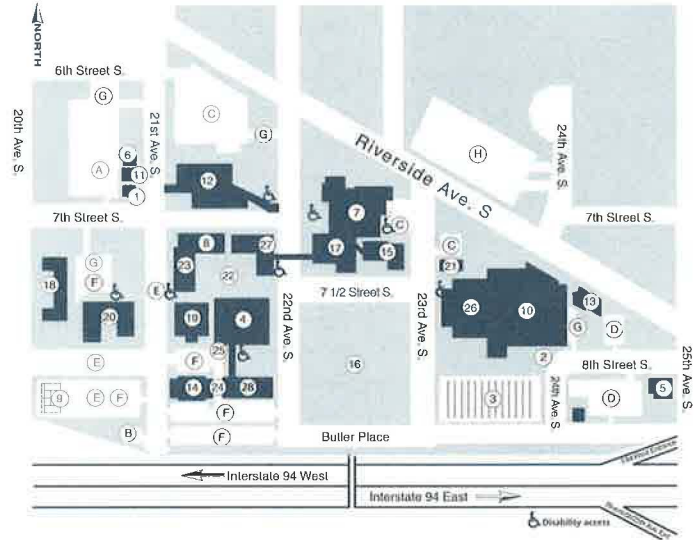
## Master of Arts in Leadership Program office location

Please call (612) 330-1786 for directions to the Master of Arts in Leadership Program office.

## 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



## College Map Information

- |  |                                     |
|--|-------------------------------------|
| 1. Admissions Weekday Program  | 22. Quad                            |
| 2. Air Structure Entrance (November through March)   | 23. Science Hall                    |
| 3. Anderson-Nelson Athletic Field and Seasonal Air Structure   | 24. Security Dispatch Center        |
| 4. Christensen Center (Information Desk)   | 25. Shipping and Receiving          |
| 5. East Hall   | 26. Si Melby Hall                   |
| 6. Faculty Guest House   | 27. Sverdrup-Ofstedal Memorial Hall |
| 7. Foss, Lobeck, Miles Center for Worship, Drama and Communication (Tjornhom-Nelson Theatre, Hoversten Chapel) | 28. Urness Hall                     |
| 8. George Sverdrup Hall  |                                     |
| 9. Husby-Strommen Tennis Courts  |                                     |
| 10. Ice Arena  |                                     |
| 11. Jeroy C. Carlson Alumni Center   |                                     |
| 12. Lindell Library  |                                     |
| 13. Maintenance and Grounds Shop   |                                     |
| 14. Mortensen Hall   |                                     |
| 15. Murphy Place   |                                     |
| 16. Murphy Square  |                                     |
| 17. Music Hall   |                                     |
| 18. New Residence Hall   |                                     |
| 19. Old Main   |                                     |
| 20. Oscar Anderson Hall  |                                     |
| 21. Public Relations & Communications  |                                     |

## 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. Fairview-University Parking 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 E. Benson**, Professor of Religion. B.A., Augsburg College; B.S., Luther Theological Seminary; M.A., Ph.D., Columbia University.

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

**Cass Dalglish**, Associate Professor of English. B.A., College of St. Catherine; M.F.A., Vermont College; Ph.D., The Union Institute.

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

**Garry W. 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.

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

**Velma Lashbrook**, Instructor. B.S., Speech Communication, Iowa State University, M.S., Speech Communication, Illinois State University, Ed.D., Communication and Educational Psychology, West Virginia University. President, Strategy Implementation Associates.

**Rosemary J. Link**, Professor of Social Work, BA/Hons. University of Southampton, Post graduate diploma & C.Q.S.W. University of London, U.K., Ph.D., University of Minnesota.

**Marie O. McNeff**, Professor of Education. B.A., M.A., Ed.D., University of Nebraska.

**Thomas F. 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**, Assistant Professor of Political Science. B.A., Oakland University; Ph.D., Carnegie-Mellon University. President, Decision Resources, Ltd.

**Beverly J. Nilsson**, Professor 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.

**Catherine L. Paulsen**, Instructor in Psychology, B.A., St. Olaf College, M.A., Lone Mountain College, San Francisco.

**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 L. 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.

**John S. Schmit**, Associate Professor, English; B.S., St. John's University (MN); M.A., University of New Orleans; Ph.D., The University of Texas at Austin.

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



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## **Questions?**

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