



# MASTER OF ARTS IN LEADERSHIP

# MAL

## MASTER OF ARTS IN LEADERSHIP

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### TABLE OF CONTENTS

Introduction—	2
Leadership Development Model—	3
Curriculum Design—	4
Course Design—	7
Admission Requirements—	11
International Applicants—	12
Academic Policies—	13
Fee and Payment Information—	16
Financial Aid—	17
About Augsburg—	19
Leadership Studies Faculty—	20



*Revised 2005*

*This catalog should answer most questions students have about the Master of Arts in Leadership program. Although information was current at time of publication, it is subject to change without notice. Complete information about College policies, student rights and responsibilities, and services is contained in the Augsburg College Catalog and in the Student Guide, which is distributed to students. It is the responsibility of each student to know these requirements and academic policies.*

WELCOME TO THE AUGSBURG COLLEGE

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# MASTER OF ARTS IN LEADERSHIP PROGRAM



Dear Friend:

Welcome to the Master of Arts in Leadership (MAL) program's catalog. Launched in 1987, the program has been a vital part of the Augsburg College curriculum ever since.

The MAL program offers students an excellent opportunity to explore leadership within the context of the liberal arts. The program design broadens the skills and mindset you need to improve your leadership capabilities in your current and future positions, as well as in your life.

The MAL program is taught by senior Augsburg faculty from a variety of disciplines. The faculty are committed to an interdisciplinary approach to leadership studies. Our students represent a wide array of occupations including business, health care, and the non-profit sector. This diverse learning community provides a rich environment for you to explore leadership beyond your own realm of expertise.

Our program will help you develop skills you need to be an effective leader in an ever-changing world. I am frequently told by students that the program has changed their lives, has sharpened their understanding of themselves and others, and has opened doors that would otherwise have remained closed. To learn even more about the program, please visit our Web site at <[www.augsburg.edu/mal](http://www.augsburg.edu/mal)>.

I would be happy to help you determine how Augsburg's Master of Arts in Leadership program may benefit you. You may contact me via e-mail at <[noonan@augsb.org](mailto:noonan@augsb.org)> or by telephone at 612-330-1198. I look forward to seeing you on campus soon!

Cordially,

A handwritten signature in cursive script that reads "Norma C. Noonan". The signature is written in dark ink on a light background.

Norma C. Noonan, Ph.D.  
Director, M.A. in Leadership Program

*Mission Statement: The primary purpose of the Master of Arts in Leadership (MAL) Program is to develop leaders for organizations, the community and society. Most organizations seek leaders who possess the following qualities: an ethically and morally responsible vision, an understanding of how change occurs and how it can be managed, sensitivity to the complex problems of organizations and an ability to find solutions consistent with their mission, cultural competence and sensitivity to the needs of a diverse population, and the ability to inspire and motivate people to work toward a common goal. The Augsburg leadership development model provides a framework through which the program recruits its students and develops their skills.*

# INTRODUCTION

The Master of Arts in Leadership (MAL) is the core program of Augsburg's Center for Leadership Studies (CLS). The MAL program, which was launched in 1987, responds to the leadership development needs of both for-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.

Leadership studies is a growing field in American higher education, and the MAL program has significantly developed and modified its curriculum in response to new trends in the field. The program has a deep theoretical base in leadership studies yet attempts also to offer its students practical approaches to leadership that can be applied in the workplace and society.

## 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. During the academic year, classes meet on alternate Saturdays for four hours. A few courses are taught by the immersion model, which has fewer sessions but longer meeting times. Most courses incorporate some online work into their agenda. MAL students may take up to seven courses during the calendar year; with that schedule it is possible to complete the degree within two years.

## COMMUNITY OF LEARNERS

Essential to the goals of the MAL program is participation in a community of learners gathered on the Augsburg campus. This community is enriched by the students, who have 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. The Center for Leadership Studies also offers special colloquia and seminars each year to supplement and complement the course work of the master's program.

### A SAMPLE CLASS SCHEDULE IN THE MAL PROGRAM

<b>PERIOD I</b>	Saturday	8:00 a.m. to 12:00 noon
<b>PERIOD II</b>	Saturday	1:00 p.m. to 5:00 p.m.

*Note: Each class taken commits a student to either Period I or Period II, an average of two meetings a month. A few courses are taught on an immersion model which features fewer but longer sessions.*

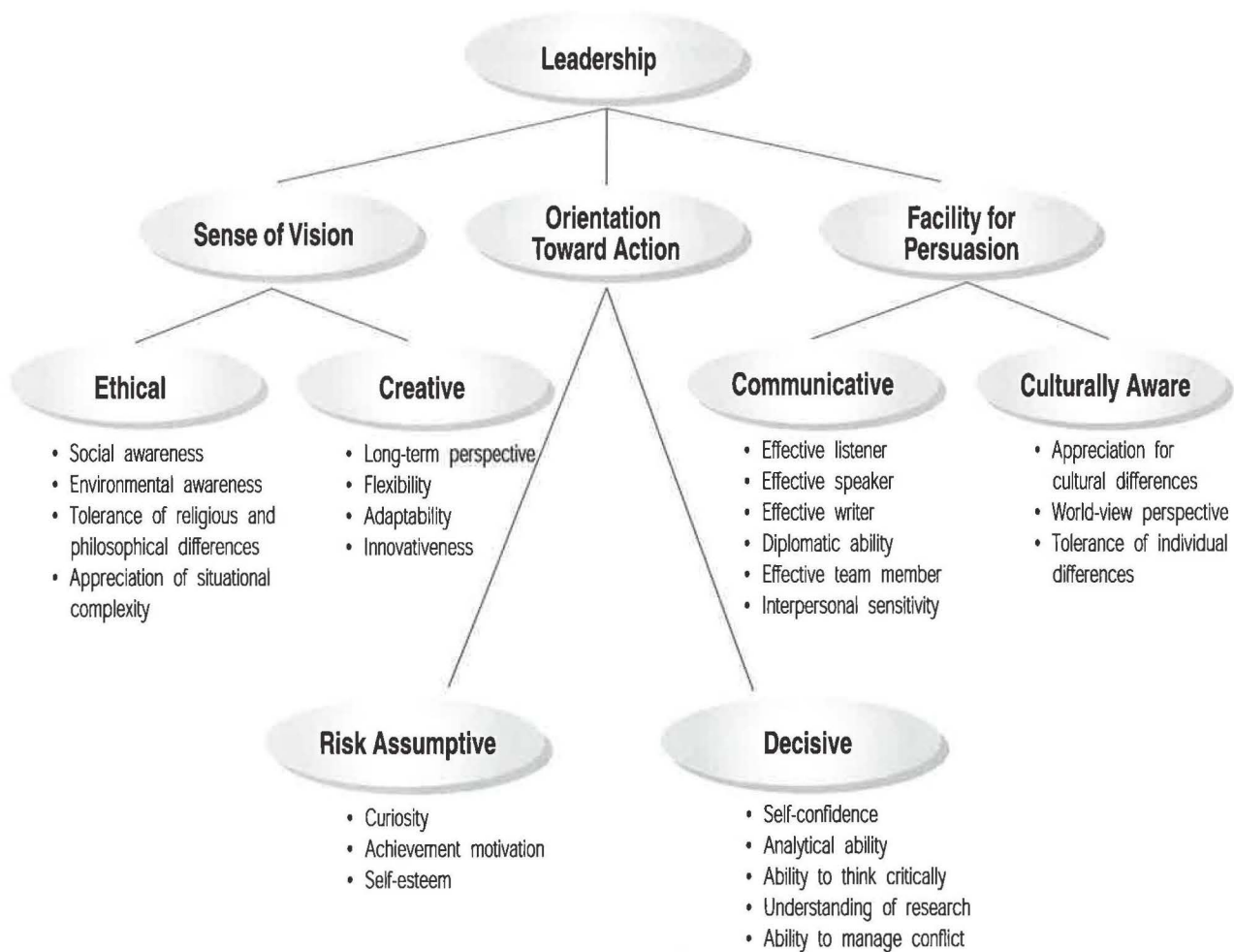
*Augsburg College has two summer sessions. The MAL program usually offers at least two classes during the summer; the courses are five weeks in duration, meeting normally two nights a week, except for special immersion courses.*

# LEADERSHIP DEVELOPMENT MODEL

## 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 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.



# CURRICULUM DESIGN

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 normally 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.

## FINAL PROJECT OPTIONS

There are three ways to complete the MAL degree. In the Thesis/Leadership Application Project (Thesis/LAP) Option (Plan A), students complete a thesis or a major leadership application project and 10.5 credits. In the Non-Thesis Option (Plan B), students must complete 11 credits, two papers, but no thesis. For the third option, the Comprehensive Exam Seminar (Plan C), students complete 11 credits, including the comprehensive exam seminar.

## PLAN A: 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 a leadership application project is based on practical application. Both require similar rigor and preparation. For either alternative, the student must register for ML 592 and 593.

For more information regarding the Thesis/LAP Option, refer to the Thesis/LAP and Non-Thesis Project Guidelines booklet. Students who do not complete their thesis or leadership application project within two years are required to pay a continuation fee each trimester.



### **PLAN B: NON-THESIS OPTION**

One alternative to the thesis is the successful completion of two major papers. 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.

For more information regarding the Non-Thesis Option, refer to the Thesis/LAP Project & Non-Thesis Project Guidelines booklet. Students who do not complete their independent project within a year of registering for ML 597 are required to pay a continuation fee each trimester.

### **PLAN C: COMPREHENSIVE EXAM SEMINAR**

The third completion option involves one paper written in conjunction with ML 580 (as in Plan B) and a Comprehensive Exam Seminar (ML 589). This course must be taken as the last course in the program or in conjunction with another course during the last term. This course is taken on a pass/fail basis, and when the course and the oral, written, and take-home examinations are successfully completed, the program requirements will be satisfied.

### **CORE COURSES FOR THESIS/LAP OPTION (PLAN A): (3.5 course credits)**

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

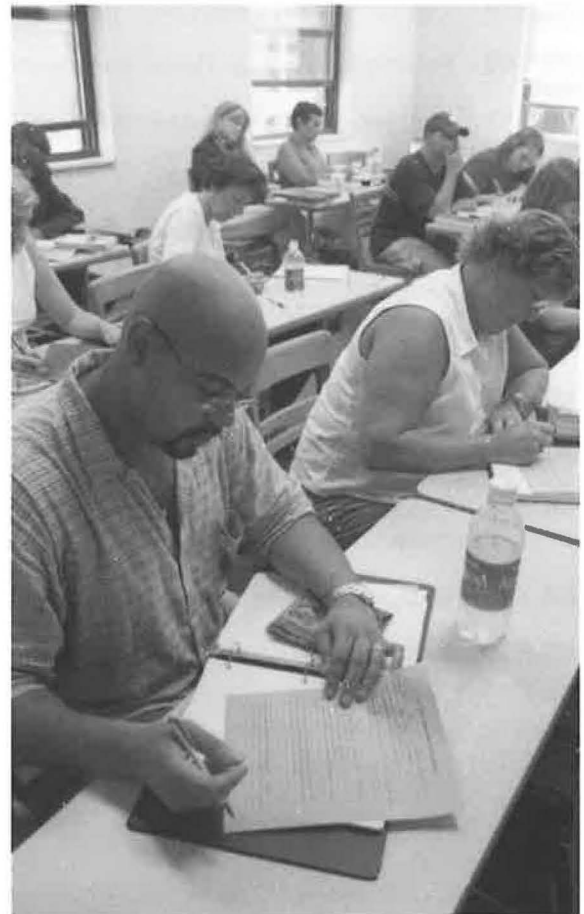
- ML 510** Visions of Leadership
- ML 514** Research Methods
- ML 592** Thesis/LAP Consultation I
- ML 593** Thesis/LAP Consultation II (0.5 course)

### **CORE COURSES FOR NON-THESIS OPTION (PLAN B): (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

### **CORE COURSES FOR THE COMPREHENSIVE EXAM SEMINAR OPTION (PLAN C): (4.0 course credits)**

- ML 510** Visions of Leadership
- ML 514** Research Methods
- ML 580** Contemporary Theories of Leadership
- ML 589** Comprehensive Exam Seminar

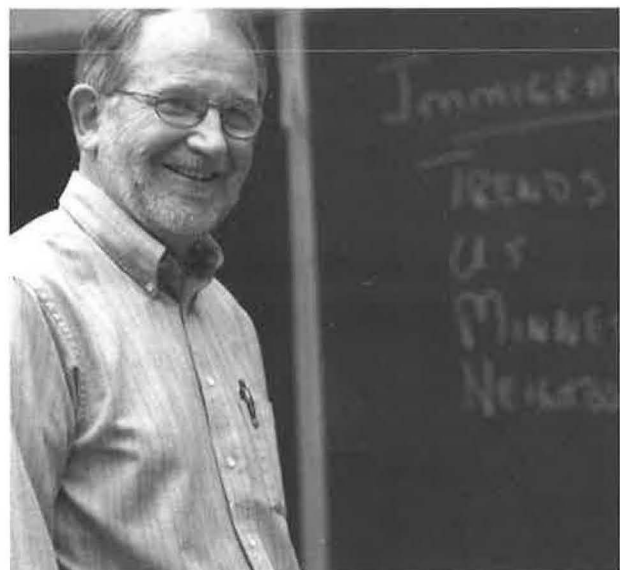


# CURRICULUM DESIGN

## **ELECTIVE COURSES FOR ALL 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 Theory: Perspectives on Leadership
- ML 527** Spirituality and Leadership in the Workplace
- ML 530** Ethics in Communication
- ML 531** The Dynamics of Change
- ML 535** Organizational Theory and Leadership
- ML 539** Communicating a Self in the Modern Organization
- ML 540** Political Leadership: Theory and Practice
- ML 545** Decision Making and Leadership
- ML 548** Coaching and Consulting
- ML 550** Communication, Decision Making, and Technology
- ML 557** Language of Leadership
- ML 560** Developing a Multicultural Perspective
- ML 565** Women and Leadership
- ML 568** The Global Business Environment
- ML 580** Colloquium on Contemporary Theories of Leadership
- ML 598** Independent Study (special permission required)
- ML 599** Topics: special courses offered only once or twice





# COURSE DESIGN

## **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. (Offered occasionally)

## **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 on 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. (not offered currently)

## **ML 525**

### **Personality and Systems Theory: Perspectives on Leadership (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.



# COURSE DESIGN

## **ML 527 Spirituality and Leadership in the Workplace (1.0 course)**

The wide-ranging spirituality movement in the workplace is a notable feature of contemporary life. This course explores the dimensions of this trend and its implications for leadership through a variety of sources and perspectives.

## **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 539**

### **Communicating a Self in the Modern Organization (1.0 course)**

Understanding through reading, reflecting, and dialogue of the functions of communication in organizational settings with particular emphasis on the self-defining aspects of the social contract between the individual and the organization in a changing world. Supplementary reading packet, open dialogue, and individual projects.

## **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 548****Coaching and Consulting (1.0 course)**

The purpose of this course is to develop influence skills through the exploration and application of consulting and coaching practices. To fulfill that purpose participants will read the work of master consultants and coaches, develop a toolkit, practice consulting as both a consultant and a client, and reflect on these experiences to develop their own purpose, principles, and practices for influencing others.

**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 557****Language of Leadership (1.0 course)**

Students analyze language from a variety of rhetorical and sociolinguistic perspectives and learn to make judgments about rhetorical and stylistic strategies. Topics include the use of language as an organizing principle for social interaction; speech act theory; strategies for giving effective directives; the creation and manipulation of style; the development of persuasive appeals; the protection of “face;” and strategies for maintaining personal relationships across hierarchical levels in organizations.

**ML 560****Developing a Multicultural Perspective (1.0 course)**

This course focuses on the ability to function and lead in culturally diverse contexts within the U.S. Goals include improved communication skills and interpersonal sensitivity, appreciation for the complexity of the racial and ethnic groupings, and awareness of key issues facing those groups.

**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.



# COURSE DESIGN

## **ML 568**

### **The Global Business Environment (1.0 course)**

Knowledge of the global business environment in the context of leadership studies is essential for modern, successful leaders and other professionals. The course complements other offerings in the international cultural understanding of leadership.

## **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 589**

### **Comprehensive Exam Seminar (1.0 course)**

This course is a completion option for the Master of Arts in Leadership. Students prepare for the examination series—oral, written, and take-home—through discussion, readings, and critical analysis in the seminar. It must be the final course taken in the program.

## **ML 592**

### **Thesis/LAP Consultation I (1.0 course)**

Independent research project supervised by an academic adviser.

## **ML 593**

### **Thesis/LAP Consultation II (0.5 course)**

Completion of the thesis/LAP under the guidance of an academic adviser.

## **ML 597**

### **Non-Thesis Independent Project\* (1.0 course)**

Major written project in an area of the student's choice, to be completed 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.

## **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.

\*A student may count only one of the following for credit toward the MAL degree: ML 597 or ML 598, except with permission of the MAL program director.



# 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 degrees from accredited colleges or universities are admissible. Should an applicant not meet the minimum admission requirements, a conditional admission may be possible as decided on a case-by-case basis. Applicants to the program must have three 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 Admissions 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 and 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.

## **FOR FURTHER INFORMATION, CONTACT**

Graduate Admissions Office, 612-330-1101, 1-800-458-1721, <gradinfo@augsborg.edu>, or <www.augsburg.edu>.

# INTERNATIONAL APPLICANTS

The Augsburg College MAL Program Office encourages qualified applicants from other countries. The term “international student” as used here refers exclusively to those students seeking to study at Augsburg in F-1 nonimmigrant status. Questions pertaining to program eligibility for other immigration categories will be directed to the appropriate college personnel for a response.

International applicants should keep in mind that classes meet on alternate Saturdays and that students may take only two classes per trimester plus one in the summer for a yearly total of seven 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 and selection criteria. Application materials required for international students 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 Certification of Finances and supporting documentation which reliably demonstrate that the student has financial resources adequate to meet expenses while studying at Augsburg
- 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 and 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 600 (paper) or 250 (computer). TOEFL iBT (Internet-based test) minimum scores were not yet available at the time of this catalog’s publication. Please contact the MAL admissions counselor for updated information.

Participants may be asked to participate in a phone or in-person interview with graduate faculty or staff.

Note: All F-1 international students and their dependents are required to have adequate health insurance coverage for the duration of their program. Students will be enrolled in the College-recommended plan unless they fill out a waiver verifying proof of coverage through an alternative provider for the same period.



# ACADEMIC POLICIES

## EVALUATION STANDARDS

Evaluation of academic performance in the MAL program will be based on number grades using a 4.0 point scale and as defined below.

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.

- 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 not computed in grade point average)
- W** Grade given when a student withdraws from a course after the deadline 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 Office of the Registrar stating reasons for the request and the plan and date for removing the incomplete grade. The signature of the instructor and any other necessary documentation must be included.)

## 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.



# 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. Approved transfer courses will appear on the student's Augsburg transcript but will not be counted in the cumulative grade point average. Semester and quarter credits will be appropriately converted to Augsburg course credits.



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

Augsburg operates on a course credit system rather than semester or quarter hours. Each full-credit graduate course in the MAL program is the equivalent of four semester credits or six quarter credits. Students meet a total of 28 hours per course and are responsible for a significant amount of individual study and preparation.

## MAL PROGRAM ENROLLMENT POLICY

Students may take either one or two courses per trimester. Enrolling in two courses per trimester enables a student to complete the coursework 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. A leave of absence may be granted for one calendar year. Students who return to the program after a leave of one year or more must fill out an Application for Readmission form and turn it into the Office of the Registrar. Time spent on an official MAL-approved leave of absence will not count toward the five-year deadline for degree completion.

## LAST DAY TO WITHDRAW FROM CLASS

MAL follows the Weekend College schedule for the last date each term on which students may withdraw from a class and receive a "W" on their records. Please refer to <[www.augsburg.edu/enroll/calendars/weekend/](http://www.augsburg.edu/enroll/calendars/weekend/)> for up-to-date information.

## STUDENT RIGHTS

The College has adopted a statement of student rights and responsibilities and has provided for due process in the matter of disciplinary action, grievances, and grade appeal, as outlined in the *Augsburg College*



*Catalog* and the *Student Guide*. Students have a right to experience education without discrimination.

The Family Educational Rights and Privacy Act (FERPA) of 1974, as amended, provides certain rights to students regarding their education records. Augsburg's policy is published in the *Augsburg College Catalog* and in the *Student Guide*.

Augsburg College understands that no information other than "directory information" can be released without the written permission of the student. Students must give permission in writing for educational information to be released to anyone outside of the official personnel (faculty and administration) at Augsburg. This means that faculty or others cannot write letters of support/recommendation or nominate students for awards unless explicit written permission is given by the student to release non-"directory information." It is not sufficient to ask for letters of recommendation.



### ACCREDITATION AND AFFILIATIONS

Students who successfully complete Augsburg's leadership program will receive a Master of Arts degree. Augsburg is accredited by The Higher Learning Commission, North Central Association\* and 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.

\*The Higher Learning Commission, North Central Association, <[www.ncahigherlearningcommission.org](http://www.ncahigherlearningcommission.org)>.



# FEE AND PAYMENT INFORMATION

A schedule of fees is published separately in the MAL Catalog Supplement. Tuition is determined annually. ML 593 is a half-credit course for which half of the current full credit tuition is charged.

## PAYMENT OPTIONS

**Various payment plans are available:**

### 1) Payment in Full:

Payment is due after registration and before the beginning of the trimester. No finance or administrative fee is charged for payments made during this period. The late payment fee is \$25. A finance charge of 8% APR will apply toward any unpaid balance after the start of the term.

### 2) Payment Plan:

A three-payment plan is available each trimester upon application and after College approval. Payment plans will be approved only if previous plans have been satisfactorily completed. Payments for each trimester are due in three equal installments. There is an administrative fee of \$50 per trimester. There is no finance charge if payment is made in full by end of the payment plan. The late payment fee is \$25. A finance charge of 8% APR will apply if not paid in full by the end of the payment plan period.

### 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. An application for the Employer Reimbursement Payment Plan must be filed once each academic year. The student is responsible for payment if the employer does not pay for any reason. A finance charge of 8% APR will accrue on the deferred balance once the term has begun.

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 who withdraw from Augsburg College may be eligible for a refund of a portion of their charges based on the appropriate refund schedule (except for the minimum charge of \$100 to cover administrative costs). Financial aid may also be adjusted for those students who withdraw from the College or drop one or more courses and receive financial assistance.

[NOTE: Tuition refunds and financial aid adjustments are not necessarily made on a one-to-one basis. For example, you could receive a 60% tuition refund but have 80% of your financial aid returned. Be sure you understand the financial consequences of making adjustments to your registration.]

Students are responsible for canceling courses through the Enrollment Center in order to be eligible for any refund. Students who unofficially withdraw (stop attending) but 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. Refund calculations are based on the date that the drop/add form is processed.

The refund schedule is effective whether or not a student has attended classes. All refunds of charges will be applied to the student account and all adjustments for aid, loans, fines, deposits, etc. will be made before eligibility for a cash refund of any resulting credit balance is determined. Please allow two weeks for a refund.

The refund is a percentage of the full tuition charged, not a percentage of any deposit paid toward tuition, e.g. deposits made under the employer reimbursement payment plan.

For information about refunds and the refund schedule, visit <[www.augsburg.edu/enroll](http://www.augsburg.edu/enroll)>.

# 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 Center (612-330-1046, or 1-800-458-1721, or <[www.augsburg.edu/enroll](http://www.augsburg.edu/enroll)>) 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**

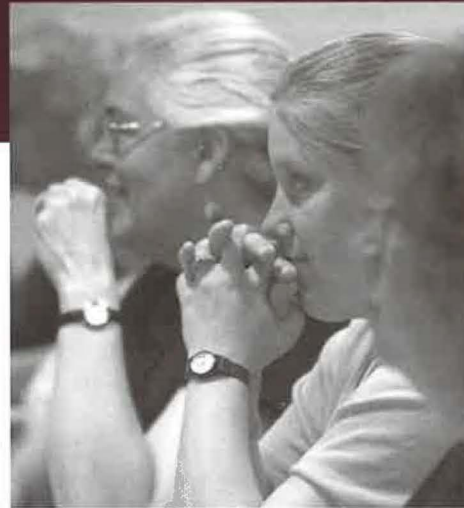
Many companies, agencies, and corporations offer full or partial tuition assistance to employees who participate in work-related or degree-related college programs. Augsburg College offers a payment plan by which employees may handle tuition reimbursement. Students should contact the Enrollment Center to make payment arrangements using the company reimbursement payment plan.

## **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, contact Augsburg's American Indian Student Services Program director at 612-330-1144 or your tribal agency.

## **FEDERAL AND STATE AID PROGRAMS**

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



## **STAFFORD LOAN PROGRAM**

### **Common Loan Provisions**

**Borrowing Limits:** Graduate students may borrow up to \$18,500 per year with an aggregate of \$138,500 (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 +2.3%, capped at 8.25% and changes each July 1. For example, the interest rate from July 1, 2002 to June 30, 2003 is 4.06% for repayment.

**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.

# FINANCIAL AID

## 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 \$6,000 per year as a graduate student with a \$40,000 maximum.

**Interest and Repayment:** Simple interest of 5% and repayment of principal 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 Enrollment Center if you think you are eligible for a deferment.

## SUPPLEMENTAL LOANS:

If additional financing is needed, the Enrollment Center can offer guidance in selecting the appropriate loan.

## TO APPLY FOR FINANCIAL AID

Financial aid application materials are available at <[www.augsburg.edu/enroll](http://www.augsburg.edu/enroll)>. 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. Apply online at <[www.fafsa.ed.gov](http://www.fafsa.ed.gov)>.
- 2) Verification Form.
- 3) Federal income tax return(s).

## FOR FURTHER INFORMATION, CONTACT

Enrollment Center, 612-330-1046, 1-800-458-1721, <[enroll@augsborg.edu](mailto:enroll@augsborg.edu)>, or <[www.augsburg.edu/enroll](http://www.augsburg.edu/enroll)>.



# ABOUT AUGSBURG

Augsburg College is a diverse, faith-based learning community in the heart of the city that transforms individual interests, gifts, and talents into opportunities to work, lead, and serve in the world.

Through a rigorous blending of classroom learning, one-on-one mentoring, and real-world experience, Augsburg's liberal arts and sciences curricula challenge students from diverse religious, cultural, ethnic, and experiential backgrounds through research, study, and service opportunities.

Affiliated with the Evangelical Lutheran Church in America (ELCA), Augsburg serves the wide-ranging needs of more than 3,000 students in day, weekend, and graduate programs.

## HISTORY

Augsburg College was founded in 1869 in Marshall, Wis., by Norwegian immigrants as a training school for Lutheran ministers and was named for the Augsburg Confession from 1530. Augsburg relocated to Minneapolis in 1872.

## CAMPUS LOCATION

Augsburg's campus is located in the heart of the Twin Cities, surrounding Murphy Square, the oldest park 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 vast cultural, recreational, and corporate resources within a short distance from campus.

## 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, psychiatric, and physical disabilities.

## 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 the Office of Human Resources, CB 79, Augsburg College, 2211 Riverside Avenue, Minneapolis, MN 55454, or 612-330-1058.



# LEADERSHIP STUDIES FACULTY

The professors 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. The program's faculty members have extensive experience teaching adult learners.

**ANDREW AOKI, Associate Professor of Political Science** B.A., University of Oregon; M.A., Ph.D., University of Wisconsin.

**ALEXANDRE ARDICHVILI, Instructor** M.B.A. and Ph.D., University of Minnesota; Ph.D., Moscow State University. Associate Professor of Organization Learning and Development at the University of St. Thomas.

**JOHN BENSON, Professor Emeritus of Religion** B.A., Augsburg College; B.D., Luther Theological Seminary; M.A., Ph.D., Columbia University.

**LARRY CROCKETT, Professor of Computer Science** B.A., M.A., Pacific Lutheran University; M.Div., Luther Theological Seminary; Ph.D., University of Minnesota; Priest, Episcopal Diocese 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, Professor of Education** B.A., M.A., College of St. Thomas; M.A., Luther Northwestern Theological Seminary; Ph.D., University of Minnesota.

**ROBERT C. GROVEN, Associate Professor of Communication Studies, Director of Forensics, and Director of the Honors Program** B.A., Concordia College-Moorhead; M.A., J.D., University of Minnesota.

**DANIEL S. HANSON, Assistant Professor of Communication Studies** B.A., Augsburg College; M.A., University of Minnesota.

**GARRY HESSER, Professor of Sociology and Director of Metro-Urban Studies** B.A., Phillips University; M.Div., Union Theological Seminary; M.A., Ph.D., University of Notre Dame.

**DAVID LAPAKKO, Associate Professor of Communication Studies** B.A., Macalester College, M.A., and Ph.D., University of Minnesota.

**VELMA J. LASHBROOK, Instructor** B.S., Iowa State University; M.S., Illinois State University; Ed.D., West Virginia University. President, Strategy Implementation Associates.

**ROSEMARY LINK, Professor of Social Work** B.A., University of Southampton, Post graduate diploma & C.Q.S.W., University of London; Ph.D., University of Minnesota.

**THOMAS MORGAN, Professor of Business Administration and Vice President for Planning and Market Development** B.S., Juniata College; M.B.A., University of Denver; M.S., University of Oregon; Ph.D., University of Minnesota.

**NORMA NOONAN, Professor of Political Science and Director of the Center for Leadership Studies and the MAL Program** B.A., University of Pennsylvania; M.A., Ph.D., Indiana University.

**MAGDALENA PALECZNY-ZAPP, Associate Professor of Business Administration** B.A., M.S., Academy of Economics, Warsaw; Ph.D., Academy of Economics, Krakow, Poland.

**CATHERINE PAULSEN, Instructor** B.A., St. Olaf College; M.A., Lone Mountain College.

**CURTIS PAULSEN, Associate Professor of Social Work** B.A., St. Olaf College; M.S.W., University of Minnesota; Ph.D., Fielding Institute.

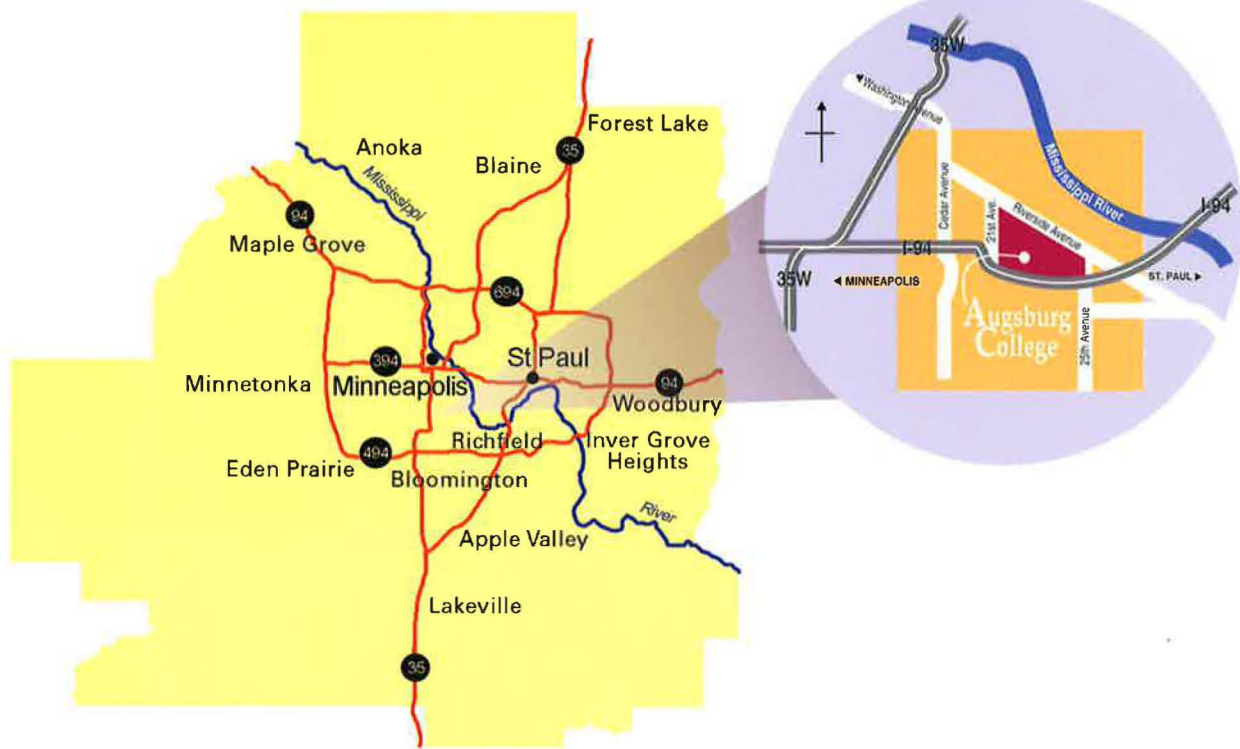
**DIANE PIKE, Professor of Sociology and Director of the Center for Teaching and Learning** A.B., Connecticut College; Ph.D., Yale University.

**JOHN S. SCHMIT, Associate Professor of English and Associate Dean for Adult Programs** B.S., St. John's University; M.A., University of New Orleans; Ph.D., The University of Texas-Austin.

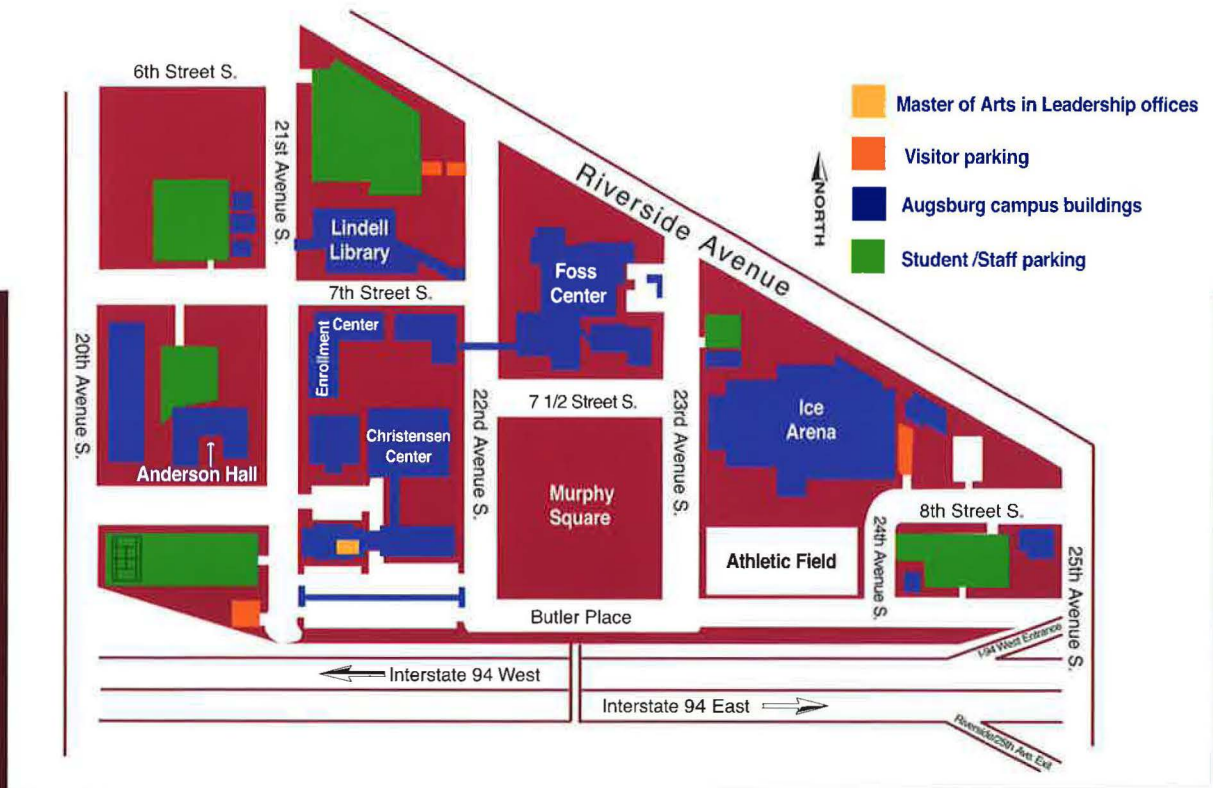
**KATHRYN SWANSON, Professor and Chair, Department of English** B.A., St. Olaf College; M.A., Ph.D., University of Minnesota.

**JOSEPH VOLKER, Instructor** B.A., University of California-Irvine; M.A., Ph.D., University of Minnesota. Vice President and Practice Area Leader, MDA Leadership Consulting Inc.

# AUGSBURG LOCATION MAP



# AUGSBURG CAMPUS MAP





# MASTER OF ARTS IN LEADERSHIP

**AUGSBURG** Transforming Education  
COLLEGE

MASTER OF ARTS IN LEADERSHIP  
2211 Riverside Avenue  
Minneapolis, MN 55454

612-330-1150

[www.augsburg.edu](http://www.augsburg.edu)