



PRESIDIO
GRADUATE SCHOOL

Seattle Campus
2016-2017 Catalog



PRESIDIO

GRADUATE SCHOOL

San Francisco | Seattle | Online

Presidio Graduate School - Seattle Campus

Locations and Addresses

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Presidio Graduate School is authorized by the Washington Student Achievement Council (WSAC) and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Presidio Graduate School to offer specific degree programs. The Council may be contacted for a list currently authorized programs. Authorization by the Council does not carry with it an endorsement by the Council of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the Council at P.O. Box 43430, Olympia, WA 98504-3430.

Presidio Graduate School - Seattle Campus is accredited by the WASC Senior College and University Commission (WSCUC). WSCUC (985 Atlantic Avenue, Suite 100, Alameda, CA 94501; phone number 510.748.9001) is regional accrediting agency recognized by the United States Department of Education and the Council for Higher Education Accreditation.

2016-2017 Presidio Graduate School - Seattle Campus Catalog, published December 2016. This catalog is subject to change, with written notice published on Ember and the website at www.pinshot.edu.

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People & Purpose

Chapter One

PRESIDIO GRADUATE SCHOOL MISSION

Presidio Graduate School (PGS) educates and inspires a new generation of skilled, visionary and enterprising leaders to transform business and public policy and create a more just, prosperous and sustainable world. Through innovative professional degree, executive certificate and research programs, PGS activates students and professionals across a range of disciplines, industries and sectors to bridge the gap between commerce and the common good.

VISION

There has never been a greater need for leaders across all sectors to address our most pressing global challenges through sustainable models and practices, and Presidio Graduate School is poised to achieve its vision of shaping and leading graduate-level education focused on an integrated application of sustainability principles. To date, PGS has successfully leveraged its entrepreneurial foundation to stay ahead of an ever-increasing demand for knowledge, information, and education related to sustainable business. With a vision to operate as a global destination for sustainable management, PGS has the capacity to foster strategic growth opportunities in program development, innovative education delivery, faculty recruiting and development, and educational partnerships.

PGS will leverage its core competence—a unique education model—to guide its adoption by other academic and educational institutions worldwide. Our vision is that every educational institution will in time integrate sustainability into the foundation of all their educational offerings—making the need to differentiate educational programs specific to sustainable management obsolete.

VALUES

PGS's hallmark is the integration of sustainability into every core principle and aspect of the school. We fundamentally believe that we cannot effectively teach sustainable practices without modeling them in our culture, partnerships, program delivery and practice, and administration.

The PGS community is committed to continuously improving its performance and contribution as sustainability leaders, educators, learners, and practitioners. We understand that innovation is at the core of sustainability, and therefore, it must be the cornerstone for the design, development, and delivery of our educational programs.

We believe that a PGS education is earned, not granted, and have designed our programs to be academically rigorous and demanding, challenging every student to attain the highest level of academic achievement, learning outcomes, and leadership development. In addition to scholarship, we emphasize experiential learning by requiring students to take theory and apply it in diverse environments outside the classroom. We consider applied learning to be a demonstration of our mission, as well as a standard for the academic excellence exhibited by students and faculty. Our faculty models this in their scholarship through applied research and case development.

FACULTY ACADEMY

The Faculty Academy of Presidio Graduate School - Seattle Campus (PGS Seattle) comprises distinguished faculty and practitioners from around the world. They share a passion for and expertise in leadership, personal development and environmentally and socially responsible business, grounded solidly in their respective disciplines. In the 2016-2017 school year, the Faculty Academy consists of academics with extensive teaching and/or business experience and practitioners with extensive business experience.

ACADEMIC LEADERSHIP

MARY KAY CHESS, PhD, Executive Dean
Intrapreneurship
Leadership and Personal Development
PhD, California Institute of Integral Studies
MSW, West Virginia University
BA, Edinboro University

CHANGE AGENTS IN RESIDENCE (CAIRs)

Each quarter, PGS Seattle hosts Change Agents in Residence (CAIR). These leaders are advancing sustainable business practices, researching social and ecological sustainability or engaged in social activism. As visiting faculty in the MBA and Certificate programs, these individuals share their stories and professional wisdom both formally and informally with PGS Seattle students.

FACULTY

DAN ARNETT

Cooperative Management
MMCCU, St. Mary's University
BA, Transylvania University

APRIL ATWOOD, PhD

Marketing
PhD, The Ohio State University
MA, The Ohio State University
BS, The Ohio State University

JILL BAMBURG

Cooperative Management; Economics
MBA, Stanford University
BA, Washington University

MANUHUIA BARCHAM, PhD

Marketing; Entrepreneurship
PhD, The Australian National University
MA, University of Canterbury
BA, University of Canterbury
BSc, University of Canterbury

ELIZABETH BURKE

Accounting; Finance
MS, Antioch University, Seattle
BS, Illinois State University

LISA CAPA, PhD

Leadership and Personal Development
PhD, California Institute of Integral Studies
MBA, Pinchot University
BS, University of Washington

MARY KAY CHESS, PhD

Management
Leadership and Personal Development
PhD, California Institute of Integral Studies
MSW, West Virginia University
BA, Edinboro University

CASEY DILLOWAY

Finance
MBA, Pinchot University
BA, University of Washington

PATRICK DRUM

Finance
MBA, Seattle University
BA, Western Washington University

LISA FISHER

Leadership and Personal Development
MA, Saybrook University
MAT, College of Idaho
BA, Wellesley College

MICHEL GAULTIER

Economics
MBA, University of Paris I
MS, University of Paris I
BS, University of Paris I

DENNIS GAWLIK

Operations
MS, The Pennsylvania State University
BA, Northwestern University

SIMON GOLAND

Leadership and Personal Development
MA, Royal Roads University
BSc, Ben-Gurion University

STEVE HILL

Management
MBA, University of California, Los Angeles
BS, University of California, Berkeley

JIMMY JIA

Sustainable Energy Solutions
MBA, University of Oxford
MS, Massachusetts Institute of Technology
BS, Massachusetts Institute of Technology

JOHN KORIATH, PhD

Leadership and Personal Development
PhD, Arizona State University
MA, United States International University
BA, Heidelberg College

NATASHA LAMB

Finance
MBA, Pinchot University
BA, Mount Holyoke College

BILL LEMON

Finance
MS, Stanford University
BS, Stanford University

MICHAEL LIBES

Entrepreneurship and Intrapreneurship
MS, University of Washington
BS, Carnegie Mellon University

N. BERT LOOSMORE, PhD

Business Modeling and Decision Analysis
University of Washington
MS, University of Washington
BS, Stanford University

KRISTEN MCIVOR

Sustainable Food and Agricultural Systems
PhD, University of Washington
MA, Antioch University
BA, University of Evansville

JOHN MCNAMARA

Cooperative Management
MMCCU, St. Mary's University
BA, University of Wisconsin

BEN RANKIN

Systems Thinking
MBA, University of Washington
BA, Reed College

LORINDA ROWLEDGE, PhD

Action Learning Practicum
PhD, University of Oregon
MA, University of Oregon
BA, University of Calgary

FACULTY (continued)

ADAM SEITCHIK, PhD
Finance

PhD, Boston University
MA, Boston University
BA, University of Texas

NINA SERPIELLO, PhD
Creativity and Innovation

PhD, Saybrook University
MFA, Notre Dame University
BS, San Jose State University

STEPH SHARMA
Strategy

Global MBA, Thunderbird School of
Global Management
BA, University of Nebraska, Lincoln

AYESHA WAHEDI, PhD
Economics

PhD, Portland State University
MS, Oregon State University
BA, Kinnaird College
BS, Kinnaird College

RAYMOND TODD WALLACE
Cooperative Management

BA, New York University

MARSHA WILLARD, PhD
Management; Marketing

PhD, University of Southern California
MS, University of Oregon
BA, Mount Holyoke College

PGS GOVERNANCE **BOARD OF DIRECTORS**

OFFICERS

Suzanne Farver, JD, ALM, Chair
Saskia Feast, MBA, PhD, First Vice Chair
Lee Gotshall-Maxon, JD, Second Vice-Chair
Rebekah Helzel, CFA, MBA, Secretary
Malcolm S. Walter, Treasurer

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Rahul Raj
Kamran Saddique, MIB, BSc
Sabrina Watkins, MBA, BSCE

FOUNDERS AND EMERITUS ADVISORS

Richard M. Gray, MDiv, PhD, Co-founder, Emeritus Advisor
Steven L. Swig, JD, Co-founder, Emeritus Advisor

STAFF DIRECTORY - PGS Seattle

Executive Dean

Mary Kay Chess, PhD

Registrar

Lynn Braun, MS

Librarian

Kate McDill, MLIS

Academic Program Associate

Natasha Musil



Academic Programs

Chapter Two

OVERVIEW

Presidio Graduate School - Seattle Campus (PGS Seattle) programs are designed to produce successful leaders, managers, entrepreneurs and social innovators who create value for themselves and others by contributing to the health of ecosystems and communities. Underlying all PGS Seattle programs is a focus on core values: community, innovation, integrity, social justice, sustainability and transformational leadership.

PROGRAMS

Graduate-level programs at PGS Seattle include:

- MBA in Sustainable Business
- MBA in Sustainable Systems
- Certificate in Sustainable Energy Solutions
- Certificate in Sustainable Food and Agricultural Systems
- Certificate in Cooperative Management

Additionally, PGS Seattle offers non-credit professional development short courses.

OUR LEARNING COMMUNITY

PGS Seattle students are a diverse and highly interactive community of adult learners committed to changing the world. Our learning community shapes the academic experience, and provides a framework for lifelong learning among the alumni and the extended PGS Seattle community.

FACULTY AND PEDAGOGY

PGS Seattle's faculty academy includes both distinguished academics and practitioners. Grounded by decades of expertise in their respective disciplines, PGS Seattle's faculty share our passion for advancing organizations through environmental and social responsibility.

Individual courses vary relative to directed instruction, lab and practicum. Directed instruction can include a combination of:

- faculty lecture and presentation
- faculty-led exercises with debrief
- faculty-moderated analysis/discussion
- online conferences
- case studies
- guest speakers and panels of experts
- simulations
- threaded online discussions

Lab and practicum include team-related work and collaboration to address assigned structured problems beyond individual time spent in class preparation and assignment completion.

CREDIT HOUR DEFINITION

PGS Seattle uses the quarter system and therefore awards quarter credits. Every credit hour requires a minimum of 10 synchronous faculty lecture/directed activity contact hours (face-to-face and/or virtual session hours); 20 lab hours; 30 practicum hours; or a combination thereof. For example, a 3-credit course that involves no lab or practicum will consist of 30 hours of synchronous class time (face-to-face and/or online). Individual courses vary relative to the use of synchronous faculty lecture/directed activity, lab and practicum.

Students should expect at least two hours of asynchronous out-of-class learning (readings, written assignments, group activities) for every hour of required synchronous class time.

DISTANCE LEARNING: ONLINE DELIVERY

Presidio Graduate School - Seattle Campus Online Learning Community

Ember is the Canvas-based virtual hub of Presidio Graduate School's learning community. It provides a place for discourse between class sessions and for informal interaction among students and faculty. Ember also includes a virtual library, giving students access to both required reading and a range of journal databases. In addition to these resources, Ember includes a number of features that support program administration such as the Student Life Portal which provides information on Registration & Records and Schedules & Calendars.

Online Virtual Classroom

PGS's virtual classroom, Zoom, allows groups to hold real-time meetings with audio and web sharing. This includes a shared whiteboard, slide show sharing, application sharing and the ability to work directly on a classmate's computer. Conversations take place using Voice-Over-IP (VOIP) technology, allowing participants to talk without incurring long distance fees. A computer headset is required to use this technology.

Distance Learning Orientation

Students entering PGS Seattle programs receive training on Ember, on Zoom and on use of the library. Entering students receive an email with sign-up instructions after they have enrolled. In addition, individual assistance is provided through IT support.

EQUIPMENT REQUIREMENTS AND RECOMMENDATIONS

Laptop

PGS Seattle requires that all students have a computer with fast internet access (cable, DSL, or better). Wireless internet access is available in all PGS Seattle classrooms. General recommendations for a laptop are Mac or PC with wireless capabilities; recent operating system (OSX for Mac, Windows Vista or later for PC); and Microsoft Office (including Word, Excel, and PowerPoint). Although not required, we recommend students have an iPad 2 or later generation device (iPad Mini okay) for use in the classroom. Each classroom is equipped with an AppleTV that is used by iPads to help share presentations and improve collaboration.

Headsets

Headsets (earbuds at a minimum) are necessary for participation in online classes. There are a wide variety of physical options to consider, including in-ear, over-the-ear and around the neck styles. It is a good idea to find the style that is comfortable and in your price range first, then go online and consider the wired and wireless options as well as noise canceling and connection style (USB connectors work on computers, 3.5 mm on both iPads and computers with microphone inputs). For more information on headset options, see cnet.com or bestheadphonesunder100.com.

LIBRARY AND INFORMATION SERVICES

The PGS Seattle Library is a vital part of the community of students, faculty and staff. Its purpose is to provide access to the world of knowledge and information. Our online library is available to PGS Seattle students and faculty wherever they are.

PGS Seattle Library and Information Services licenses full-text databases that provide students and faculty with access to scholarly work in the field of business, as well as archives of the leading newspapers in the country. PGS Seattle has an Inter-Library Loan arrangement with the major academic libraries in Washington state.

ACADEMICS

The main online PGS Seattle library is available on Ember. Open access databases in the online library include business, market, statistics, general reference, justice, legal, government, census, small business, e-commerce, resources for women and minority entrepreneurs, business plans, company information, social, health, diversity and career-related resources. PGS Seattle has also developed a rich inventory of business and sustainability-related websites and resources, which are continually updated on the library page on Ember.

All students are provided with access to virtual classroom tutorials on locating, retrieving and evaluating relevant information, critically assessing information from mass media and understanding information in a larger systems context.

STUDY TOURS

Through annual study tours, PGS Seattle offers students and alumni a unique opportunity to study global perspectives and approaches to environmental and social sustainability, sustainable business, management and leadership theories and practices, economic policies and specific environmental and social impacts, e.g., supply chain, labor, lifecycle analysis and waste, etc. The intent of the study tours is to develop both awareness and sensitivity to other cultures and to learn new technologies and responses that those cultures have developed to achieve social, environmental and economic sustainability in business.

Study tours are generally 10-14 days in length and focus on sustainability and social justice issues within the areas visited. Students can elect to participate in the study tour for credit, as an auditor or as continuing education.

Study tour destinations are selected each year through a student-led process. Past study tours have gone to Vancouver BC, Cuba, China and the eastern United States (Rustbelt Renaissance).

MBA PROGRAMS

Presidio Graduate School challenges and prepares students to use business as a solution to the social, environmental and economic problems of our time. PGS Seattle's objective is to develop successful leaders ready for positions within for-profit, non-profit and public sector organizations.

MBA PROGRAMS — OVERVIEW

PGS Seattle offers unique Master of Business Administration (MBA) programs in Sustainable Business and Sustainable Systems. PGS Seattle's programs provide the core competencies of more traditional MBA programs while infusing sustainability throughout the program. PGS Seattle's innovative programs prepare graduates to create and manage successful, dynamic enterprises that build a better world.

PROGRAM FORMATS

PGS Seattle offers MBA programs in two formats designed for working professionals and adult learners.

The **MBA in Sustainable Business (Metro MBA)** is offered at the Seattle Learning Site near Pioneer Square, with additional electives offered at IslandWood. Courses are conducted chiefly in person. Distance learning technology is used as an additional resource when helpful for course management and inclusion of guest speakers. Course schedules vary from weekly evening classes over the full quarter, to more intensive seminar courses that combine evening and weekend class meetings, to hybrid-format elective courses. The Metro MBA program combines PGS Seattle's emphasis on cultivating a learning community with the additional interaction and flexibility afforded by in-person class sessions. Students typically complete the MBA in Sustainable Business program in the the Standard 24- or 27-month (8 or 9 quarters) timeframe.

The **MBA in Sustainable Systems (Hybrid MBA)** program is a low-residency program employing distance learning technology when students are off-campus. Students and faculty meet nine times each year for 4-day residencies (mid-day Thursday through mid-day Sunday) at PGS Seattle's learning site at IslandWood on Bainbridge Island, Washington. Between residential sessions, synchronous classes are held using distance learning technologies. The Hybrid MBA format combines PGS Seattle's emphasis on building a learning community with the flexibility afforded by distance learning. The Hybrid MBA design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence. Students typically complete the MBA in Sustainable Systems program in two years.

COURSE SCHEDULING AND DELIVERY

PGS Seattle uses the quarter system. Students in the Hybrid MBA program attend class during the fall, winter and spring quarters, while students in the Metro MBA program attend classes in the summer quarter as well. A typical quarter in the Hybrid MBA program consists of weekly online distance learning class sessions and three weekend intensives. A typical quarter in the Metro MBA program consists of evening and weekend in-person class meetings with hybrid-format elective courses in the second year.

MBA program credits are awarded through a combination of 9-, 3-, 2- and 1-credit courses. Individual courses vary relative to the use of directed instruction, lab and practicum. Directed instruction can include a combination of:

- faculty lecture and presentation
- faculty-led exercises with debrief
- faculty-moderated analysis and discussion
- online conferences
- case studies
- guest speakers and panels of experts
- simulations
- threaded online discussions

Lab and practicum include team-related work and collaboration to address assigned structured problems beyond individual time spent in class preparation and assignment completion.

CREDIT TRANSFER BETWEEN MBA PROGRAMS

Credits earned in courses in the MBA in Sustainable Business or MBA in Sustainable Systems program may be transferable between MBA programs. Transfer of credits between MBA programs is subject to approval by the Executive Dean. The eligibility period during which credits earned in one PGS Seattle MBA program may be applied to satisfy requirements in another PGS Seattle MBA program is five years from the time those credits were earned.

Please note that all elective courses offered in either Metro or Hybrid format satisfy elective requirements in both programs.

NON-MATRICULATED STUDENT OPPORTUNITIES

Non-matriculated students may be eligible to enroll in certain courses within PGS Seattle's MBA and Certificate programs, with Registrar and faculty approval, either for credit or as an auditor.

MBA IN SUSTAINABLE BUSINESS - Metro Program PROGRAM HIGHLIGHTS

LEARNING COMMUNITY

PGS Seattle students are a diverse and highly interactive community of adult learners committed to changing the world. Our learning community shapes the academic experience and provides a framework for lifelong learning among the alumni and extended PGS Seattle community. As a learning community, we make time to appreciate other perspectives and get to know one another. Building community takes time but is seen as an important part of one's academic development at PGS Seattle. We believe that every voice and viewpoint deserve to be heard, and we strive to create opportunities to engage in dialogue, solve problems co-creatively and simply have fun together.

ORIENTATION

Orientation for students entering the MBA in Sustainable Business program in Fall 2016 will be held September 15-18 at IslandWood, Bainbridge Island, WA. Attendance at orientation is required.

CHANGE AGENTS IN RESIDENCE (CAIR)

Each quarter, PGS Seattle hosts Change Agents in Residence (CAIR). These leaders are advancing sustainable business practices, researching social and ecological sustainability or engaged in social activism. As visiting faculty in the MBA and Certificate programs, these individuals share their stories and professional wisdom both formally and informally with our students.

INDUSTRY CERTIFICATES

Pursuing an industry certificate gives MBA students the opportunity for focused learning and greater impact in selected critical industries. Industry certificates allow interested students to come together for industry-specific discussions, mentoring from industry leaders and access to industry projects.

In 2016-2017, PGS Seattle offers MBA in Sustainable Business students industry certificates in Sustainable Energy Solutions, Sustainable Food and Agricultural Systems, and Cooperative Management.

Requirements for completion of a Certificate in Sustainable Energy Solutions, Certificate in Sustainable Food and Agricultural Systems or Certificate in Cooperative Management for students entering PGS Seattle's MBA in Sustainable Business program in the 2016-2017 school year are:

1. Successful completion of the MBA curriculum.
2. Successful completion of MGT 569-570: Entrepreneurship and Intrapreneurship with a focus within the relevant industry.
3. Successful completion of:
 - Sustainable Energy Solutions: SESC 561, SESC 562 and SESC 563 for elective credit. Please see page 34 for course descriptions;
 - Sustainable Food and Agricultural Systems: SFAC 561, SFAC 562 and SFAC 563 for elective credit. Please see page 36 for course descriptions; or
 - Cooperative Management: MGTC 561C, MGTC 562C and MGTC 563C for elective credit. Please see page 38 for course descriptions.

CONCENTRATION IN FINANCE

MBA in Sustainable Business students may elect to pursue a Concentration in Finance through a three-course elective series. Please see page 20 for descriptions of the Finance courses (FIN 561, 562 and 563). To fulfill the Concentration in Finance, students must complete all three courses for credit. The Concentration in Finance will appear on the student's final transcript. Students may also elect to take individual courses within the series, but will not be granted a transcribed Concentration. These courses are offered in the hybrid IslandWood/online format only.

KAIZEN

Kaizen (the Japanese term for continuous improvement) is held twice per quarter at the Seattle Learning Site to address community-wide issues. Given that our time during class is quite full, Kaizen provides an opportunity to raise concerns or topics that might otherwise go without dialogue. Issues range from curriculum evolution to ethics and diversity awareness to graduation plans and school growth. A group of current students plans each Kaizen session.

Metro MBA students are also welcome to participate in Kaizen sessions held at IslandWood during each intensive in the Hybrid MBA program.

STUDY TOURS

During the summer quarter, PGS Seattle offers a study tour opportunity. Study tours are generally 10-14 days in length and focus on sustainability and social justice issues within the areas visited. Students can elect to participate in the study tour for credit or as an auditor.

Study tour destinations are selected each year through a student-led process. Past study tours have gone to Vancouver BC, Cuba, China and the eastern United States (Rustbelt Renaissance).

FACILITIES

Seattle Learning Site, Seattle, WA

Class sessions for the MBA in Sustainable Business and summer class sessions for the Certificate in Cooperative Management, Certificate in Sustainable Energy Solutions and Certificate in Sustainable Food and Agricultural Systems programs are held at the Seattle Learning Site. This is also the location for some for-credit elective courses and many workshops that are offered to all PGS students. The Seattle Learning Site is located at 220 Second Avenue South, near Pioneer Square in Seattle.

IslandWood, Bainbridge Island, WA

Some courses and class sessions - especially elective courses - in the MBA in Sustainable Business program may be held at the IslandWood Learning Site. Please see page 24 for further information on IslandWood.

MBA IN SUSTAINABLE BUSINESS - Metro Program

PROGRAM GOALS

Our MBA program goals are based on and support our mission to educate and inspire a new generation of skilled, visionary and enterprising leaders to transform business and public policy and create a more just, prosperous and sustainable world. The competencies expected of all students graduating from our MBA in Sustainable Business program derive from the program goals.

PGS Seattle aspires to:

- Provide students with the attributes, knowledge and competencies required of leaders transforming our economic system toward sustainability
- Equip students to achieve a satisfactory financial return for themselves and stakeholders in the very activities through which they help transform the economy
- Create a powerful supportive network of sustainability and business experts involved in lifelong collaboration, learning and action
- Develop curriculum, course materials and programs that will support the infusion of sustainability into mainstream business education
- Make tangible contributions to the theory and practice of sustainable business through research, experimentation and application

PROGRAM LEARNING OUTCOMES

Graduates of our MBA in Sustainable Business program will have demonstrated knowledge and ability in the following areas:

Core Business Functions

- Understand and apply the core concepts of strategy, accounting, finance, marketing, management and operations.
- Integrate these core concepts with sustainability principles for both business advantage and service to the community and nature.

Business and Sustainability

- Articulate the underlying assumptions and global consequences of the prevailing economic system and worldview.
- Propose alternative business models and alliances more aligned with the needs of people and planet.
- Understand the role of business in society and the foundational concepts of, principles of and practical approaches to business sustainability.
- Identify opportunity in the world's major problems and ways to use business to address these problems to create value for the enterprise and the common good.

Entrepreneurship, Intrapreneurship and Innovation

- Design and build successful sustainability-driven ventures that create value for multiple stakeholders and enable all life systems (natural, individual, community) to flourish.
- Foster breakthrough innovation across the value stream by applying principles of innovation and sustainability to organizational projects, processes, systems and culture.

Leadership & Management in the Context of Change

- Develop the self-knowledge and personal capacity to lead—ethically, effectively and with integrity.
- Apply systems thinking, creativity and critical analysis to addressing problems and opportunities.
- Leverage theory, technology and collaboration strategies to foster learning and drive change at the individual, team, organizational and societal level.
- Apply cross-cultural competence to foster diversity and to work with people of different backgrounds.
- Communicate clearly and persuasively in writing, speaking and interpersonal relations.

MBA IN SUSTAINABLE BUSINESS - Metro Program

DEGREE REQUIREMENTS

Students must complete all of the required courses listed below with a grade of CR (equivalent to an A or B), for a total of 60 credits. See **Grades** on page 79 for details on PGS Seattle's grading scale.

The standard timeframe for completing the MBA in Sustainable Business program is two to three years. All students are expected to complete all degree requirements within five years. Extension of the time to degree completion beyond five years must be approved by the Executive Dean.

MBA CORE (all courses required - 27 credits)

ACCT 553M	Financial and Managerial Accounting (3 credits)
FIN 554M	Finance (3 credits)
ECON 555M	Principles of Economics (3 credits)
MGMT 552M	Systems Thinking in Action (3 credits)
MGMT 558M	Management: Organizational Systems (3 credits)
MGMT 560M	Business Modeling and Decision Analysis (3 credits)
MGMT 563M	Strategy and Implementation (3 credits)
MGMT 564M	Operations Management (3 credits)
MKTG 561M	Marketing and Sales (3 credits)

SUSTAINABLE BUSINESS SEMINARS (all courses required - 9 credits)

ACCT 553S	Triple Bottom Line Accounting for Sustainability (1 credit)
ECON 555S	Economics of Sustainability (1 credit)
FIN 554S	Finance for Sustainability (1 credit)
MGMT 558S	Managing for Sustainability (1 credit)
MGMT 560S	Business Modeling & Decision Analysis for Sustainability (1 credit)
MGMT 563S	Strategy and Sustainability (2 credits)
MGMT 564S	Sustainable Operations (1 credit)
MKTG 561S	Marketing for Sustainability (1 credit)

ENTREPRENEURSHIP & INTRAPRENEURSHIP (all courses required - 6 credits)

MGT 569	Entrepreneurship and Intrapreneurship I (3 credits)
MGT 570	Entrepreneurship and Intrapreneurship II (3 credits)

LEADERSHIP & MANAGEMENT (all courses required - 6 credits)

LPD 511-516	Leadership and Personal Development (1 credit each for 6 credits)
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ELECTIVES (12 credits required, selected from among elective courses)

ALP 551-553*	Action Learning Practicum I-III (9 credits total)*
ELC 568	Creativity and Innovation (3 credits)
ELC 566I	Dal LaMagna Series on Responsible Capitalism: Study Tour (3 credits)
FIN 561**	Capital Markets and the Financial System (3 credits)
FIN 562**	Capital Structure of the Firm (3 credits)
FIN 563**	Financial Analysis (3 credits)
SESC 561-4***	Sustainable Energy Solutions courses (3 credits each)
SFAC 561-4***	Sustainable Food and Agricultural Systems courses (3 credits each)
MGTC 561-5C***	Cooperative Management courses (3 credits each)

Please note that this is a sample list of elective courses. Additional electives may be offered and will be defined closer to the year or quarter in which they will be offered.

* Action Learning Practicum (ALP) courses are offered in the IslandWood/online hybrid format only. Metro MBA students taking ALP for elective credit must take all three courses in sequence, for a total of 9 credits. Faculty permission required.

** Offered in the IslandWood/online hybrid format only.

*** MBA in Sustainable Business students may fulfill elective requirements through individual courses in the Certificate in Sustainable Energy Solutions, Certificate in Sustainable Food and Agricultural Systems and Certificate in Cooperative Management programs or by completing the full 12-credit Certificate program. See pages 33-39 for more information on these programs. Cooperative Management, Sustainable Energy Solutions and Sustainable Food and Agricultural Systems courses are offered in the IslandWood/online hybrid format only.

MBA IN SUSTAINABLE BUSINESS - Metro Program

EXPLANATION OF COURSE NUMBERING SYSTEM

PGS Seattle's graduate courses are numbered 500 to 599 inclusive. PGS Seattle's MBA and graduate Certificate courses are open to graduate and post-baccalaureate students who have met PGS Seattle's admission requirements.

Courses in the MBA in Sustainable Business program are designated by 4- and 3-letter codes as follows:

ACCT: Accounting
ALP: Action Learning Practicum
ELC: Elective
FIN: Finance
ECON: Economics
LPD: Leadership and Personal Development
MGMT: Management
MGT: Management
MKTG: Marketing

Courses in the MBA in Sustainable Systems program are designated by 3-letter codes as follows:

ALP: Action Learning Practicum
COR: MBA Core
ELC: Elective
FIN: Finance
LPD: Leadership and Personal Development
MGT: Management

Certificate courses* when offered are designated by 4-letter codes as follows:

MGTC: Certificate in Cooperative Management
SBDC: Certificate in Sustainable Building Development
SESC: Certificate in Sustainable Energy Solutions
SFAC: Certificate in Sustainable Food and Agricultural Systems

* Note that graduate-level Certificate courses are also available to MBA students for elective credit.

COURSE SEQUENCES AND SCHEDULES

Detailed course sequences and schedules by program and cohort are available from the Registrar and are published on the Student Life Portal. Please see page 40 for a listing of courses offered in 2016-2017.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions. Students planning to transfer credits to another institution should check with the receiving school's admission office regarding their credit transfer policies.

NON-MATRICULATED STUDENT OPPORTUNITIES

Non-matriculated students may be eligible to enroll in certain courses within PGS Seattle's MBA and Certificate programs, with Registrar and faculty approval.

MBA IN SUSTAINABLE BUSINESS - Metro Program Course Descriptions

MBA CORE (all courses required - 27 credits)

- ACCT 553M Financial and Managerial Accounting**
Classical financial and managerial accounting. Preparing and using financial information in the decision making process. (3 credits)
- FIN 554M Finance**
Introduction to finance from an entrepreneurial perspective. Risk and return. Sources and costs of capital. Forecasting cash requirements. Cost-benefit analysis. Capital budgeting. (3 credits)
- ECON 555M Principles of Economics**
This course teaches the fundamentals of economics from different viewpoints—entrepreneurs, consumers, firms, investors, managers, policy makers—and focuses on the fundamental concepts and on the tools available to optimize the sustainable development of businesses within the economic environment taken as a part of the global system. (3 credits)
- MGMT 552M Systems Thinking in Action**
Use of systems thinking to understand the ecological, economic, and social dynamics of business sustainability. Emphasizes causal loop diagrams, feedback loop stories/analysis and the basics of stock and flow models. (3 credits)
- MGMT 558M Management: Organizational Systems**
This course examines systems embedded in organizations and those of which the organization is a part. Systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. (3 credits)
- MGMT 560M Business Modeling and Decision Analysis**
An introduction to quantitative analysis and decision-making methods and tools, including explorations of elementary statistics, optimization theory (linear programming) and decision theory (under conditions of uncertainty or risk). (3 credits) Prerequisites: ACCT 553M and FIN 554M or faculty permission
- MGMT 563M Strategy and Implementation**
Built upon fundamental models of strategy, this course challenges current business decision-making assumptions and practices with new models. Learning to think strategically is the core focus of this course noting that few leaders today are thinking to the extent required for significant business-for-good change. (3 credits)
- MGMT 564M Operations Management**
Operations and supply chain management. Operation management thinking and design. Quality and worker participation. Culture of Continuous Improvement. Local and regional economies. Innovation. (3 credits) Prerequisites: ACCT 553M and FIN 554M or faculty permission
- MKTG 561M Marketing and Sales**
Marketing strategy frameworks and tactics. Marketing and competitive research. Business environmental scanning. Word-of-mouth strategies and Internet-based approaches. Current communications strategies and tactics. Introduction to selling and sales management. (3 credits)

SUSTAINABLE BUSINESS SEMINARS (all courses required - 9 credits)

- ACCT 553S Triple Bottom Line Accounting for Sustainability**
This course focuses on the development of a triple bottom line (TBL) accounting system for a firm. It explores the limitations of current accounting systems, emerging non-financial and integrated reporting regimes and organizational issues and opportunities around implementation. (1 credit) Prerequisite/corequisite: ACCT 553M or faculty permission
- ECON 555S Economics of Sustainability**
This course is essentially an introductory course in contemporary ecological economics, including social as well as environmental considerations. It begins with the notion that an economic system is embedded in a social system, which is embedded in a finite ecosystem – and addresses the multiple market failures of conventional capitalism along with a wide range of business and public policy alternatives. (1 credit) Prerequisite/corequisite: ECON 555M or faculty permission
- FIN 554S Finance for Sustainability**
This course examines topics related to the need for reliable sources of funding for sustainability ventures and activities. It begins with a consideration of both conventional and non-conventional methods of calculating ROI on sustainability-related investments and looks at a variety of approaches to structuring deals that support positive social and environmental results. (1 credit) Prerequisite/corequisite: FIN 554M or faculty permission
- MGMT 558S Managing for Sustainability**
This course focuses on the organizational change issues associated with the broad-based movement of an organization in the direction of sustainability. It addresses the issues systemically, culturally, and practically. (1 credit) Prerequisite/corequisite: MGMT 558M or faculty permission
- MGMT 560S Business Modeling and Decision Analysis for Sustainability**
This course focuses on the application of quantitative and analytical techniques to the challenges of doing business sustainably. It includes an exploration of which metrics to use, how to collect the data to address them, how to analyze the data to support business decisions, and how to develop powerful visuals that help to build the business case. (1 credit) Prerequisite/corequisite: MGMT 560M or faculty permission
- MGMT 563S Strategy and Sustainability**
This course focuses on sustainability as a platform for creativity, innovation and competitive advantage for both new and established firms. It also includes a mini-course on design thinking and several sessions on integrating sustainability into existing organizations. (2 credits) Prerequisite/corequisite: MGMT 563M or faculty permission
- MGMT 564S Sustainable Operations**
This course focuses on green supply chain management and other aspects of sustainable operations, including labor practices, energy management and end-of-life disposal issues. Using the product life cycle as its overarching frame – and design as its fundamental point of leverage – this course explores the many ways in which sustainability can be incorporated into contemporary lean production systems. (1 credit) Prerequisite/corequisite: MGMT 564M or faculty permission
- MKTG 561S Marketing for Sustainability**
This course focuses on current directions in sustainable marketing, including product development, integrated marketing communication strategies, including social media, recent psychological research on changing human behavior and issues related to cultural context. (1 credit) Prerequisite/corequisite: MKTG 561M or faculty permission

ENTREPRENEURSHIP & INTRAPRENEURSHIP (all courses required - 6 credits)

- MGT 569 Entrepreneurship & Intrapreneurship I**
Introduction to entrepreneuring and intrapreneuring. The character, personality and role of the entrepreneur. Exploration of entrepreneurial opportunities in the shift to sustainability. Generating and screening ideas and business models. Business plan development. Lessons applied to real/mock business ventures. (3 credits)
- MGT 570 Entrepreneurship & Intrapreneurship II**
Key startup and growth issues, focused on the first 3-5 years of a venture. Creating an organizational climate conducive to entrepreneurship and innovation. Creating a sound operational infrastructure. Continued business plan development. Selection of market entry point. Presentation of students' plans to investors with feedback. (3 credits) Prereq: MGT 569

LEADERSHIP & MANAGEMENT (all courses required - 6 credits)

- LPD 511 through LPD 516 Leadership and Personal Development (LPD) A/B/C/D/E/F**
LPD meets for six quarters over two years. To cultivate learning community and leadership skills, the curriculum is designed to support personal awareness and growth while increasing the capacity to work collaboratively and as individuals. The course design continues to evolve based on current leadership and personal development practices and research. Topics have included identifying and shifting limiting mental models, creating frameworks of possibility, Polarity Management, Appreciative Inquiry, navigating difficult conversations, adult developmental theory, story, personal development planning, and peer coaching. (1 credit per course for a total of 6 credits) Prerequisites: LPD courses must be taken in order: LPD 511 through LPD 516.

ELECTIVES (12 credits required, selected from among elective courses)

- ALP 551-553 Action Learning Practicum I-III**
Requires faculty permission. See page 30 for course descriptions.
- ELC 566I Dal LaMagna Series on Responsible Capitalism: Study Tour**
Study tour focusing on topics in sustainability and social justice. Taught by PGS Seattle faculty. Includes pre- and post-tour activities. (3 credits)
- ELC 568 Creativity & Innovation**
Principles and practices of creativity. Individual and group creativity. Generating and screening ideas. Translating personal values into career and vocation. (3 credits)
- FIN 561 Capital Markets and the Financial System**
This course focuses on the operation of global capital markets, their relationship to the global economy, their central role in the recent/current economic crisis, and implications for public policy and ethics. The course will look at the history of capital markets, recent developments in financial engineering, and alternative capital regimes that have been proposed to address market failures and abuses. (3 credits)
- FIN 562 Capital Structure of the Firm**
This course explores topics relevant to both entrepreneurial and corporate finance, including: the cost, sources and appropriate uses of debt, equity and internal capital; specialized financial vehicles, business valuation; venture capital agreements and initial public offerings (IPOs); and the accountability of boards. There is a special emphasis on appropriate sources of funds for social enterprises and other "for-benefit" opportunities. (3 credits)
- FIN 563 Financial Analysis**
This course offers a strong introduction to both conventional financial statement analysis and socially responsible investment (SRI) analysis. The financial focus is on using financial accounting information to evaluate the economic strengths and weaknesses of a firm, while the SRI focus is on using information from multiple sources to evaluate the firm's performance on various ESG (environmental, social, governance) metrics. (3 credits)

- MBA
in
SUSTAINABLE
BUSINESS
Metro Program
- SESC 561-4 Certificate in Sustainable Energy Solutions**
(see page 34 for course descriptions)
 - SFAC 561-4 Certificate in Sustainable Food and Agricultural Systems**
(see page 36 for course descriptions)
 - MGTC 561-5C Certificate in Cooperative Management**
(see page 38 for course descriptions)
 - MGT 599 Independent Study**
Research and readings conducted one-on-one with faculty. Variable credits as contracted with faculty and approved by the Executive Dean.
NOTE: Independent Study courses are offered in exceptional cases only.

Please note that this is a sample list of elective courses. Additional electives may be offered and will be defined closer to the year or quarter in which they will be offered.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program PROGRAM HIGHLIGHTS

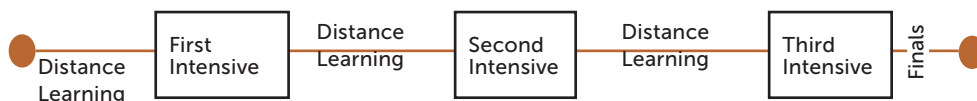
OVERVIEW

The MBA in Sustainable Systems (Hybrid MBA) program meets in-person one four-day weekend per month (Thursday noon through Sunday noon), nine months a year, with distance learning activities in between. The program features a fully integrated MBA core curriculum in the first year of the program, with many elective options over the second and, in some cases, third year of the program. Our unique Leadership and Personal Development (LPD) curriculum consists of six one-credit classes offered during the first two years of the program (with an optional no-credit offering during the third year for three-year students).

PGS Seattle's Hybrid MBA program format uses a combination of residential and distance learning instruction, allowing us to combine our emphasis on building an immersive learning community with the flexibility afforded by distance learning. The Hybrid MBA design allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

The first year of the program begins with a required five-day orientation. Subsequently, students and faculty meet nine times each year for four-day residential class sessions (mid-day Thursday through mid-day Sunday) at IslandWood, a 255-acre environmental education center on Bainbridge Island, Washington. Between residential sessions, classes use distance learning technologies to hold class sessions and engage in other activities that support student learning.

The academic calendar is organized into fall, winter and spring quarters, with optional courses offered during the summer. A typical quarter in the hybrid program consists of a pre-reading period, three weekend intensives, online distance learning between intensives and a finals period, as shown below.



Students may choose to complete their program in either two or three years, depending on the timeframe that best allows them to meet their personal and professional commitments while enrolled in the MBA program.

ORIENTATION

The first year of the MBA in Sustainable Systems program begins with a required five-day orientation. In 2016, orientation will be held from September 15-18 at IslandWood, on Bainbridge Island, Washington. Attendance at orientation is required.

LEARNING COMMUNITY

PGS Seattle students are a diverse and highly interactive community of adult learners committed to changing the world. Our learning community shapes the academic experience and provides a framework for lifelong learning among the alumni and extended PGS community.

As a learning community, we make time to appreciate other perspectives and get to know one another. Building community takes time but is seen as an important part of one's academic development at PGS Seattle. We believe that every voice and viewpoint deserve to be heard, and we strive to create opportunities to engage more fully in dialogue, solve problems co-creatively and simply have fun together.

CHANGE AGENTS IN RESIDENCE (CAIR)

Each quarter, PGS Seattle hosts Change Agents in Residence (CAIR). These leaders are advancing sustainable business practices, researching social and ecological sustainability or engaged in social activism. As visiting faculty in the MBA and Certificate programs, these individuals share their stories and professional wisdom both formally and informally with our students.

ACTION LEARNING PRACTICUM

Action learning is a central component of PGS Seattle's curriculum. Action Learning Practicums (ALPs) are designed to bring real value to an organization, as well as to meet program requirements. We believe that working with community and business organizations deepens students' educational experience and provides a context for coursework beyond traditional syllabus expectations by immersing students in the challenges businesses face as they implement sustainability practices.

We allow students to focus their practicum experience in one of two broad areas:

- Organizational Leadership, for students seeking to effect change within large established organizations;
- Social Entrepreneurship, for students hoping to start a business or social enterprise.

INDUSTRY CERTIFICATE

Pursuing an industry certificate gives MBA students the opportunity for focused learning and greater impact in selected critical industries. Industry certificates allow interested students to come together for industry-specific discussions, mentoring from industry leaders and access to industry projects.

In 2016-2017, PGS Seattle offers MBA in Sustainable Systems students industry certificates in Sustainable Energy Solutions, Sustainable Food and Agricultural Systems and Cooperative Management.

Requirements for completion of a Certificate in Sustainable Energy Solutions, Certificate in Sustainable Food and Agricultural Systems or Certificate in Cooperative Management for students entering PGS Seattle's MBA in Sustainable Systems program in the 2016-2017 school year are:

1. Successful completion of the MBA curriculum.
2. Successful completion of the yearlong Action Learning Practicum (ALP) with a focus within the relevant industry.
3. Successful completion of:
 - Sustainable Energy Solutions: SESC 561, SESC 562 and SESC 563 for elective credit. Please see page 34 for course descriptions;
 - Sustainable Food and Agricultural Systems: SFAC 561, SFAC 562 and SFAC 563 for elective credit. Please see page 36 for course descriptions; or
 - Cooperative Management: MGTC 561C, MGTC 562C and MGTC 563C for elective credit. Please see page 38 for course descriptions.

CONCENTRATION IN FINANCE

MBA in Sustainable Systems students may elect to pursue a Concentration in Finance through a three-course elective series. Please see page 31 for descriptions of the Finance courses (FIN 561, 562 and 563). To fulfill the Concentration in Finance, students must complete all three courses for credit. The Concentration in Finance will appear on the student's final transcript. Students may also elect to take individual courses within the series, but will not be granted a transcribed Concentration.

KAIZEN

Kaizen (the Japanese term for continuous improvement) is held monthly at IslandWood to address community-wide issues. Given that our time during class is quite full, Kaizen provides an opportunity to raise concerns or topics that might otherwise go without dialogue. Issues range from curriculum evolution to ethics and diversity awareness to graduation plans and school growth. Many Kaizen sessions allow for topic choices by students, while others rely on full community engagement. A group of current students plans each Kaizen session.

FACILITIES

IslandWood, Bainbridge Island, WA

Monthly residential class sessions for the MBA in Sustainable Systems (Hybrid MBA), Certificate in Cooperative Management, Certificate in Sustainable Energy Solutions and Certificate in Sustainable Food and Agricultural Systems programs are held at the IslandWood learning site, a LEED gold-certified facility that is a model of energy efficiency and sustainable design. Amenities include green-designed guest rooms, classrooms with state-of-the-art technology and meals featuring locally and sustainably raised foods. Located at 4450 Blakely Avenue NE on Bainbridge Island, Washington, IslandWood is approximately 10 minutes from the ferry landing by car. More information on this facility is available at www.islandwood.org.

Seattle Learning Site, Pioneer Square, Seattle, WA

Class sessions for the MBA in Sustainable Business programs are held at the Seattle Learning Site at 220 Second Avenue South near Pioneer Square in Seattle. Occasional summer class sessions for the Certificate in Cooperative Management, Certificate in Sustainable Energy and Certificate in Sustainable Food and Agricultural Systems programs may also be offered at the Seattle Learning Site.

Travel, Accommodations and Meals

Students are responsible for arranging their own transportation to and from IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot.wa.gov/ferries. Transportation from the ferry landing to IslandWood can be arranged through Bainbridge Island Taxi (206.842.1021) or Taxis and Tours (206.842.7660).

MBA in Sustainable Systems students are required to stay at IslandWood during the intensives unless they obtain written permission to stay off-campus from the Executive Dean.

MBA and Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class, unless they obtain prior written permission to have meals off-campus.

Students must request permission to stay off-campus or take a reduced meal plan prior to the quarterly registration deadline. Please see Calendars on pages 94-95 for quarterly registration deadlines.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM GOALS

Our MBA program goals are based on and support our mission to educate and inspire a new generation of skilled, visionary and enterprising leaders to transform business and public policy and create a more just, prosperous and sustainable world. The competencies expected of all students graduating from our MBA in Sustainable Systems program derive from the program goals.

PGS Seattle aspires to:

- Provide students with the attributes, knowledge and competencies required of leaders transforming our economic system toward sustainability
- Equip students to achieve a satisfactory financial return for themselves and stakeholders in the very activities through which they help transform the economy
- Create a powerful supportive network of sustainability and business experts involved in lifelong collaboration, learning and action
- Develop curriculum, course materials and programs that will support the infusion of sustainability into mainstream business education
- Make tangible contributions to the theory and practice of sustainable business through research, experimentation and application

PROGRAM LEARNING OUTCOMES

PGS Seattle graduates obtaining an MBA in Sustainable Systems will demonstrate the knowledge and capacity to perform adequately against the following program learning outcomes:

- Understand the capacity and operation of natural systems, recognize the impact of business on those systems and seek opportunities to apply new business thinking to design, mitigation and restoration strategies.
- Articulate the underlying assumptions and consequences of the prevailing economic system and work with relevant stakeholders to build just and sustainable economic alternatives that achieve better value for all.
- Seek opportunity in the world's major problems and design creative ways to engage business in addressing these challenges while creating value for the enterprise, its stakeholders and the common good.
- Master the traditional business disciplines of finance, accounting, marketing, sales, operations, management and economics and apply them in a broader, interdisciplinary approach to the design of responsive and innovative business solutions.
- Generate both business performance and sustainable social change through principled and inclusive relationships, appropriate organizational structures and effective participation in face-to-face and virtual teams.
- Cultivate the self-awareness, humility, integrity and cross-cultural competence to lead effectively, authentically and collaboratively.
- Communicate clearly and persuasively in writing, speaking and online media.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM GOALS AND CURRICULUM

The matrix below illustrates how each of the program goals is integrated within the MBA in Sustainable Systems courses. Learning assessment is embedded within relevant courses, ensuring that students demonstrate adequate achievement of these competencies at a master’s degree level as a prerequisite to obtaining credit for the course and thus as a requirement for graduation.

	FIRST YEAR				SECOND YEAR					
	Capitalism in Context (COR 510)	Values and Value Creation (COR 520)	Means and Measures (COR 530)	Leadership & Personal Development (LPD 511, 512, 513)	Action Learning Practicum (ALP 551, 552, 553)	Management I and II (MGT 578, 579)	Leadership & Personal Development (LPD 514, 515, 516)	Finance Sequence (FIN 561, 562, 563)	Industry electives (SESC 561-3, SFAC 561-3, MGTC 561C-565C)	Additional Electives (ELC 566I, 568)
Understand the capacity and operation of natural systems, recognize the impact of business on those systems and seek opportunities to apply new business thinking to design, mitigation and restoration strategies.										
Articulate the underlying assumptions and consequences of the prevailing economic system and work with relevant stakeholders to build just and sustainable economic alternatives that achieve better value for all.										
Seek opportunity in the world’s major problems and design creative ways to engage business in addressing these challenges while creating value for the enterprise, its stakeholders and the common good.										
Master the traditional business disciplines of finance, accounting, marketing, sales, operations, management and economics and apply them in a broader, interdisciplinary approach to the design of responsive and innovative business solutions.										
Generate both business performance and sustainable social change through principled and inclusive relationships, appropriate organizational structures and effective participation in face-to-face and virtual teams.										
Cultivate the self-awareness, humility, integrity and cross-cultural competence to lead effectively, authentically and collaboratively.										
Communicate clearly and persuasively in writing, speaking and online media.										

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program CURRICULUM

FIRST YEAR: AN INTEGRATED MBA CORE

The first year of the MBA in Sustainable Systems is a fully integrated curriculum that covers the traditional MBA Core, while addressing social and environmental concerns every step of the way. The curriculum is divided into three integrated course sequences:

- Capitalism in Context: Economics for People and Planet (9 credits)
- Values and Values Creation: Business Models for the 21st Century (9 credits)
- Means and Measures: Accounting for Triple Bottom Line Success (9 credits)

In the first quarter, PGS Seattle’s integrated curriculum provides a systemic and historical **Context** for students’ work together, incorporating material on Economics, Sustainable Business, Social Justice and Systems Thinking. In the second quarter, students look at the traditional business disciplines of Strategy, Marketing and Operations as they seek to develop business concepts that deliver **Value** to the marketplace within the context of a larger set of values. Finally, in the third quarter students look at **Means and Measures** for financing a business, accounting for its progress and measuring its success against a triple bottom line.

The integrated first-year curriculum maps to the core disciplines as follows:

MBA Core: An Integrated Curriculum	Economics	Foundations	Social Justice	Systems Thinking	Marketing	Operations	Strategy	Finance	Accounting	Quantitative Methods	Management
COR 510: Capitalism in Context	x	x	x	x							x
COR 520: Values and Value Creation				x	x	x	x	x	x	x	x
COR 530: Means and Measures		x	x	x				x	x	x	x

In addition to these components of the MBA Core, students begin Leadership and Personal Development (LPD 511-516), a series of one-credit courses over six quarters of study to allow for personal reflection, curriculum integration and the development of leadership capacity to engage successfully in the complexity of business.

SECOND YEAR: FLEXIBILITY AND DEPTH

In contrast to the first year’s integrated curriculum, the second year of the program offers students many options for customization and focus. Required courses are:

- A year-long Action Learning Practicum (ALP 551-553; 9 credits) in Organizational Leadership or Social Entrepreneurship
- Two three-credit courses in Management:
 - MGT 578: Management I: Engaging Complex Organizational Systems
 - MGT 579: Management II: Managing in a Changing World
- Four elective courses (12 credits) which may be used to fulfill the requirements of a functional specialization in Finance, an industry certificate or to pursue general student interests. Electives may change from year to year.

In addition, students continue Leadership and Personal Development (LPD 514-516).

These courses may be completed within the second year or over two years (except LPD) for students preferring to complete degree requirements in three years. See Program Plans on the following pages for further details.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

DEGREE REQUIREMENTS

Students must complete all courses with a grade of CR for a total of 60 credits. See **Grades** on page 79 for details on PGS Seattle 's grading scale.

The standard timeframe for completing the MBA in Sustainable Systems program is two to three years. All MBA students are expected to complete all degree requirements within five years. Extension of the time to degree completion beyond five years must be approved by the Executive Dean.

PROGRAM PLAN: 2-YEAR/21-MONTH MBA in SUSTAINABLE SYSTEMS

First Year

	Credits
FALL QUARTER (10 credits)	
COR 510: Capitalism in Context: : Economics for People and Planet	9
LPD 511: Leadership and Personal Development A	1
WINTER QUARTER (10 credits)	
COR 520: Values and Value Creation: Business Models for the 21st Century	9
LPD 512: Leadership and Personal Development B	1
SPRING QUARTER (10 credits)	
COR 530: Means and Measures: Accounting for Triple Bottom Line Success	9
LPD 513: Leadership and Personal Development C	1

Second Year

	Credits
FALL QUARTER (10 credits)	
ALP 551: Action Learning Practicum I (ALP I)	3
Two Electives*	6
LPD 514: Leadership and Personal Development D	1
WINTER QUARTER (10 credits)	
ALP 552: Action Learning Practicum II (ALP II)	3
MGT 578: Management I: Engaging Complex Organizational Systems	3
One Elective*	3
LPD 515: Leadership and Personal Development E	1
SPRING QUARTER (10 credits)	
ALP 553: Action Learning Practicum III (ALP III)	3
MGT 579: Management II: Management in a Changing World	3
One Elective*	3
LPD 516: Leadership and Personal Development F	1
TOTAL CREDITS	60

*See pages 31-32 for elective choices. Additional electives may be offered each year. Electives may also be taken during summer quarter.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM PLAN: 3-YEAR/33-MONTH MBA in SUSTAINABLE SYSTEMS

First Year

	Credits
FALL QUARTER (10 credits)	
COR 510: Capitalism in Context: Economics for People and Planet	9
LPD 511: Leadership and Personal Development A	1
WINTER QUARTER (10 credits)	
COR 520: Values & Value Creation: Business Models for the 21st Century	9
LPD 512: Leadership and Personal Development B	1
SPRING QUARTER (10 credits)	
COR 530: Means & Measures: Accounting for Triple Bottom Line Success	9
LPD 513: Leadership and Personal Development C	1

Second Year

	Credits
FALL QUARTER (4 credits)	
One Elective*	3
LPD 514: Leadership and Personal Development D	1
WINTER QUARTER (4 credits)	
One Elective*	3
LPD 515: Leadership and Personal Development E	1
SPRING QUARTER (4 credits)	
One Elective*	3
LPD 516: Leadership and Personal Development F	1

Third Year

	Credits
FALL QUARTER (6 credits)	
ALP 551: Action Learning Practicum I (ALP I)	3
One Elective*	3
WINTER QUARTER (6 credits)	
MGT 578: Management I: Engaging Complex Organizational Systems	3
ALP 552: Action Learning Practicum II (ALP II)	3
SPRING QUARTER (6 credits)	
MGT 579: Management II: Management in a Changing World	3
ALP 553: Action Learning Practicum III (ALP III)	3
TOTAL CREDITS	60

*See pages 31-32 for elective choices. Additional electives may be offered each year. Electives may also be taken during summer quarter.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM COURSE DESCRIPTIONS - FIRST YEAR CORE COURSES

- COR 510 Capitalism in Context: Economics for People and Planet**
This course sets the context for the student's entire two- or three-year journey at PGS Seattle. It examines the present State of the World—in ecological, economic, political, social and technological terms—and explores the systemic and historical forces that have shaped that world. Using both experiential exercises and more traditional assignments, the course explores the relationship between business, public policy, social justice and environmental health. (9 credits) Prerequisite: Orientation
- COR 520 Values and Value Creation: Business Models for the 21st Century**
Working in teams, students develop a business concept to address one or more of the significant global challenges identified during the first quarter. Students learn concepts and skills from the domains of strategy, marketing, operations and accounting and apply them to the creation of a hypothetical enterprise that creates value in the marketplace while expressing in action the deepest values of the founding team. (9 credits) Prerequisite: COR 510
- COR 530 Means and Measures: Accounting for Triple Bottom Line Success**
Students build upon financial concepts introduced during the first two quarters, learning to apply both conventional and triple bottom line accounting tools to motivate, measure, analyze, align and report performance. The class also explores options for structuring and financing new and existing ventures. (9 credits) Prerequisites: COR 510 and COR 520

UPPER LEVEL REQUIREMENTS

- ALP 551 Action Learning Practicum I (ALP I)**
Students are required to participate in a practicum track for three quarters during the second or third year of their program. The curriculum is designed to provide students with the option to select one of two areas of focus, which they will follow throughout the three quarter practicum:
- Organizational Leadership
 - Social Entrepreneurship
- In the first quarter of the practicum, students will:
- Identify a problem worthy of their time and research
 - Research the issue or opportunity and identify the target population, and consider possible solutions or alternatives
 - Determine a practicum project for the balance of the year
- (3 credits)
- ALP 552 Action Learning Practicum II (ALP II)**
In the second quarter of the practicum, students will:
- Engage in a specific issue with stakeholders
 - Apply skills and tools learned in the first quarter to real world issues
 - Gather data and incorporate it into a plan
- (3 credits) Prerequisite: ALP 551
- ALP 553 Action Learning Practicum III (ALP III)**
In the third quarter of the practicum, students will:
- Continue to engage in a specific issue with stakeholders
 - Continue to apply skills and tools learned earlier in the year to real world issues
 - Finalize plans for launch and/or implementation
- (3 credits) Prerequisites: ALP 551 and ALP 552
- MGT 578 Management I: Engaging Complex Organizational Systems**
This course examines the role and nature of systems embedded in organizations and those of which the organization is a part. Human systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. The purpose of this course is to enhance understanding of organizational systems, public or private, and the impact of those systems on management action. (3 credits)

MGT 579 Management II: Management in a Changing World

This is the second course in the Management series. While each section will differ by context, we advocate that the management challenges for every sector (business start-up, large organization change and community) require a common set of skills and competencies. It covers community, entrepreneurial and organizational dynamics, including management within systems, complexity, power and politics; system and functional structures; adaptive leadership and generative management skills; stakeholder assessment and communication skills related to project management and staff relations; motivational and relationship theories; diversity perspectives; fiscal accountability; and talent management, including recruitment, training and retention of employees, teams and clients. (3 credits) Prerequisite: MGT 578 or faculty permission

LEADERSHIP AND PERSONAL DEVELOPMENT (LPD: YEARS 1 and 2)

LPD 511 Leadership and Personal Development (LPD) A/B/C/D/E/F

LPD 511 LPD meets for six quarters over two years. To cultivate learning community and leadership skills, the curriculum is designed to support personal awareness and growth while increasing the capacity to work collaboratively and as individuals. The course design continues to evolve based on current leadership and personal development practices and research. Topics have included identifying and shifting limiting mental models, creating frameworks of possibility, Polarity Management, Appreciative Inquiry, navigating difficult conversations, adult developmental theory, story, personal development planning, and peer coaching. (1 credit per course for a total of 6 credits) Prerequisites: LPD courses must be taken in order, LPD 511 through LPD 516.

UPPER LEVEL ELECTIVES

FIN 561 Capital Markets and the Financial System

This course focuses on the operation of global capital markets, their relationship to the global economy, their central role in the recent/current economic crisis, and implications for public policy and ethics. The course will look at the history of capital markets, recent developments in financial engineering, and alternative capital regimes that have been proposed to address market failures and abuses. (3 credits) Prerequisites: COR 530 -or- ACCT 553M and FIN 554M -or- faculty permission.

FIN 562 Capital Structure of the Firm

This course explores topics relevant to both entrepreneurial and corporate finance, including: the cost, sources and appropriate uses of debt, equity and internal capital; specialized financial vehicles, business valuation; venture capital agreements and initial public offerings (IPOs); and the accountability of boards. There is a special emphasis on appropriate sources of funds for social enterprises and other "for-benefit" opportunities. (3 credits) Prerequisites: COR 530 -or- ACCT 553M and FIN 554M -or- faculty permission.

FIN 563 Financial Analysis

This course offers a strong introduction to both conventional financial statement analysis and socially responsible investment (SRI) analysis. The financial focus is on using financial accounting information to evaluate the economic strengths and weaknesses of a firm, while the SRI focus is on using information from multiple sources to evaluate the firm's performance on various ESG (environmental, social, governance) metrics. (3 credits) Prerequisites: COR 530 -or- ACCT 553M and FIN 554M -or- faculty permission.

ELC 566I Dal LaMagna Series on Responsible Capitalism: Study Tour

Study tour focusing on topics in sustainability and social justice. Taught by PGS faculty. Includes pre- and post-tour activities. (3 credits)

ELC 568 Creativity & Innovation

Principles and practices of creativity. Individual and group creativity. Generating and screening ideas. Translating personal values into career and vocation.(3 credits)

MGT 599 Independent Study

Research and readings conducted one-on-one with faculty. Variable credits as contracted with faculty and approved by the Executive Dean. NOTE: Independent Study courses are offered in exceptional cases only.

MBA
in
SUSTAINABLE
SYSTEMS
Hybrid Program

MGTC Certificate in Cooperative Management
561-565 (see page 38 for course descriptions)

SESC 561- Certificate in Sustainable Energy Solutions
564 (see page 34 for course descriptions)

SFAC 561- Certificate in Sustainable Food and Agricultural Systems
564 (see page 36 for course descriptions)

Please note that not all electives will be offered in all years. Additional electives may be offered and will be defined closer to the year in which they will be offered.

EXPLANATION OF COURSE NUMBERING SYSTEM

PGS Seattle's graduate courses are numbered 500 to 599 inclusive. PGS Seattle's MBA and Certificate programs are open to graduate and post-baccalaureate students who have met PGS Seattle's admission requirements.

Courses in the MBA in Sustainable Business program are designated by 4- and 3-letter codes as follows:

- ACCT: Accounting
- FIN: Finance
- ECON: Economics
- ELC: Elective
- LPD: Leadership and Personal Development
- MGMT: Management
- MGT: Management
- MKTG: Marketing

Courses in the MBA in Sustainable Systems program are designated by 3-letter codes as follows:

- ALP: Action Learning Practicum
- COR: MBA Core
- ELC: Elective
- FIN: Finance
- LPD: Leadership and Personal Development
- MGT: Management

Certificate courses when offered (which are also MBA electives) are designated by 4-letter codes as follows:

- MGTC: Certificate in Cooperative Management and (formerly) Certificate in Sustainable Business
- SESC: Certificate in Sustainable Energy Solutions
- SBDC: Certificate in Sustainable Building Development
- SFAC: Certificate in Sustainable Food and Agricultural Systems

COURSE SEQUENCES AND SCHEDULES

Detailed course sequences and schedules by program and cohort are available on the Student Life Portal in Ember. Please also see page 40 for a listing of courses offered in 2016-2017.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions. Students planning to transfer credits to another institution should check with the receiving school's admission office regarding their credit transfer policies.

NON-MATRICULATED STUDENT OPPORTUNITIES

Non-matriculated students may be eligible to enroll in certain courses within PGS Seattle's MBA and Certificate programs, with Registrar and faculty approval.

GRADUATE CERTIFICATE PROGRAMS

In addition to its MBA programs, PGS Seattle offers three graduate Certificate programs: Certificate in Sustainable Energy Solutions; Certificate in Sustainable Food and Agricultural Systems; and Certificate in Cooperative Management.

TUITION AND RELATED COSTS

A non-refundable application fee of \$75 is due at the time of application to the program. Upon acceptance to the program, a tuition deposit of \$250 is required to guarantee a place in the program. The deposit will be applied to first-quarter tuition upon registration. This deposit is non-refundable should the accepted applicant later choose not to enroll. Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class. Expenses for books, course materials, parking and other course-related costs are not included in tuition. Tuition and fees for 2016-2017 are listed on page 44 and on the website at www.pinchot.edu. Tuition and fees are subject to change.

CERTIFICATE CREDIT TRANSFER TO MBA PROGRAMS

Credits earned in the Certificate in Sustainable Energy Solutions, Certificate in Sustainable Food and Agricultural Systems and Certificate in Cooperative Management programs are transferrable as elective credits to PGS Seattle MBA programs. Admission to a Certificate program does not constitute admission to an MBA program. Certificate students or alumni may apply for admission to MBA programs following the same procedures for all MBA applicants. A maximum of 12 Certificate credits may be applied to MBA requirements. The eligibility period for which Certificate credits may be applied to satisfy MBA requirements is five years from the time those credits were earned. Please note that, due to the difference in tuition rates for Certificate programs and for MBA programs, a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions. Students planning to transfer credits to another institution should check with the receiving school's admission office regarding their credit transfer policies.

NON-MATRICULATED STUDENT OPPORTUNITIES

Non-matriculated students may be eligible to enroll in certain courses within PGS Seattle's MBA and Certificate programs, with Registrar and faculty approval.

EXPLANATION OF CERTIFICATE COURSE NUMBERING SYSTEM

Graduate courses are numbered 500 to 599 inclusive. Certificate in Sustainable Energy Solutions courses are designated by the 4-letter code SESC. Certificate in Sustainable Food & Agricultural Systems courses are designated by the 4-letter code SFAC. Certificate in Cooperative Management courses are designated by the 4-letter code MGTC.

CLASS SCHEDULES AND FACILITIES

Monthly in-person class sessions in the Certificate in Cooperative Management, Certificate in Sustainable Energy Solutions and Certificate in Sustainable Food and Agricultural Systems programs are held at IslandWood during Fall, Winter and Spring quarters and occasionally at the Seattle Learning Site during Summer quarter. See page 24 for more information on these facilities.

See the 2016-2017 Academic Calendar: Certificate Programs on page 95 for monthly in-person class dates. Specific class times and locations are also available on the Student Life Portal in Ember and on course pages.

CERTIFICATE IN SUSTAINABLE ENERGY SOLUTIONS

The Certificate in Sustainable Energy Solutions is a unique four-course sequence offering an integrated and sustainability-oriented approach to the business administration in the realm of Sustainable Energy Solutions.

During the first quarter, students will become equipped with the basics necessary to navigate in this arena. The second quarter will survey all available technologies, providing students with an overview of each. Quarter three provides the framework within which students take a concept or idea for a new venture through business modeling, prototyping, customer validation, and finally, to making the “pitch.” Finally, students will undertake a practicum in quarter four, applying knowledge and abilities gained during quarters one, two and three.

COURSE DESCRIPTIONS

SESC 561 Understanding the Context for Change

This course presents the context within which Alternative and Renewable Energy options have emerged and grown as well as the current status of the industry in the US and the world. It explores the systemic and historical forces that have given birth to this field and examines the present state of the industry, including the philosophical underpinnings, the politics, and trends--technological, political and economic. Using both experiential exercises and more traditional assignments, students will be immersed in key concepts, language, science, all foundational for charting a career in Sustainable Energy Solutions. (3 credits)

SESC 562 Identifying Opportunities

This course presents a survey of all existing conventional and alternative technologies, their current state of development, rate of success and failure, financing possibilities and potential future. It also presents a possible platform for launching a project during quarter 3, Creating New Ventures. (3 credits) Prerequisite: SESC 561 or faculty permission

SESC 563 Creating New Ventures

This course provides the framework within which students take a concept or idea for a new venture through business modeling, prototyping, customer validation, and finally, to making the “pitch.” Students will draw from the various technologies and associated issues and opportunities surveyed in quarter 2. (3 credits) Prerequisites: SESC 561-562 or faculty permission

SESC 564 Action Learning Practicum

This practicum is designed to enable students to apply the concepts and tools learned during quarters one, two and three in an integrated real world project. This project may be a continuation of the project outlined in the third quarter, or it may be a more implementation-oriented project for a client outside the school. In this practicum, students will:

- Complete a refined iteration of the New Venture they worked on during the third quarter

OR

- Identify another real or potential energy-related project worthy of time and research
- Complete and to the extent possible execute a formal implementation plan for the project
- Design and, if possible, execute a stakeholder engagement plan for the project
- Make the business case for the project to the relevant audience(s)
- Present the project to the client, the class and a representative group of experts

(3 credits) Prerequisites: SESC 561-563 or faculty permission

PROGRAM REQUIREMENTS

To be awarded a Certificate in Sustainable Energy Solutions, Certificate students must complete all courses with a grade of CR (equivalent to an A or B), for a total of 12 credits. See Grades on page 79 for details on PGS Seattle’s grading scale.

PLEASE NOTE: MBA students seeking a Certificate in Sustainable Energy Solutions are required to complete SESC 561-563 with a grade of CR. For MBA in Sustainable Systems students, completion of ALP 551-553 with a grade of CR fulfills the necessary Action Learning Practicum (ALP) credits, provided the student’s focus within ALP 551-553 is in the field of sustainable energy. For MBA in Sustainable Business students, completion of MGT 569-570 with a grade of CR fulfills the necessary ALP credits, provided the student’s focus within MGT 569-570 is in sustainable energy.

COURSE SEQUENCE: Fall 2016 Start

QUARTER	COURSE	CREDITS
Fall 2016	SESC 561: Understanding the Context for Change	3
Winter 2017	SESC 562: Identifying Opportunities	3
Spring 2017	SESC 563: Creating New Ventures	3
Summer 2017	SESC 564: Action Learning Practicum	3
TOTAL CREDITS		12

INSTRUCTIONAL METHODS

The Certificate in Sustainable Energy Solutions program uses a combination of monthly in-person classes and distance learning instruction. Classes meet in person at IslandWood on three weekends during Fall, Winter and Spring quarters, with both synchronous and asynchronous distance learning instruction between monthly class sessions. During Summer quarter, classes meet through distance learning and at the Seattle Learning Site. This hybrid program design allows students from across the United States to participate in the Certificate program while continuing to live and work in their current place of residence.

Instruction will incorporate a variety of methodologies, including lectures by both faculty and guests, slide and video presentations, classroom and online discussion, field trips and individual and team projects.

CLASS SCHEDULES AND LOCATIONS

Monthly in-person class sessions in the Certificate in Sustainable Energy Solutions program are held at IslandWood during Fall, Winter and Spring quarters. Summer class sessions are held online or at the Seattle Learning Site. Please see page 24 for more information on these facilities. Please see the 2016-17 Academic Calendar: Certificate Programs on page 95 for class dates. Specific class times and locations are also available in Populi, on Ember and on individual course pages.

Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class. Students are responsible for arranging their own transportation to/from IslandWood. The ferry schedule for Seattle/Bainbridge Island is at www.wsdot.wa.gov/ferries. Taxis are available at the ferry landing for transportation to IslandWood.

CERTIFICATE IN SUSTAINABLE FOOD & AGRICULTURAL SYSTEMS

PGS Seattle's Certificate in Sustainable Food and Agricultural Systems program is a four-course sequence offering an integrated examination of food systems in the U.S. and the broader movement toward sustainable practices, innovation and whole-systems development.

During the first quarter, students will be introduced and become well-acquainted with the history and economics of industrial agriculture, relevant public policy, organic agriculture and each component of the current dominant food system, from farm to market. The second quarter provides a survey of new and emerging models of alternative agricultural and food systems. Quarter three gets at the issue of scale and explores how to "scale up" sustainable models and embedded practices to compete more successfully with the industrial agriculture system. Finally, students will undertake a practicum in the fourth quarter, applying knowledge and skills gained during first three quarters to real world projects.

COURSE DESCRIPTIONS

SFAC 561 The World Must Be Fed

This course provides an overview of the entire supply chain and begins the process of exploring the design of food and agri-business. It focuses on more fully understanding the dominant structure within which most food production and distribution currently takes place – that of an energy-intensive agriculture. It explores the current status of US and global agriculture, including trends, issues and public policy and examines each link along the supply chain: production, processing, distribution, sales and certifications. Making use of guest speakers and student-authored case studies and field trips, the course provides a solid introduction for the certificate and the context for recognizing business opportunities favoring a shift toward more sustainable food systems. (3 credits)

SFAC 562 Emerging Agricultural Alternatives

The purpose of this course is to acquaint students with new and emerging alternative food system models through field trips and a wide range of guest speakers. The course explores the history of some of the more established models, such as community supported agriculture, and the barriers to full emergence of others. (3 credits) Prerequisite: SFAC 561 or faculty permission

SFAC 563 Getting to Scale

The course explores the ways and means of scaling up new and emerging alternative food system models in order to be more competitive in the market place. Students will explore the possibilities at each step in the system: growing, processing, distribution, retail, marketing and financing. (3 credits) Prerequisites: SFAC 561-562 or faculty permission

SFAC 564 Action Learning Practicum

This practicum is designed to enable students to apply the concepts and tools learned during quarters one, two and three in an integrated real world project. In this practicum, students will:

- Identify a real or potential food systems project worthy of time and research
- Analyze and describe each step of the project from concept to financing and marketing.
- Make the business case for the project
- Present the project to a panel comprised of representatives from the sustainable food and ag systems industry, potential users or customers and the banking or finance community

(3 credits) Prerequisites: SFAC 561-563 or faculty permission

PROGRAM REQUIREMENTS

To be awarded a Certificate in Sustainable Food and Agricultural Systems, Certificate students must complete SFAC 561, SFAC 562, SFAC 563 and SFAC 564 with a grade of CR (equivalent to an A or B), for a total of 12 credits. See Grades on page 79 for details on PGS Seattle's grading scale.

PLEASE NOTE: MBA students seeking a Certificate in Sustainable Food and Agricultural Systems are required to complete SFAC 561-563 with a grade of CR. For MBA in Sustainable Systems students, completion of ALP 551-553 with a grade of CR fulfills the necessary Action Learning Practicum (ALP) credits, provided the student's focus within ALP 551-553 is in the field of sustainable food and agriculture. For MBA in Sustainable Business students, completion of MGT 569-570 with a grade of CR fulfills the necessary ALP credits, provided the student's focus within MGT 569-570 is in sustainable food and agriculture.

COURSE SEQUENCE: Program Start - Fall 2016

QUARTER	COURSE	CREDITS
Fall 2016	SFAC 561: The World Must Be Fed	3
Winter 2017	SFAC 562: Emerging Agricultural Alternatives	3
Spring 2017	SFAC 563: Getting to Scale	3
Summer 2017	SFAC 564: Action Learning Practicum	3
	TOTAL CREDITS	12

INSTRUCTIONAL METHODS

The Certificate in Sustainable Food and Agricultural Systems program uses a combination of monthly in-person classes and distance learning. Classes meet at IslandWood on three weekends during Fall, Winter and Spring quarters, with both synchronous and asynchronous distance learning between monthly class sessions. During summer quarter, classes meet through distance learning and at the Seattle Learning Site. This hybrid format allows students from across the United States to participate in the program while continuing to live and work in their current place of residence.

Instruction will incorporate a variety of methodologies, including lectures by both faculty and guests, slide and video presentations, classroom and online discussion, field trips and individual and team projects.

CLASS SCHEDULES AND FACILITIES

Monthly in-person class sessions in the Certificate in Sustainable Food and Agricultural Systems program are held at IslandWood during Fall, Winter and Spring quarters. Summer class sessions are held online or at the Seattle Learning Site. Please see page 24 for more information on these facilities. Please see the 2016-17 Academic Calendar: Certificate Programs on page 95 for class dates. Specific class times and locations are also available in Populi, on Ember and on individual course pages.

Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class. Students are responsible for arranging their own transportation to/from IslandWood. The ferry schedule for Seattle/Bainbridge Island is at www.wsdot.wa.gov/ferries. Taxis are available at the ferry landing for transportation to IslandWood.

CERTIFICATE IN COOPERATIVE MANAGEMENT

PGS Seattle offers a deep dive into the world of cooperative management through the Certificate in Cooperative Management program. The 12-credit four-course sequence provides:

- an introduction to the history and principles of the international cooperative movement, as well an overview of the industry sectors and cooperative types most common in the US;
- a thorough exploration of the legal, governance, and finance issues unique to the cooperative sector. Students will examine issues related to membership, member investment, dividends, profit sharing, personal exit strategies, multiple classes of stock, outside investors, and financing strategies;
- an examination of the general topic of managing in a democratic workplace, with a particular focus on the special challenges of employee engagement and empowerment in the cooperative sector. Topics covered include leadership, coaching, meeting facilitation, collaborative decision-making, and conflict management;
- an opportunity to undertake a “real world” project in the cooperative sector.

COURSE DESCRIPTIONS

MGTC 561C Introduction to the Cooperative Sector

This course provides an introduction to the history and principles of the international cooperative movement, as well an overview of the industry sectors and cooperative types most common in the US. Topics include worker-owned cooperatives, producer (agricultural) cooperatives, purchasing cooperatives, consumer cooperatives, credit unions, housing cooperatives and utilities. (3 credits)

MGTC 562C Governance and Finance in the Cooperative Sector

This course offers a thorough exploration of the legal, governance, and finance issues unique to the cooperative sector. Students will examine issues related to membership, member investment, dividends, profit sharing, personal exit strategies, multiple classes of stock, outside investors, and financing strategies. (3 credits) Prerequisite: MGTC 561C or faculty permission

MGTC 563C Managing the Cooperative Enterprise

This course looks at the general topic of managing in a democratic workplace, with a particular focus on the special challenges of employee engagement and empowerment in the cooperative sector. Topics covered include leadership, coaching, meeting facilitation, collaborative decision-making, and conflict management. (3 credits) Prerequisites: MGTC 561C and MGTC 562C or faculty permission

MGTC 564C Cooperative Practicum

This course is the capstone project for the Certificate in Cooperative Management. Students who are taking the certificate outside the MBA program must complete this course in order to obtain a certificate. Students who are completing the certificate as part of their MBA program may fulfill the practicum requirement through their year-long Action Learning Project (ALP). (3 credits) Prerequisites: MGTC 561C, MGTC 562C and MGTC 563C or faculty permission

MGTC 565C International Cooperative Field Study

This international study tour is an alternative to the capstone practicum for the Certificate in Cooperative Management. It is open to all students in the Certificate program, as well as to other members of the PGS community and the general public. The destination(s) will vary from one year to the next, but will most likely include Mondragon, Spain, and/or Emilia Romagna, Italy. (3 credits) Prerequisites: MGTC 561C, MGTC 562C and MGTC 563C or faculty permission

PROGRAM REQUIREMENTS

To be awarded a Certificate in Cooperative Management, Certificate students must complete MGTC 561C-563C plus MGTC 564C -or- MGTC 565C with a grade of CR (equivalent to an A or B), for a total of 12 credits. See Grades on page 79 for details on PGS Seattle’s grading scale.

PLEASE NOTE: MBA students seeking a Certificate in Cooperative Management are required to complete MGTC 561C-563C with a grade of CR. For MBA in Sustainable Systems students, completion of ALP 551-553 with a grade of CR fulfills the necessary Action Learning Practicum (ALP) credits, provided the student’s focus within ALP 551-553 is in the field of cooperative management. For MBA in Sustainable Business students, completion of MGT 569-570 with a grade of CR fulfills the necessary ALP credits, provided the student’s focus within MGT 569-570 is in cooperative management.

COURSE SEQUENCE: Fall 2016 Start

QUARTER	COURSE	CREDITS
Fall 2016	MGTC 561: Introduction to the Cooperative Sector	3
Winter 2017	MGTC 562: Governance & Finance in the Cooperative Sector	3
Spring 2017	MGTC 563: Managing the Cooperative Enterprise	3
Summer 2017	MGTC 564: Cooperative Practicum	3
	-or-	
	MGTC 565: International Cooperative Field Study	3
	TOTAL CREDITS	12

INSTRUCTIONAL METHODS

The Certificate in Cooperative Management program uses a combination of monthly in-person classes and online instruction. Classes meet at IslandWood on three week-ends during Fall, Winter and Spring quarters, with both synchronous and asynchronous distance learning between monthly class sessions. During summer quarter, classes meet through distance learning and at the Seattle Learning Site. This hybrid course design allows students from across the United States to participate in the Certificate program while continuing to live in their current place of residence.

Instruction will incorporate a variety of methodologies, including lectures by both faculty and guests, slide and video presentations, classroom and online discussion, field trips and individual and team projects.

CLASS SCHEDULES AND FACILITIES

Monthly in-person class sessions in the Certificate in Cooperative Management program are held at IslandWood during Fall, Winter and Spring quarters. Summer class sessions are held online or at the Seattle Learning Site. Please see page 24 for more information on these facilities. Please see the 2016-17 Academic Calendar: Certificate Programs on page 95 for class dates. Specific class times and locations are also available in Populi, on Ember and on individual course pages.

Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class. Students are responsible for arranging their own transportation to/from IslandWood. The ferry schedule for Seattle/Bainbridge Island is at www.wsdot.wa.gov/ferries. Taxis are available at the ferry landing for transportation to IslandWood.

2016-2017 COURSE LIST BY QUARTER

Note: Course offerings and schedule are subject to change. Please check the Student Life Portal in Ember for updates.

FALL QUARTER 2016

Course #	Program *	Course Title
ACCT 553S	SB-M	Triple Bottom Line Accounting for Sustainability
ALP 551	SS-H	Action Learning Practicum I
COR 510	SS-H	Capitalism in Context
FIN 561	SS-H, SB-M	Capital Markets and the Financial System
LPD 511	SS-H, SB-M	Leadership and Personal Development A
LPD 514	SS-H	Leadership and Personal Development D
LPD 515	SB-M	Leadership and Personal Development E
MGMT 560S	SB-M	Business Modeling and Decision Analysis for Sustainability
MGMT 564M	SB-M	Operations Management
MGT 570	SB-M	Entrepreneurship and Intrapreneurship II
MGTC 561C	C-CM	Introduction to the Cooperative Sector
SESC 561	C-SES	Sust Energy: Understanding the Context for Change
SFAC 561	C-SFS	Sust Food and Ag: The World Must Be Fed

WINTER QUARTER 2017

Course #	Program *	Course Title
ALP 552	SS-H	Action Learning Practicum II
COR 520	SS-H	Values and Value Creation
FIN 562	SS-H, SB-M	Capital Structure of the Firm
LPD 512	SS-H, SB-M	Leadership and Personal Development B
LPD 515	SS-H	Leadership and Personal Development E
LPD 516	SB-M	Leadership and Personal Development F
MGMT 560M	SB-M	Business Modeling and Decision Analysis
MGT 578	SS-H	Management I: Engaging Complex Organizational Systems
MGTC 562C	C-CM	Governance and Finance in the Cooperative Sector
MKTG 561M	SB-M	Marketing and Sales
MKTG 561S	SB-M	Marketing for Sustainability
SESC 562	C-SES	Sust Energy Solutions: Identifying Opportunities
SFAC 562	C-SFS	Sust Food and Ag: Emerging Agricultural Alternatives

SPRING QUARTER 2017

Course #	Program *	Course Title
ACCT 553M	SB-M	Financial and Managerial Accounting
ALP 553	SS-H	Action Learning Practicum III
COR 530	SS-H	Means and Measures
FIN 563	SS-H	Financial Analysis
LPD 511	SB-M	Leadership and Personal Development A
LPD 513	SS-H, SB-M	Leadership and Personal Development C
LPD 516	SS-H	Leadership and Personal Development F
MGMT 560S	SB-M	Business Modeling & Decision Analysis for Sustainability
MGMT 552M	SB-M	Systems Thinking in Action
MGT 579	SB-H	Management II: Management in a Changing World
MGTC 563C	C-CM	Managing the Cooperative Enterprise
MKTG 561S	SB-M	Marketing for Sustainability
SESC 563	C-SES	Sust Energy Solutions: Creating New Ventures
SFAC 563	C-SFS	Sust Food and Ag: Getting to Scale

SUMMER QUARTER 2017

Course #	Program *	Course Title
ACCT 553S	SB-M	Triple Bottom Line Accounting for Sustainability
ELC 568	SS-H, SB-M	Creativity and Innovation
FIN 554M	SB-M	Finance
LPD 512	SB-M	Leadership and Personal Development B
MGMT 563M	SB-M	Strategy and Implementation
MGMT 563S	SB-M	Strategy and Sustainability
MGMT 564S	SB-M	Sustainable Operations
MGTC 564C	C-CM	Cooperative Practicum
MGTC 565C	C-CM	International Cooperative Field Study
SESC 564	C-SES	Sust Energy Solutions: Action Learning Practicum
SFAC 564	C-SFS	Sust Food and Ag: Action Learning Practicum

*** PROGRAMS**

Program	Program Title	Format	Location
SB-M	MBA in Sustainable Business	Metro	Seattle
SS-H	MBA in Sustainable Systems	Hybrid	IslandWood/online
C-SES	Certificate in Sustainable Energy Solutions	Hybrid	IslandWood/online
C-SFS	Certificate in Sustainable Food & Agricultural Systems	Hybrid	IslandWood/online
C-CM	Certificate in Cooperative Management	Hybrid	IslandWood/online

COURSE EQUIVALENCIES

The following table lists course equivalencies within PGS Seattle’s MBA and Certificate programs. Please see page 74 for more information on transferring between PGS Seattle’s MBA programs and page 33 for more information on transferring PGS Seattle Certificate credits to PGS Seattle MBA programs.

Please note that, in special circumstances, additional courses may be eligible for transfer from one PGS Seattle program to another. Please contact the Registrar with further questions regarding credit transfer among PGS Seattle programs.

Course No.	Course Number: Title
MGMT 558M	equivalent to MGT 578: Mgmt I: Engaging Complex Organizational Systems
FIN 562	equivalent to FIN 554M: Finance



Tuition, Fees & Financial Aid

Chapter Three

TUITION & FEES 2016-2017

Tuition and fees for 2016-2017 are detailed below and on the PGS Seattle website at www.pinshot.edu. Expenses for books, readings and course materials, parking and other course-related costs are not included in tuition. Tuition and fees are subject to change.

2016-2017 Tuition & Fee Details	
PROGRAM	Tuition Cost
MBA in Sustainable Systems (Hybrid MBA)	\$970 per credit
MBA in Sustainable Business (Metro MBA)	\$970 per credit
Certificate in Sustainable Energy Solutions	\$430 per credit
Certificate in Sustainable Food/Ag Systems	\$430 per credit
Certificate in Cooperative Management	\$430 per credit
IslandWood Room and Board per Quarter	Cost per Quarter
Single Room with Meals	\$2,670
Double Room with Meals	\$2,160
Triple Room with Meals	Not Available
Quad Room with Meals	\$1,460
Meals Only *	\$765
Saturday lunches/snacks (Certificate students)	\$115
<i>* PLEASE NOTE: "Meals Only" (no lodging) requires permission of the Executive Dean.</i>	
Orientation Fee	One-time Cost
MBA in Sustainable Systems (Hybrid MBA)	\$750 **
MBA in Sustainable Business (Metro MBA)	\$750 **
<i>** Refunded with a minimum of one week's notice.</i>	
Incidental Fees	Cost
Schedule Adjustment (Add/Drop) per class	\$25
Incomplete (per class each quarter)	\$500
Incomplete Extension	\$500
Leave of Absence: MBA	\$150 one-time cost
Leave of Absence: Certificate	\$75 one-time cost
Reinstatement	\$0
Late Payment Fee	\$100
Payment Plan Fee	\$20 per month
Credit/Debit Card Payment Fee	2% of total transaction
Late Registration Fee	\$100
Loan Registration Fee	\$35
Institutional Loan Origination Fee (when account balance is converted to a PGS Institutional Loan) *non aid students	\$200
Institutional Loan Interest Rate	6.8% of balance
Dishonored Checks	\$50
Graduation Fee - MBA	\$95
Graduation Fee - Certificate	\$45
Transcripts	\$10
Transcripts Rush	\$25
Credit Transfer from Certificate to MBA	\$250 per credit

PAYMENT OPTIONS

Please note: Presidio Graduate School appreciates payment by check or electronic funds transfer (EFT). A convenience fee of 2.00% will be charged for payment by credit card (Visa or Mastercard) and ATM / debit card. This fee will be added to your total payment and is non-refundable. To pay by credit or debit card, please call Student Business Services at (415) 655-8948.

QUARTERLY PAYMENTS

Full tuition/fees are due by the quarterly due date. This option incurs no additional fees. Quarterly due dates are shown on the 2016-2017 Calendars (pages 94-95), and are as follows:

QUARTER	TUITION/FEES DUE DATE
Fall 2016	August 30, 2016
Winter 2017	November 29, 2016
Spring 2017	February 27, 2017
Summer 2017	May 30, 2017

Please note that course fees (other than tuition) for courses such as ELC 568: Creativity and Innovation, ELC 566I: Dal LaMagna Series on Responsible Capitalism: Study Tour and MGTC 565C: International Cooperative Field Study may have special due dates, which will be disclosed in advance when the course is arranged.

MONTHLY PAYMENT PLANS

To establish a monthly payment plan, students must contact the Student Accounts Office at least one week prior to the quarterly tuition due date. A late fee will be assessed if the first payment is not received by the tuition due date.

- Quarterly tuition and fees must be paid in full before the end of the quarter.
- Payment plans for quarterly costs can be established for no more than four equal installments, first installment to occur on the tuition due date. The remaining installments will be processed on the first Friday of each month.
- Payment plans must be via ACH/EFT or credit card on file.
- Each payment plan installment will incur a payment plan fee, e.g., if there are three installments, there will be three payment plan fees assessed.

TUITION DISCOUNTS FOR GROUPS

Group discounts are available for three or more students who work for the same employer, from a 5% tuition discount for groups of 3-6 students to a 10% tuition discount for seven or more students from the same employer. This discount is not available to students receiving institutional financial aid.

FINANCIAL AID OVERVIEW

Presidio Graduate School (PGS) participates with federal, state and private agencies to make various financial aid programs available to students. Financial assistance (financial aid) awarded through PGS may consist of a combination of institutional scholarships and grants, state aid programs, federal and private loans and/or part-time work-study opportunities for those who qualify. Students wishing to apply for financial assistance are required to complete the Free Application for Federal Student Aid (FAFSA). Applying for financial aid is a detailed process that requires careful completion of forms, attention to deadlines and quick response if additional information is required.

PLEASE NOTE: Aid cannot be calculated until the financial aid application packet is complete. It is the student’s responsibility to check that their application has been received in its entirety.

Please direct all financial aid questions to:	Student Business Services sbs@presidio.edu
Submit all written correspondence and financial aid materials to:	Presidio Graduate School Student Business Services 1202 Ralston Avenue, Suite 300 San Francisco, CA 94129

Students receiving financial aid are responsible for reading the policies below. Financial aid policies and procedures are subject to change and may change without notice. For the current information, please see the website at www.pinshot.edu.

Financial assistance (financial aid) awarded through PGS Seattle may consist of a combination of institutional scholarships and grants, state aid programs, loans and/or part-time work-study opportunities for those who qualify. Different forms of financial aid are explained later in this section.

Students complete the FAFSA and the PGS Seattle Institutional Application for Financial Aid to apply for financial assistance. Both documents are discussed in detail later in this section. Students will receive an award letter from PGS Seattle, describing their Financial Aid Package. Financial aid funds are usually sent directly to PGS Seattle. Students who are awarded aid in excess of their educational expenses will be stipended the overage shortly after the credit is created. This overage can be used to meet indirect educational expenses.

If the financial aid award is not sufficient to cover a student’s educational expenses, the student must pay the difference in full by the payment deadline, or sign up for a monthly payment plan. Students who have applied for financial aid and have been awarded aid are not required to make a payment by the payment deadline provided their aid is sufficient to cover their tuition charges and all required paperwork has been completed and received.

Students who do not have FAFSA confirmation and have not submitted all other requested financial aid documentation are required to make an initial payment of at least 33 percent by the payment deadline to secure their place in class. Upon receipt of a student’s financial aid funds, any credit balance on the account will be stipended to the student within 14 days.

ESTIMATED COST OF ATTENDANCE (COA) BUDGET

The cost of attendance budget, also referred to as the cost of education, is an estimate of the total amount of money it will cost a student to attend school per academic year. In addition to helping a student project his/her total education costs, the

FINANCIAL AID INFORMATION

cost of attendance budget is also used to determine the maximum amount of financial aid a student is allowed to receive for a particular period of enrollment.

PGS Seattle calculates the cost of attendance using rules established by the U.S. Department of Education. The cost of attendance budget includes tuition and fees, books and supplies, loan fees, an allowance for food, housing and transportation, as well as miscellaneous or personal expenses. Extraneous costs not directly related to the completion of a student’s course of study, such as car payments and cell phone bills, are not included.

The cost of attendance (COA) budget varies, depending on the program of study and the length of enrollment. The table below shows a listing of estimated COA budgets per academic year for full-time PGS Seattle students. These costs are effective Fall 2016 and are subject to change.

Program	COA	Tuition	Lodging	Books	Supplies	Living Expenses	Transportation	Loan Fees
MBA Sustainable Systems full-time	\$44,510	\$29,100 ¹	\$4,380 ²	\$250	\$100	\$9,000	\$1,080	\$600
MBA Sustainable Systems half-time	\$32,370	\$17,460 ³	\$4,380 ²	\$100	\$50	\$9,000	\$1,080	\$300
MBA Sustainable Business full-time	\$43,130	\$29,100 ⁴	N/A	\$250	\$100	\$12,000	\$1,080 ⁵	\$600
MBA Sustainable Business half-time	\$29,050	\$15,520 ⁶	N/A	\$100	\$50	\$12,000	\$1,080 ⁵	\$300
Certificate programs, graduate	\$18,640	\$ 5,160 ⁷	N/A	\$50	\$50	\$12,000 ⁸	\$1,080 ⁵	\$300

- 1 COA based on tuition for 10 credits per quarter over 9 month/3 quarter enrollment
- 2 Based on quad occupancy and full meals at IslandWood
- 3 COA based on tuition for 6 credits per quarter over 9 month/3 quarter enrollment
- 4 COA based on average tuition of MBA in Sustainable Business students over 12-month/4-quarter enrollment
- 5 Average cost based on public transportation
- 6 COA based on 4 credits per quarter over 12-month/4-quarter enrollment
- 7 COA based on 3 credits per quarter over 12 months/4 quarter enrollment
- 8 Includes Saturday lunches and snacks at IslandWood for Fall/Winter/Spring quarters (\$115/quarter)

FINANCIAL ASSISTANCE

PGS Seattle participates with federal, state and private agencies to make various financial aid programs available to students. However, the primary responsibility for financing a college education rests upon the student.

TYPES OF FINANCIAL ASSISTANCE

INSTITUTIONAL GRANTS

Institutional grants are financial awards that do not have to be repaid. They are based on need, meaning that whether or not a student qualifies will be determined by their Estimated Family Contribution (EFC). All students with a \$0 EFC are automatically awarded \$1000 per year.

SCHOLARSHIPS

Scholarships funds are provided by PGS Seattle and a variety of government, civic and professional organizations. Scholarships are awarded in recognition of outstanding student achievement in academics, community service, and demonstrated leadership abilities.

Scholarships for MBA Students

PGS Seattle’s scholarship selection process awards applicants with strong leadership capacity, community engagement skills and desire to become a change agent for a better future. View specific scholarships below for further details on requirements and

**FINANCIAL AID
INFORMATION:
Scholarships**

application process. Scholarship funds are provided by PGS Seattle. In 2016-2017, PGS Seattle has a total of \$645,000 available to award in scholarships. Scholarships do not apply to room-and-board costs or non-tuition related expenses. Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of full-time enrollment while receiving awards

Basic Eligibility Requirements

- Students must be enrolled at least half-time in a PGS Seattle MBA program.
- Students must maintain Satisfactory Academic Progress.
- Students cannot be receiving financial aid from another institution.
- Students cannot be receiving full tuition reimbursement. If a student is eligible to receive partial corporate tuition reimbursement, you may still apply, but your award, if any, may be reduced proportionately.

Scholarship Application Deadlines

Scholarship application deadlines for all scholarships for 2016-2017 are as follows:

Priority Deadline	Regular Deadline	*Final Application Deadline
February 1, 2016	May 3, 2016	September 5, 2016 <i>* Scholarships are not guaranteed for final deadline applicants, and are only granted if funds remain available. Note that Certificate programs are not eligible for institutional scholarships.</i>

Notification and Acceptance

PGS Seattle will notify students of scholarship awards by February 12, 2016 for Priority Applications and by May 24, 2016 for Regular Applications. We ask that applicants notify us as soon as they decide if they are accepting their offer of admissions and scholarship award. We ask that Priority Applicants notify us no later than May 23, 2016 and that Regular Applicants notify us by July 13, 2016. Scholarship recipients should respond no later than their appropriate deadline to accept their scholarship. If recipients do not accept their scholarship, the funds are redistributed to other applicants.

Scholarships Available

In 2016-2017, PGS Seattle has a total of \$645,000 available to award in scholarships, in amounts as follows:

Scholarship	Amount
Capa Diversity & Inclusion Scholarship	up to \$1,000
Pinchot Leadership Scholarship	up to \$7,500

Applicants may meet the eligibility requirements for multiple scholarships but may only apply for one scholarship. The applications are available on the PGS Seattle website at www.pinchot.edu. Scholarships will only be awarded to students enrolled at least half-time, for one academic year based on academic program. Scholarships are applied to tuition and fees only.

Before you apply: All scholarship applicants must have a complete Application for Admission including the Institutional Financial Aid Application on file to be considered. These applications are available on the PGS Seattle website at www.pinchot.edu.

SCHOLARSHIP DETAILS AND APPLICATION PROCESS

Capa Diversity and Inclusion Scholarship

The Capa Diversity and Inclusion Scholarship recognizes leadership in the areas of diversity, social justice, equal opportunity, civil rights and non-discrimination. Eligible applicants are current or future change agents in some facet of diversity.

**FINANCIAL AID
INFORMATION:
Scholarships**

Scholarships are awarded to individuals who have demonstrated commitment to working within diverse communities. This scholarship defines diversity as anything pertaining to (but not limited to) race, ethnicity, religion, age, gender, nation of origin, socioeconomic status, sexual orientation and/or physical ability.

Requirements: The Capa Diversity and Inclusion Scholarship is available to students in PGS Seattle MBA programs in the 2016-2017 academic year. Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of half-time enrollment while receiving this award.

Award Amount: The Capa Diversity and Inclusion Scholarship recipient will be awarded up to \$1,000, disbursed per credit over the duration of the recipient's program. This scholarship applies to tuition only and does not apply to non-tuition related expenses such as room-and-board.

Application Process: To apply for the Capa Diversity and Inclusion Scholarship, please submit the following to sbs@presidio.edu:

1. Completed Student Financial Records Form (available online at <http://pinchot.edu/apply/scholarships/>)
2. Completed Scholarship Application (available online at <http://pinchot.edu/apply/scholarships/>)
3. One- to two-page essay addressing the below prompt:
PGS Seattle's mission is to prepare learners from diverse backgrounds to design, lead, and evolve enterprises that contribute to the common good. With this mission and our institutional values of Community, Innovation, Integrity, Social Justice, Sustainability and Transformational Leadership in mind, please discuss how an MBA degree from PGS will prepare you for your future.

The Capa Diversity and Inclusion Scholarship can only be combined with the Pinchot Leadership Scholarship.

The Pinchot Leadership Scholarship

The Pinchot Leadership Scholarship recognizes leadership, creativity and community engagement. Eligible applicants are future or current leaders within their community or business organization.

Scholarships are awarded to individuals demonstrating a commitment to PGS Seattle's values: community, innovation, integrity, social justice, sustainability and transformational leadership.

Requirements: Pinchot Leadership Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of half-time enrollment in a PGS Seattle MBA program while receiving this award. The Pinchot Leadership Scholarship can only be combined with the Capa Diversity Scholarship.

Award Amount: The Pinchot Leadership Scholarship recipient will be awarded up to \$7,500. This scholarship applies to tuition only and does not apply to non-tuition related expenses such as room-and-board. The total amount of the award will be disbursed over the duration of the MBA program.

Application Process: To apply for the Pinchot Leadership Scholarship, please submit the following to financialaid@pinchot.edu:

1. Completed Student Financial Records Form (available online at <http://pinchot.edu/apply/scholarships/>)
2. Completed Scholarship Application (available online at <http://pinchot.edu/apply/scholarships/>)
3. One- to two-page essay addressing the below prompt:
PGS Seattle's mission is to prepare learners from diverse backgrounds to design, lead, and evolve enterprises that contribute to the common good. With this

mission and our institutional values of Community, Innovation, Integrity, Social Justice, Sustainability and Transformational Leadership in mind, please discuss how an MBA degree from PGS will prepare you for your future.

This scholarship applies to tuition only and does not apply to non-tuition related expenses such as room-and-board. The total amount of the award will be disbursed over the duration of the MBA program.

LOANS

A loan is financial aid that must be repaid to the lending institution. Eligibility, interest rates, payment deferment periods (if any) and loan amounts vary by the type of loan the student obtains. Loans are available in several forms, as briefly explained below.

Federal (Title IV) Loans

- Federal Unsubsidized Direct Loan: This is a fixed rate loan, administered by the federal government, and is not based on need. PGS must certify the student's eligibility for the amount borrowed. Payments may be deferred while the student is enrolled; however, interest accrues on the loan during that time.
- Federal Grad PLUS: This loan is for students in the MBA programs who need additional funds and who meet Federal eligibility requirements. The interest rate is fixed, and interest accrues while the student is in school. There are credit requirements for this loan.

All of the loans described above are subject to borrowing limits. For further information and details on the grants, scholarships and loans previously described, please visit the PGS Seattle website at www.pinshot.edu or contact the Financial Aid Office.

MILITARY EDUCATION BENEFITS

PGS will gladly accept VA education benefits, including but not limited to the Post 9/11 GI Bill. The federal Department of Veterans Affairs website is the best source for information about all VA Educational Benefits Programs.

APPLYING FOR FINANCIAL ASSISTANCE

The Free Application for Federal Student Aid (FAFSA) helps to determine the amount of assistance for which a student is eligible. The FAFSA is used to collect personal and financial information which is used to calculate financial need and determine eligibility for financial aid. This analysis takes into account factors such as income, assets, number of family members in the household and the number of family members enrolled in college.

All students who wish to be considered for financial aid assistance must establish financial aid eligibility on an annual basis. The financial aid year varies between programs as listed below. Determining financial aid eligibility includes completing the application process as outlined below and meeting the Satisfactory Academic Progress standards outlined on pages 53-55. Students must be enrolled at least half-time to be eligible for most types of financial aid.

ELIGIBILITY REQUIREMENTS

To be eligible for federal financial aid, students must:

- Be a U.S. citizen or an eligible non-citizen;
- Have a valid Social Security number;
- Possess a high school diploma or a General Education Development (GED) certificate;
- If male, be registered with the Selective Service;
- Be enrolled at least half-time per quarter and maintain satisfactory academic progress in an eligible degree program at a school participating in federal financial aid programs (see below for more information);

**FINANCIAL AID
INFORMATION:**
Refunds
Deferment

- Demonstrate financial need (except for some loan programs);
- Sign a statement on the FAFSA certifying federal student aid will be used only for educational purposes;
- Not owe a refund on a federal student grant;
- Not in default on federal student loan;
- Not have borrowed in excess of the maximum allowed for federal loans;
- Not convicted for a drug offense that occurred while you were enrolled in school and receiving federal student aid.

Half-time Status

Students must be enrolled at least half-time in order to be eligible for federal financial aid. PGS Seattle defines full-time for all programs as 6 credits and half-time as 3 credits. Students must be enrolled in at least 3 credits to be eligible for federal financial aid.

WHEN TO APPLY

These steps are required to initiate and complete the financial aid application process:

1. Obtain a PIN from the U.S. Department of Education. This is necessary for completing the FAFSA online. A PIN can be requested at www.pin.ed.gov.
2. Complete the Free Application for Federal Student Aid (FAFSA) or the Renewal FAFSA online at www.fafsa.ed.gov. For Fall 2016, students must include Pinchot University's federal school code (041612) on the application.
3. Complete the PGS Seattle Institutional Financial Aid Application. The PGS Seattle Institutional Financial Aid Application is available online at www.pinchot.edu. Return the Institutional Financial Aid Application to Student Business Services (sbs@presidio.edu).

WHAT HAPPENS NEXT?

The Department of Education processes the student's FAFSA and sends the student a Student Aid Report (SAR). The Department of Education sends PGS a copy of the data called an Institutional Student Information Report (ISIR). The PGS Financial Aid Office uses the ISIR and Institutional Financial Aid Application to construct the student's financial aid package.

PGS will send the student's financial aid award letter to the mailing address listed on the student's record.

If the Federal Subsidized and/or Unsubsidized Direct Loans are part of the financial aid package, a loan entrance interview will be necessary. The student must also complete the Direct Loan Master Promissory Note and return it to the lender in order to receive Direct Loan funds.

FINANCIAL AID REFUND REDISTRIBUTION POLICY

All students receiving financial aid who withdraw completely from the program may have to return any refund amount to the appropriate Student Financial Aid Program in accordance with the refund distribution schedule which follows:

1. Federal Unsubsidized Direct Loan
2. Federal Grad PLUS
3. Other federal, state, private or institutional aid programs, if required by the program
4. Students

PGS will return unearned aid within 30 days of the date if:

- The student officially withdraws
- The student is dismissed, or
- The institution determines the student's withdrawal date, in the case of an unofficial withdrawal.

RETURN TO TITLE IV FUNDS POLICY

PGS is required to use the Department of Education's Return to Title IV Funds formula for all students who received Federal Title IV Aid. A calculation will be completed for all students who withdraw from PGS up through 60% of the enrollment period to determine the percentage of aid earned by a Title IV recipient based on the percentage of the period that the student completed. The amount of earned aid will be determined by applying the earned percentage to the total Title IV aid that was, or could have been, disbursed to the student. PGS then follows procedures to determine if disbursed aid exceeds earned aid, or if earned aid exceeds disbursed aid. Upon completion of the calculation, PGS will (where applicable):

- Return its share of unearned Title IV funds
- Notify the student of any Title IV grant overpayment due from the student, or
- Offer any post withdrawal disbursement not credited to the student's account

Returns will be made to the federal funds in the following order:

1. Federal Unsubsidized Direct Loan
2. Federal Subsidized Direct Loan
3. Federal Perkins Loan
4. Federal PLUS

This policy does not apply to Federal Work Study funds already earned by students.

Students may request a copy of the Return to Title IV policy from the Financial Aid Office. Any changes to the policy will be distributed to students, posted on bulletin boards and included in registration materials. Upon request, the Financial Aid Office will supply students with samples of Return to Title IV Funds calculations.

FINANCIAL AID REFUND POLICY

All student financial aid credits will be stipended to students not more than 14 days after the:

- Date on which the funds causing the overage are applied to the account
- First day of classes for the enrollment period for which the funds are intended, or
- Date the student requests the funds or rescinds permission for Presidio Graduate School to retain the funds¹

¹ *Federal Student Aid funds are awarded to students to pay current year charges. If the student gives written permission, Presidio Graduate School may hold funds on their account. Students may rescind this permission at any time. Any remaining balance on Federal Student Aid loan funds must be returned to students by the end of the loan period and any other remaining Federal Student Aid program funds must be returned by the end of the last payment period in the award year for which they were awarded. Students receiving federal financial aid who withdraw or drop below half-time will have any credit balance on their accounts returned to their lenders or to the appropriate financial aid program.*

LOAN DEFERMENT

Loan deferments are accepted by the Financial Aid Office and processed by the National Student Loan Clearinghouse.

SATISFACTORY ACADEMIC PROGRESS (SAP)

All PGS Seattle students must meet Satisfactory Academic Progress (SAP) requirements, based on federal and institutional requirements. Students receiving institutional and/or federal financial aid must maintain SAP in order to remain eligible for financial aid. Students must meet two academic standards in order to maintain SAP:

- successfully complete a minimum percentage of attempted credits each quarter of enrollment (based on program)
- complete degree within maximum time frame

SAP is assessed at the end of each quarter, following grade submission. Quarterly assessment of SAP is based on the successfully completed percentage of total attempted credit hours, as detailed in the table below. A grade of CR (equal to A or B letter grade) constitutes successful completion of a course. Grades that are considered unsuccessful include: NC (equal to C through F letter grades); I (Incomplete); WD (Withdrawal); and HW (Hardship Withdrawal). See Grades on page 79 for further details on PGS Seattle's grading scale.

MINIMUM QUARTERLY CREDIT COMPLETION RATES

To maintain SAP and remain eligible for financial aid, students must successfully complete a minimum percentage of attempted credits each quarter, as follows:

Program	Minimum Quarterly Completion Rate
MBA in Sustainable Systems (2-year)	MBA in Sustainable Systems (2-year) students must successfully complete at least 67% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
MBA in Sustainable Systems (3-year)	MBA in Sustainable Systems (3-year) students must successfully complete at least 57% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
MBA in Sustainable Business (9-quarter)	MBA in Sustainable Business (9-quarter) students must successfully complete at least 57% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
Certificate programs	Certificate students must successfully complete 100% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.

MAXIMUM TIME FRAME FOR DEGREE COMPLETION

PGS Seattle students are expected to finish their program within the maximum time frame, defined as 150% of the required number of credits for the program, as follows:

Program	Maximum Time Frame for Degree Completion
MBA in Sustainable Systems MBA in Sustainable Business	MBA students can receive financial aid for up to 90 attempted credits (150% of the required 60 credits).
Certificate programs	Certificate students can receive financial aid for up to 18 attempted credits (150% of the required 12 credits).

It is important to note that all credits that a student attempts are used to determine SAP status, no matter how long ago the courses were taken. This includes transfer credits and repeated courses. For example, if a student receives a grade of NC (No Credit) for a three-credit course and subsequently repeats the course, all six credits will be considered in SAP calculation.

Note that, for students who change programs, SAP status will be determined based on credits attempted and grades earned that count towards the student's new program. For students who have completed one program and then enroll in another program in order to earn an addition credential (e.g., who have completed a Certificate and then enroll in an MBA program), SAP status will be determined based on credits attempted and grades earned that count towards the student's new program.

Courses dropped before the schedule adjustment deadline will not be used to determine SAP status. See Calendars on pages 94-95 for schedule adjustment deadlines.

STUDENTS NOT MEETING SAP STANDARDS

If a student is unable to meet the SAP standards detailed above, the consequences are as follows:

WARNING		
Situation	Action	Reinstatement
A student has not successfully met SAP requirements at the end of the quarter. See above for SAP requirements by program.	The student will be placed on Warning for one quarter, allowing the chance to improve academic standing. The student will meet with an academic advisor to develop a plan to complete the course work. The student will be notified of the Warning via their @presidio email address. The student is still eligible for financial aid when on Warning.	If the student successfully meets SAP requirements in the quarter during which they are on Warning, the Warning status will subsequently be removed. If the student again fails to meet SAP requirements, the student will be placed on Suspension (see below).
SUSPENSION		
Situation	Action	Reinstatement
The student does not meet SAP requirements in the quarter during which they are on Warning.	The student is placed on Suspension. The student will meet with an academic advisor to develop a plan to complete the course work. The student will be notified of the Suspension via their @presidio email address. The student is not eligible to receive financial aid while on suspension.	If student successfully meets SAP requirements in the quarter during which they are on Suspension, the Suspension status will be removed and the student becomes eligible for financial aid in the following quarter. SAP APPEAL: Student on Suspension may file an appeal to be placed on Probation. See below re: appeals.
PROBATION		
Situation	Action	Reinstatement
The student on Suspension has submitted an SAP Appeal and the appeal has been granted by the Financial Aid Office.	The student will be placed on Probation for one quarter. The student will meet with an academic advisor to develop a plan to complete the course work. The student is eligible to receive financial aid while on Probation.	If the student successfully meets SAP requirements in the quarter during which they are on Probation, the Probation status will subsequently be removed. If the student fails to meet SAP requirements while on Probation, the student will again be placed on Suspension and will again have the right to appeal the Suspension.
ACADEMIC TERMINATION		
Situation	Action	Reinstatement
Student fails to resolve the Suspension within one year.	Student is no longer considered an enrolled student.	Student must reapply for admission if s/he wishes to continue the degree program.

SAP APPEALS

As above, if a student is placed on Suspension and is consequently not eligible for financial aid, the student has the right to appeal the suspension. The Financial Aid Office will consider appeals based on extenuating circumstances that prevented the student from successfully completing his/her last quarter of attendance.

If the SAP appeal is granted, the student will be placed on Probation for one quarter. If the SAP appeal is denied, the student must successfully meet SAP requirements in the quarter during which they are on Suspension and must pay for tuition and fees without the benefit of financial aid. Once the student has met SAP requirements for one quarter, the student may re-submit the appeal to be considered by the Financial Aid Office.

STEPS TO COMPLETE AN SAP APPEAL

Students wishing to appeal a Suspension must complete an SAP Appeal, as follows:

1. Complete the Satisfactory Academic Progress Appeal form, available from Student Business Services.
2. Provide a written explanation of the extenuating circumstance(s) that occurred during the prior quarter of attendance that prevented successful completion of all classes.
3. Provide supporting documentation. The Financial Aid Office will only review the materials that the student provides. It is the student's responsibility to thoroughly document the appeal. Appeals submitted without supporting documentation will take longer to review or will be denied.

The student will receive written notification of the decision from the Financial Aid Office via the student's PGS email address. If the student's appeal is denied, the student may appeal that decision by contacting the Executive Dean.

Please note that, if a student is waiting for a decision regarding an appeal and tuition and fees are due, the student must pay tuition and fees. Please see Payment Options on page 45 for more information.



Admission & Enrollment

Chapter Four

Our goal is to select a diverse group of students who have the highest potential to lead successful enterprises that build a better world.

MBA PROGRAM ADMISSION

PGS Seattle's admission process is designed to select applicants with strong academic backgrounds, capabilities, work and leadership experience and personal and professional goals aligned with PGS Seattle's mission. Prospective students often demonstrate their commitment to PGS Seattle during pre-admission communications addressing PGS Seattle's mission, program, learning community, faculty, classes, career planning and academic advising. This often involves discussions with faculty, administrators, students and alumni, campus visits and class observation.

MBA APPLICATION AND ADMISSION REQUIREMENTS

PGS Seattle students come prepared for an MBA program that will provide them with the knowledge, competencies, relationships and leadership development to succeed as leaders transforming our economic system towards sustainability. PGS Seattle's objective is to admit students who will contribute to our learning community and to the worldwide network of business leaders.

Evaluation for admission is based on verbal and written communication skills, reasoning and analytical ability, leadership potential, intellectual ability, interest in sustainability and fit with PGS Seattle's mission and learning pedagogy. Applicants demonstrate these criteria through the admissions process, application and interview. At least two years of work experience is recommended. Applicants must have a bachelor's degree or higher before applying for admission to PGS Seattle's MBA programs.

Application instructions and forms may found online at www.pinchot.edu. Applicants who do not have online access are asked to call PGS Seattle's office at 206.855.9559 so that alternative provisions can be made.

Application includes:

- Completed online application form
- Application fee
- Baccalaureate degree from an accredited institution
- Official transcripts from each institution attended where academic credits were received. *Applicants' correspondence with PGS Seattle (résumé, application, etc.) should be in agreement regarding all schools attended. (See policy below regarding foreign transcripts).*
- Two letters of recommendation from educational and/or professional contacts
- Two short essays (375-425 words each) in standardized required format which address the following:
 - a. Sustainability covers a wide variety of areas including food, renewable energy, organizational development and supply chain management, to name a few. In your specific area of interest, describe how you intend to contribute to the solution to the biggest challenges facing our society and businesses.
 - b. Describe a specific activity or organization in which you were directly involved as a leader or activist. What challenges did you face, how did you resolve them, what did the experience reveal as strengths and where did you discover opportunities for improvement?
- Résumé or CV
- Proof of graduate-level abilities in the form of one of the following items:
 - GMAT (institution code is J7J-LN) or GRE scores (institution code is 7500)
 - Transcripts showing completion of MBAmath.com with an average score of at least 80%
 - Applicants with five or more years of related managerial experience may request consideration from the Executive Dean, in writing, that their experience provides proof of ability to succeed academically
 - Existing Master's degree or higher (e.g., PhD, MD, JD)
- A personal interview with the Executive Dean
- Proficiency with computer technology and software
- English language proficiency (as required – see page 59 for more information)
- At least two years of work experience (recommended)

TRANSCRIPT INSTRUCTIONS

To obtain official transcripts, the applicant will need to contact the registrar’s office of each undergraduate and graduate school attended to request an official transcript.

Official transcripts must document:	<ul style="list-style-type: none"> • satisfactory completion of an undergraduate degree • courses completed at all schools • grades you received at all schools
Official transcripts must be:	<ul style="list-style-type: none"> • Issued and embossed by each school’s registrar • Sealed by each of the issuing schools (opened or tampered envelopes are not acceptable) • Sent directly from the issuing school to Presidio Graduate School at: Presidio Graduate School Attn: Admissions 1202 Ralston Avenue, Suite 300 San Francisco, CA 94129

Transcript envelopes that have been opened or tampered with or transcripts coming from any source other than the schools themselves are considered unofficial and therefore unacceptable. Transcripts “issued to student” are not considered to be official transcripts and are therefore unacceptable.

FOREIGN TRANSCRIPTS (including Canada)

Degrees and Studies Outside the United States, including Canada		
	Official Transcripts Required	FIS/WES Evaluation Required
Undergraduate Degree	Yes	Yes
Non-Degree coursework	Yes	No
Study Abroad Programs	No	No

Undergraduate Degree Transcripts

If an applicant received an undergraduate degree from a school outside of the U.S. (including Canada), PGS requires official transcripts to be submitted. Some schools outside the U.S. do not issue “official” transcripts as defined in Transcript Instructions above. If the school’s policy differs from PGS’s policy, the applicant will document the deviation and provide degree credentials to PGS as issued by the school. The applicant must exercise due diligence to request official transcripts from the school and provide any necessary documentation.

Official transcripts and/or foreign academic credentials (degree) will need to be evaluated by an approved agency recognized by the National Association of Credential Evaluation Services (NACES) such as FIS or WES to determine the degree equivalent within the U.S. educational system. The applicant will need to pay for and provide this evaluation. Please contact the Admissions Department for more information.

Non-Degree Coursework

If an applicant did coursework at a school outside of the U.S. (including Canada), PGS requires official transcripts to be submitted. If transcripts are not available, refer to the process for Undergraduate Degree Transcripts above.

PGS does not require NACES evaluation of non-degree coursework.

Study Abroad Programs

If an applicant did coursework through a Study Abroad Program offered by an undergraduate school in the U.S., transcripts for the study abroad credits are not required as the credits are considered institutional credits (credits issued by a U.S. school). Courses should be included on the applicant’s undergraduate transcripts with grades in U.S. equivalencies.

PGS does not require NACES evaluation of non-degree coursework.

ENGLISH LANGUAGE PROFICIENCY

International applicants whose baccalaureate degree was not completed in English must provide evidence of English proficiency by scoring a minimum of 250 on the

computerized version or 600 on the written version of the Test of English as a Foreign Language (TOEFL). International applicants with extensive work experience or previous study in the U.S. may request to have the TOEFL requirement waived. TOEFL scores are valid for two years from the test date.

INTERNATIONAL STUDENTS

The U.S. government allows many foreign nationals to enroll in academic programs such as those offered by PGS if admitted to the U.S. for purposes other than solely for education. U.S. citizens, lawful permanent residents, temporary residents, asylees, refugees, and certain nonimmigrants (such as those in E-1, E-2, E-3, H, J-2, L, TD or TN status) are encouraged to apply.

PGS is authorized to grant I-20 forms to eligible non-immigrant students in the MBA in Sustainable Business program, which then may qualify them for "Academic Student" (F) visa status. Prior to receiving an I-20 form, international students must submit a Declaration of Finances which certifies that they have sufficient funds to cover a full year of expenses, including tuition and living expenses.

Enrollment in other PGS programs (MBA in Sustainable Systems, Certificate programs) does not currently qualify an individual for "Academic Student" (F) status. Students who might not be admitted to the U.S. solely or primarily for purposes of attending PGS's courses, or whose immigration status may not authorize attendance, may include those admitted to the U.S. in B status, or pursuant to the Visa Waiver Program.

PGS does not make any representation as to admissibility to the U.S. or eligibility to attend PGS programs for non-immigrants. It is the student's responsibility to resolve these issues.

MBA APPLICATION DEADLINES AND DECISION NOTIFICATIONS

Applicants for 2016-2017 admission will be considered in three admission phases: Priority Admissions, Regular Admissions and Final Admissions. Please see the PGS Seattle website, www.pinchot.edu, for specific dates. All PGS admission decisions are final and are usually made within two weeks of a completed interview.

Priority Admission: January 29, 2016

Priority applicants to whom we offer admittance will be invited to special events to begin building connections with their classmates and the larger PGS community.

Regular Admission: May 3, 2016

Regular Admission applicants are guaranteed consideration. Applications are reviewed and decisions made on an ongoing basis until the class is full. Accepted students will be invited to participate in special events in advance of program start.

Rolling Admission

Once a published deadline has passed, applications to all programs are accepted on a rolling basis through the start of the quarter. We strongly recommend that applicants complete the application process early. We recommend that applicants apply by the priority deadline of January 29, 2016. If this deadline has passed, we recommend our regular admissions deadline of May 3, 2016. When a program reaches capacity, admitted students will be wait-listed for the next available start date.

Final Admission: September 5, 2016

Applications completed after the Regular Admission deadline will be reviewed on a case-by-case basis depending on seat availability.

Conditional Acceptance

PGS offers conditional acceptance on a case-by-case basis. An applicant can be accepted conditionally and enroll in the first quarter of the program with understanding between the applicant, Admissions Office, Registrar and Financial Aid Office that official enrollment into the program is pending completion of all application items. Upon enrollment, the applicant becomes a PGS student. The student has until the end of the first quarter to submit remaining application items to be in full compliance and be eligible to continue as a regular PGS student.

In order to be a regular enrolled student at PGS, an applicant must submit the following documents with no exception: 1) application; 2) application fee; 3) official transcript(s); 4) admissions essays; 5) résumé; and 6) proof of graduate-level abilities. A student with these items on file is considered a Regular Student and can gain conditional admissions and enroll in his/her program for the quarter. A student can therefore delay submitting the following items and be considered conditionally accepted: letters of recommendation. These application items are due to the Admissions Office by the end of the first quarter of enrollment in order to fully complete application for admission. If the student fails to complete the conditions, he/she may not continue to the next quarter. A registration hold will be placed until the necessary conditions of enrollment are met.

Conditionally accepted students are regular students when the application requirements to become a regular student are met; therefore a regular student is able to apply for federal aid given he/she meets the federal aid eligibility requirements.

Wait List

When an MBA program reaches capacity, accepted students will be offered the opportunity to enroll in the Certificate Program and to be placed on a wait list for the next available MBA program start date. Credits earned in the Certificate Program are transferable to the either of the MBA programs.

UPON ADMISSION

If admitted, the applicant must complete and submit the Enrollment Form and a \$250 tuition deposit to hold a place in the program. The tuition deposit is not a fee and will be deducted from the student's first quarter tuition. Once the student's Enrollment Form and tuition deposit have been received, the Registrar will send the student a Welcome Packet with information on registering for classes, joining the online community and signing up for new student orientation.

TUITION DEPOSIT

Applicants who accept PGS's offer of admission must submit a tuition deposit of \$250 to hold their place in the entering class. The tuition deposit is due no later than two weeks after the date of the letter of acceptance or by the date specified in the acceptance letter, whichever is sooner. If a response is not received by the date specified, the seat may be offered to another applicant. If, at a later date, the applicant decides they would like to attend PGS, a seat will be granted if one is still available; otherwise, the applicant will have the option of being waitlisted. If an applicant decides not to accept an offer of admission, the applicant is asked to inform PGS as soon as possible so that their seat may be offered to another applicant.

ACCOUNTING PREREQUISITE

To ensure that students in PGS Seattle's MBA programs are sufficiently prepared for the finance and accounting curriculum, we require that incoming students take and pass an introductory accounting prerequisite course prior to their first quarter. Incoming MBA students who have completed coursework in financial accounting with a grade of B or better within the last five years or who have an equivalent professional background may request a waiver of the prerequisite course.

FRAUDULENT APPLICATIONS

If fraudulent or exaggerated materials are submitted, the application will be denied.

DEFERMENT AND REAPPLICATION

Upon acceptance, applicants can defer their enrollment for up to one year. After one year, the applicant must reapply to the MBA program. To reapply, a previous applicant must submit an entirely new application packet in accordance with current application requirements, with the exception of any GMAT, GRE or MBAmath scores, recommendations or transcripts that may remain on file with PGS. Additional course work completed after the first admission decision must be documented with official transcripts. Applicants may reapply only once.

CERTIFICATE PROGRAMS ADMISSION

Admission to PGS Seattle's certificate programs is open to anyone with a bachelor's degree from an accredited institution. PGS's Certificate programs are delivered at the graduate-school level.

Students in the Certificate programs may be eligible for payment plans and for Federal Financial Aid. For information on the tuition, fees and financial aid, please see Chapter 3 or visit our website at www.pinshot.edu.

CERTIFICATE APPLICATION AND ADMISSION REQUIREMENTS

Our objective is to admit students who will contribute to our learning community and to the worldwide network of business leaders.

Evaluation for admission is based on verbal and written communication skills, reasoning and analytical ability, leadership potential, intellectual ability, interest in sustainability and fit with PGS Seattle's mission and learning pedagogy. Applicants demonstrate these criteria through the admissions process, application and interview. This process gives applicants the opportunity to build the case for their admission, making it clear:

- Why they would like to attend PGS Seattle
- What they expect to gain from the experience and how they will use the knowledge, skills and network
- How they have prepared for academic success
- How their perspective will bring a distinctive experience to the learning community.

Application instructions and forms may found online at www.pinshot.edu. Applicants who do not have online access are asked to call PGS's office at 206.855.9559 so that alternative provisions can be made.

A complete application includes:

- Completed online application form
- Application fee
- Baccalaureate degree from an accredited institution
- Official transcripts from each institution attended
Applicants' correspondence with PGS (résumé, application, etc.) should be in agreement regarding all schools attended. See policy below regarding foreign transcripts.
- Two short essays (375-425 words each) in standardized required format:
 - a. Sustainability covers a wide variety of areas including food, agriculture, renewable energy, cooperative business models, organizational development and supply chain management, to name a few. In your specific area of interest, describe how you intend to contribute to the solution to the biggest challenges facing our society and businesses.
 - b. Describe a specific activity or organization in which you were directly involved as a leader or activist. What challenges did you face, how did you resolve them, what did the experience reveal as strengths and where did you discover opportunities for improvement?
- Proficiency with computer technology and software
- English language proficiency (as required - see page 63 for more information)

TRANSCRIPT INSTRUCTIONS

To obtain official transcripts, the applicant should contact the registrar's office of each undergraduate and graduate school attended to request an official transcript.

Official transcripts must document:

- satisfactory completion of an undergraduate degree
- courses completed at all schools
- grades you received at all schools

Official transcripts must be:

- Issued and embossed by each school's registrar
- Sealed by each of the issuing schools (opened or tampered envelopes are not acceptable)
- Sent directly from the issuing school to PGS at:

Transcript envelopes that have been opened or tampered with or transcripts coming from any source other than the schools themselves are considered unofficial and therefore unacceptable. Transcripts “issued to student” are not considered to be official transcripts and are therefore unacceptable.

FOREIGN TRANSCRIPTS (including Canada)

Degrees and Studies Outside the United States, including Canada		
	Official Transcripts Required	FIS/WES Evaluation Required
Undergraduate Degree	Yes	Yes
Non-Degree coursework	Yes	No
Study Abroad Programs	No	No

Undergraduate Degree Transcripts

Official Transcripts: If an applicant received an undergraduate degree from a school outside of the U.S. (including Canada), PGS requires official transcripts to be submitted. Some schools outside the U.S. do not issue “official” transcripts as defined in PGS Seattle’s Transcript Instructions above. If the school’s policy differs from PGS’s, the applicant will document the deviation and provide degree credentials to PGS as issued by the school. The applicant must exercise due diligence to request official transcripts from the school and provide any necessary documentation.

Undergraduate Degree Evaluation: Official transcripts and/or foreign academic credentials (degree) will need to be evaluated by an approved agency recognized by the National Association of Credential Evaluation Services (NACES) such as FIS or WES to determine the degree equivalent within the U.S. educational system. The applicant will need to pay for and provide this evaluation. Please contact the Admissions Department for more information.

Non-Degree Coursework

If an applicant did coursework at a school outside of the U.S. (including Canada), PGS requires official transcripts to be submitted. If transcripts are not available, refer to the process for Undergraduate Degree Transcripts above.

PGS does not require NACES evaluation of non-degree coursework.

Study Abroad Programs

If an applicant did coursework through a Study Abroad Program offered by an undergraduate school in the U.S., transcripts for the study abroad credits are not required as the credits are considered institutional credits (credits issued by a U.S. school). Courses should be included on the applicant’s undergraduate transcripts with grades in U.S. equivalencies. PGS does not require NACES evaluation of non-degree coursework.

ENGLISH LANGUAGE PROFICIENCY

International applicants whose baccalaureate degree was not completed in English must provide evidence of English proficiency by scoring a minimum of 250 on the computerized version or 600 on the written version of the Test of English as a Foreign Language (TOEFL). International applicants with extensive work experience or previous study in the U.S. may request to have the TOEFL requirement waived. TOEFL scores are valid for two years from the test date.

INTERNATIONAL STUDENTS

The U.S. government allows many foreign nationals to enroll in academic programs such as those offered by PGS if admitted to the U.S. for purposes other than solely for education. U.S. citizens, lawful permanent residents, temporary residents, asylees, refugees, and certain nonimmigrants (such as those in E-1, E-2, E-3, H, J-2, L, TD or TN status) are encouraged to apply.

PGS is authorized to grant I-20 forms to eligible non-immigrant foreign students in the MBA in Sustainable Business program, which then may qualify those students for "Academic Student" (F) visa status. Prior to receiving an I-20 form, international students must submit a Declaration of Finances which certifies that they have sufficient funds to cover a full year of expenses, including tuition and living expenses.

Enrollment in other PGS programs (MBA in Sustainable Management, MPA in Sustainable Management, MBA in Sustainable Systems, Certificate programs) does not currently qualify an individual for "Academic Student" (F) status. Students who might not be admitted to the U.S. solely or primarily for purposes of attending PGS's courses, or whose immigration status may not authorize attendance, may include those admitted to the U.S. in B status, or pursuant to the Visa Waiver Program.

PGS does not make any representation as to admissibility to the U.S. or eligibility to attend PGS programs for non-immigrants. It is the student's responsibility to resolve these issues.

APPLICATION DEADLINES AND DECISION NOTIFICATIONS

PGS evaluates applications and makes decisions on an ongoing basis until the class is full. Once the class is full, applicants have the option of being waitlisted. If admitted, the applicant must complete and submit the Enrollment Form and a \$250 tuition deposit to hold a place in the program.

TUITION DEPOSIT

Applicants who accept PGS's offer of admission must submit their \$250 tuition deposit to hold their place in the entering class. The tuition deposit is due no later than one to two weeks after the date of the letter of acceptance or by the date specified in the acceptance letter, whichever is sooner. If a response is not received by the date specified, the place may be offered to another applicant. If, at a later date, the applicant decides they would like to attend PGS, a seat will be granted if one is still available; otherwise, the applicant will have the option of being waitlisted. If an applicant decides not to accept an offer of admission, they are asked to inform PGS as soon as possible so that the place may be offered to another applicant.

CREDIT TRANSFER TO PGS Seattle MBA PROGRAMS

Certificate students are awarded graduate credits and a certificate upon successful completion of courses in these programs. The credits earned in PGS Seattle Certificate programs are applicable to either of the PGS Seattle MBA programs should the certificate student later apply for, and be admitted to, one of the MBA programs. Certificate program credits must be applied to the MBA program within five (5) years of completing the program to be considered transferable. Please note that, due to the difference in tuition rates for PGS Seattle Certificate programs (\$430/credit) and for PGS Seattle MBA programs (\$970/credit), a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program. Fees are published on page 44 and on the website at www.pinshot.edu.

REGISTRATION PROCEDURES

All Presidio Graduate School (PGS) students are responsible for understanding current PGS course offerings, tuition and fees, deadlines and academic policies.

Updates to PGS Seattle course offerings, tuition and fees, deadlines and academic policies are posted on the Student Life Portal in Ember. The Registrar will send registration reminders each term. Students are also responsible for maintaining current contact information. Address changes can be made through the Student Information System.

Students in the Certificate in Sustainable Energy Solutions, Certificate in Sustainable Food & Agricultural Systems and Certificate in Cooperative Management programs will automatically be registered for courses based on their program. Course schedule information is available on the Student Life Portal in Ember.

Students in PGS Seattle's MBA in Sustainable Business and MBA in Sustainable Systems programs will self-register in Populi, PGS's Student Information System. Registration deadlines are available in the Calendars section of the catalog, on the website at www.pinchot.edu and on the Student Life Portal in Ember. Please note that a late fee may be assessed if registration is received after the registration deadline. Please see www.pinchot.edu for a complete listing of fees.

Final registration for PGS Seattle courses requires:

- completion of Enrollment Agreement
- completion of emergency contact form and
- payment of tuition and fees by the tuition deadline.

Students registering for MBA courses are given registration priority in this order:

- Continuing and entering MBA students
- Eligible Certificate students (must meet MBA admission requirements)
- Matriculated auditors
- Alumni
- Eligible non-matriculated auditors

IDENTIFICATION (ID) CARDS

All registered students receive a student number and student ID card. Student ID cards are free and must be validated for each year of enrollment. ID cards are issued shortly after the beginning of the quarter in which a student is first enrolled.

Students will need to provide a digital high resolution headshot to the Registrar within one week of their first classroom meeting. Student ID cards will only be produced once per quarter. Requests coming in after the quarterly due date will be processed after the beginning of the next academic quarter. A \$15 fee will be charged for replacement cards.

DEFINITION OF FULL-TIME AND PART-TIME STUDENTS

PGS Seattle students who are registered for 6 or more credits per quarter are considered full-time students. PGS Seattle students who are registered for less than 6 credits per quarter are considered part-time students.

TRANSFER CREDITS

As stated previously in this catalog, students must earn 60 quarter credits to earn an MBA in Sustainable Business or an MBA in Sustainable Systems. Of the 60 required credits, 42 must be earned at Presidio Graduate School. Exceptions to this policy must be approved by the Executive Dean and the Registrar. In order to apply for a transfer of credits from other institutions, students must fill out an Transfer of Credit Request and Evaluation form and submit a copy of the syllabus for the course and an official transcript from the institution that shows credit for the course. This form is available from the Registrar. The Evaluation of Transfer Credit must be approved by the Executive Dean and the Registrar before credit is applied to a student's record.

REGISTRATION

Courses taken as part of a program for which a degree was awarded are not eligible for transfer credit. Those courses may be used to satisfy PGS Seattle program requirements, but additional electives or Independent Study need to be taken to fulfill the required number of credits for the 60-credit MBA degree. For further details, please see Waiver of Required Courses - Prior Academic Learning policy on page 75.

Credits earned in the certificate program are conditionally applicable to the MBA program; however, certificate students are not automatically matriculated into the degree program. Certificate students and graduates are welcome to apply for admission to an MBA program following the same application and admission procedures for all MBA program applicants. A \$250 transfer fee will be assessed per credit for credits transferred from the certificate program to the MBA program.

Students are eligible to receive a certificate or MBA degree, depending upon the program in which they are enrolled. Inactive MBA students, or those who would require reapplication to the program in order to complete their degree, may choose to apply for a certificate.

Presidio Graduate School does not award credit for non-academic learning or life experience. Students may request a waiver of required course(s) based on prior professional experience. Additional electives or Independent Study would need to be taken to fulfill the required number of credits for the 60-credit MBA degree. For further details, please see Waiver of Required Courses - Prior Professional Experience policy on page 75.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions of higher education. Students planning to transfer PGS credits to another institution should check with the receiving school's admission office regarding their transfer policies.

NON-MATRICULATED AND CERTIFICATE STUDENTS

Students may begin attending classes under non-matriculated (non-degree-seeking), conditional acceptance status before their application and testing are complete with permission of both the Registrar and the Executive Dean.

A maximum of 12 credits as a non-matriculated student (including certificate program students) may be applied to the MBA if the student is later admitted to the MBA program. Please note that, due to the difference in tuition rates for Certificate programs (\$430/credit) and for MBA programs (\$970/credit), a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program. Fees are published on page 44 and on the website at www.pinshot.edu.

GRADUATION PROCEDURES

The awarding of degrees is not an automatic process. Students are required to apply for graduation one quarter prior to their graduation date. All MBA and Certificate students who wish to graduate must submit an Application for Graduation to the Registrar by the quarterly deadline. The Registrar will distribute the graduation application along with degree audits to eligible students at least one quarter prior to graduation. A non-refundable graduation fee (\$95 for MBA, \$45 for Certificate) will be charged to your account.

Students have five years from the date of enrollment to complete their degree. Any student who fails to complete degree requirements within five years must reapply for admission and meet degree requirements as outlined in the latest catalog.

COMMENCEMENT EXERCISES

Commencement exercises are held once per year during the last intensive of spring quarter. Students who have finished their MBA or Certificate in the previous 12 months may participate in the ceremony. MBA students may participate if they will have completed 54 credits or more as of the spring quarter during which the ceremony is held. Students with fewer than 54 credits may appeal to the Executive Dean to participate in the commencement ceremony. Certificate students may participate if they will have completed 9 credits or more as of the spring quarter during which the ceremony is held. Students may only participate once.

PGS board members, faculty, continuing students, graduates and guests are invited to the commencement ceremony. Degree candidates must appear in appropriate academic attire at commencement exercises.

DIPLOMAS AND CERTIFICATES

A student may elect to receive, at the discretion of Presidio Graduate School, a degree or certificate using current requirements or the requirements in place at the time of the student's initial enrollment.

Diplomas and certificates are mailed to the graduate's permanent address (on file with the Registrar) 6-8 weeks after commencement as long as there are no holds on the graduate's account. Diplomas include degree title, student name and date of issuance.



Student Services

Chapter Five

STUDENT ACTIVITIES

Presidio Graduate School Seattle Campus (PGS Seattle) offers a variety of co-created student activity programs. A number of these extracurricular activities, which are the result of student-led initiatives, reflect PGS Seattle's mission as a socially responsible business school. Student Services works to provide support for these activities detailed below.

CLUBS, STUDENT ORGANIZATIONS AND COMMITTEES

Active committees and clubs include:

Diversity and Social Justice Committee

At our essence we build resilient communities through social justice and diversity work. This is our shared responsibility. We ask difficult questions. We speak difficult truths. We learn as much as we teach. We step up. We stand up. We live the inspired life. We invite others to join us. Because a socially just and diverse world is a sustainable one.

The mission of the Diversity and Social Justice Committee is to assist PGS Seattle in becoming a more welcoming community to diverse populations and to ensure that the school is meeting its mission and vision of a curriculum that infuses social justice into every course. The Committee's vision is that PGS Seattle becomes a leading example of racially mixed and economically integrated community that joins together to solve the business challenges of our time

Net Impact Committee

Net Impact's mission is to improve the world by growing and strengthening a network of new leaders who are using the power of business to make a positive net social, environmental and economic impact. Presidio Graduate School's Net Impact chapter's goals are: to build a stronger network between PGS and the greater national community of sustainable, social impact business; and to provide students resources to strengthen their access to the community and careers beyond graduation.

Kaizen

Kaizen is the Japanese term for continuous improvement. Kaizen is held monthly at IslandWood in the MBA in Sustainable Systems program and twice per quarter at the Seattle Learning Site in the MBA in Sustainable Business program to facilitate the continuous improvement of PGS Seattle and its programs.

Given that our time during class is quite full, Kaizen provides an opportunity to raise concerns or topics that might otherwise go without dialogue. Issues range from curriculum evolution to ethics and diversity awareness to graduation plans and school growth. Many Kaizen sessions allow for topic choices by students, while others rely on full community engagement. A group of current students plans each Kaizen session.

Mascots

Mascots are selected in the MBA in Sustainable Systems program to uphold and maintain the unique spirit of PGS Seattle.

STUDENT SERVICES

ACADEMIC ADVISING

The Registrar provides advising regarding degree progress, academic policies, registration and graduation deadlines. Leadership and Personal Development faculty serve as student academic advisers. Other faculty and the Executive Dean are available for consultation on curriculum and projects.

PGS CAREER SERVICES 2016-2017

Supporting students in defining and achieving their career aspirations is an integral dimension of the educational experience at Presidio Graduate School. PGS's career counseling and work transition services, as well as activities conducted during orientation and the required two-year Leadership and Personal Development course in the MBA programs, are designed to support students in exploring and applying for their ideal career position.

PGS Seattle's goal of transforming business practice will be achieved to the extent that PGS alumni and students are employed and contributing to organizations and to building new ventures. To advance placement, PGS combines a) a heavy focus on action learning and applied projects to build student experience base and relationships within industry, b) an extensive database of job and internship opportunities, c) industry-focused elective and certificate courses to deepen competence and personal contacts and relationships within the industry, d) a supportive community of faculty, administration, fellow students, alumni and guests who actively support students' job search efforts and e) a growing network of industry and government leaders convinced of the importance of sustainable business.

The core career services provided to students are:

- Career Counseling, one-on-one or in career support groups
- Networking opportunities
- Career Workshops
- Job and Internship Board located on the website at <http://pinchot.edu/community/career-services/>

DISABILITY SERVICES

Presidio Graduate School is committed to diversity and inclusion of a diverse student body. PGS provides students with disabilities with reasonable accommodations and services to assist them in accessing the curriculum and school environment. Students with either permanent or temporary disabilities may be eligible for a variety of support services in accordance with the Americans with Disabilities Act (ADA) and Rehabilitation Act, Section 504.

Decisions regarding the exact accommodations to be provided are made on an individual basis. Accommodations are determined based on documentation, student collaboration, and essential functions of the curriculum. Students requesting accommodations must provide verification of disability at least three weeks before the accommodation is needed. Some services or accommodations require considerable review of student's documentation of a disability; therefore it is important for students to plan ahead.

Applying for Accommodations and Documentation

When a student requests accommodations and services from PGS, there is a system in place to determine appropriate and reasonable accommodations to support a student's learning. Students who think that they might need disability-related accom-

modations should begin this process as soon as possible. Students should be aware that the process for accommodations might take time to be established and implemented (approximately 2-3 weeks). The first step is to contact the Student Affairs and Career Development department to make an official request for accommodations. This will initiate an interactive process between the student and school.

Accommodations will be determined based on student disclosure, discussion with a Student Affairs and Career Development staff member, and documentation from a trained professional qualified to assess the disabling condition in question. All accommodations are considered on a case-by-case basis.

It is standard practice for schools to require documentation of disabilities when an individual puts the disability at issue. PGS has the right to request documentation of any disability, disabling condition or nature of functional limitations due to the disability, but may choose not to exercise this right in some instances when a disability is readily visible and the student is able to describe the functional limitations. A professional qualified to diagnose the disability must provide documentation. PGS reserves the right to request for further documentation at anytime.

The professional writing the letter of documentation should be qualified to diagnosis the condition the student is requesting accommodations for. For example a chiropractor could not document a learning disability, although they might diagnosis and recommend accommodations for a physical disability. If you have further questions about this, you should consult the Student Affairs and Career Development staff member to determine the best individual to document a disability.

Please note that Presidio Graduate School has the right to determine accommodations through an interactive process with the student.

Recommendations from the professional will be taken into consideration but may not necessarily be implemented.

The following is a more specific description of what is needed in documenting a disability:

The qualifications of the evaluator, the testing procedures followed, the instruments used to assess the disability, the test results, and an interpretation of the test results, which includes a diagnosis of a specific learning disability. Such documentation must reflect the individual's present achievement level, be as comprehensive as possible, and adequately measure cognitive abilities and academic achievement skills. For assessment of learning or attention disabilities, the achievement test should sample reading, math, and writing. It must include test results for at least the following characteristics: intelligence, vocabulary, reading rate, reading comprehension, spelling, mathematical comprehension, memory, and processing skill.

Documentation should state the disability or disabling condition that impacts the student's academic functioning. This should include the methodology used. This may include but not limited to tests, assessments and/or clinical information.

PERSONAL COUNSELING RESOURCES

If there is an emergency, please dial 911 immediately.

PGS community members who need assistance with finding resources for personal counseling should contact the Associate Director of Student/Career Development.



Policies

Chapter Six

ACADEMIC & REGISTRATION POLICIES

ATTENDANCE POLICY

Class attendance is mandatory, unless special advance permission has been granted in writing for students unable to attend due to extenuating circumstances. In each case, course faculty shall be responsible for determining a make-up assignment intended to substitute for class attendance. It is up to faculty discretion to determine if an unplanned absence is excused and if a make-up assignment will substitute. Missed classtime may result in a grade of No Credit.

CHANGE OF REGISTRATION POLICY

Adding a course after the term begins is subject to space availability and faculty permission. Schedule adjustment and refund deadline dates are published in this catalog (see Calendars), on the Student Life Portal and at www.pinchot.edu. If a student drops a course on or before the schedule adjustment date, no record of the course will appear on the student's transcript. If a student drops a course after the schedule adjustment date, a "WD" will appear on the student's transcript. See Refund Policy on page 77 for details of the refund schedule. Students are responsible for notifying the Registrar of any registration changes by submitting a Change of Registration Form by the established deadline. A \$25 add/drop fee will be charged for each course change.

CHANGE OF PROGRAM AND PROGRAM TRANSFER

Due to the difference in curriculum between the MBA in Sustainable Business and MBA in Sustainable Systems programs, transfers between the programs may only be possible in rare circumstances, and all credits earned in one program may not transfer to the other program. Transfers must be approved by the Executive Dean. Contact the Registrar for further details. Students wishing to transfer from a Certificate program to an MBA program must apply to the MBA program. Please see "Transfer Credits" below for further details.

TRANSFER CREDITS

As stated previously in this catalog, students must earn 60 quarter credits to earn an MBA in Sustainable Business or an MBA in Sustainable Systems. Of the 60 credits, 42 must be earned at PGS Seattle. Exceptions to this policy must be approved by the Executive Dean and the Registrar. To apply for a transfer of credits from another institution, a student must complete a Transfer of Credit Request form and submit a copy of the course syllabus and an official transcript showing credit for the course. This form is available from the Registrar. The Transfer of Credit Request and Evaluation must be approved by the Executive Dean and the Registrar before credit is applied to a student's record.

Courses taken as part of a program for which a degree was awarded are not eligible for transfer credit. Students may request to use these to satisfy PGS Seattle program requirements, and additional electives or Independent Study would must be taken to fulfill the required number of credits for the 60-credit MBA degree. See "Waiver of Required Course(s) - Prior Academic Learning" below for further details.

Credits earned in PGS Seattle Certificate programs are conditionally applicable to either MBA program; however, Certificate students are not automatically matriculated into the degree program. Certificate program students and graduates are welcome to apply for admission to the MBA program following the same application and admission procedures for all MBA program applicants. Please note that, due to the difference in tuition rates for Certificate programs (\$430/credit) and for MBA programs (\$970/credit), a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program. Fees are published on page 44 and on the website at www.pinchot.edu.

Presidio Graduate School does not award credit for non-academic learning or life experience. See below for "Waiver of Required Course(s) - Prior Professional Experience" policy.

WAIVER OF REQUIRED COURSE(S) - PRIOR ACADEMIC LEARNING

As above, courses taken as part of a program for which a degree was awarded are not eligible for transfer credit. However, those courses may be used to satisfy PGS Seattle MBA program requirements. Additional electives or Independent Study must be taken to fulfill the required number of credits for the 60-credit MBA degree.

To apply for a waiver of required courses based on prior academic learning at another institution, a student must complete a Request for Waiver of Required Course(s) Due to Prior Academic Learning form, submit a copy of the syllabus for the prior course and an official transcript from the institution that shows credit for the course. The waiver request form is available from the Registrar (registrar@presidio.edu). The waiver request must be approved by the Executive Dean and the Registrar before the required course waiver is granted and included on the student's transcript.

WAIVER OF REQUIRED COURSE(S) - PRIOR PROFESSIONAL EXPERIENCE

As above, PGS Seattle does not award credit for non-academic learning or life experience. However, students may request to use prior professional experience to satisfy PGS Seattle MBA program requirements. Additional electives or Independent Study must be taken to fulfill the required number of credits for the 60-credit MBA degree.

To apply for a waiver of required courses based on prior professional experience, students must complete a Request for Waiver of Required Course(s) Due to Prior Professional Experience (including contact information for current/former employers), submit a résumé or CV and submit a written statement that summarizes the student's professional experience and describes how that professional experience fulfills the specific learning objectives for the required course for which the student is requesting a waiver. The waiver request form is available from the Registrar (registrar@presidio.edu). The waiver request must be approved by the Executive Dean and the Registrar before the required course waiver is granted and included on the student's transcript.

INCOMPLETE AND PARTIAL CREDIT POLICY

Students may request an Incomplete grade from course faculty if the student has completed at least 75% of the course assignments by the end of the quarter. The decision to provide an Incomplete is entirely per faculty discretion.

To document an Incomplete request, the student must submit a Request for an Incomplete Work Plan Contract, available from the Registrar, to faculty for review *before* the end of the quarter. This allows time for negotiating the agreement before the grade submission deadline. When approved by both student and faculty, the form must be submitted to the Registrar by the student, accompanied by payment of the Incomplete fee of \$500. If the student neglects to submit an Incomplete contract before the end of the quarter, the student will receive a grade of No Credit for the course, which may be changed to an Incomplete upon receipt of the agreed-upon Incomplete Work Plan.

Incomplete work must be finished no later than 30 days from the end of the quarter in which the Incomplete was granted. The Incomplete grade converts to No Credit if the faculty does not submit an alternate grade by the grade submission due date for the subsequent quarter. Students wishing to extend an Incomplete Work Plan Contract beyond 30 days must request such an extension in writing from the Executive Dean and the Registrar prior to the grade submission due date. An Incomplete Extension fee of \$500 will be assessed. Students with 6 or more Incomplete credits will be put on Academic Hold (see Academic and Financial Holds below).

Given the integrated nature of the MBA in Sustainable Systems first-year curriculum, PGS faculty may elect to award students Partial Credit for work satisfactorily completed in the nine-credit integrated first-year core courses (COR 510, COR 520, COR 530). This provision will allow students who fall behind or experience difficulty in a particular area of the curriculum to continue to matriculate while working toward completion and proficiency in the missing element(s). In the case of the integrated curriculum, a single Incomplete contract may extend the due date for deliverables until the end of the summer following the first school year. All Incomplete work must be completed by the start of the second year.

ACADEMIC AND FINANCIAL HOLDS

Academic and Financial Holds prevent students from registering and prevent the release of academic records (grades, transcript or diploma). A Financial Hold is placed on a student's record if the student has an outstanding financial obligation Presidio Graduate School. An Academic Hold is placed on a student's record if the student has not met a particular enrollment requirement or if a student has 6 or more Incomplete credits on their current record (see Incomplete Policy).

Students are notified individually if there is a hold on their records. A hold is not removed until the student resolves the problem by satisfying the financial obligation or fulfilling the academic requirements.

Only directory information (see page 82 for details) can be released if there is a hold on a student's record. Academic information and transcripts cannot be released.

WITHDRAWAL POLICY

Quarterly schedule adjustment and refund deadlines are specified in the 2016-2017 Academic Calendar, published in this catalog, on the Student Life Portal and at www.pinchof.edu. If a student fully withdraws by the schedule adjustment date, no record of the course will appear on the transcript. If a student fully withdraws following the schedule adjustment date, a "WD" will appear on the transcript. Only in rare circumstances will withdrawal notices be accepted after the close of the quarter in which the withdrawal is being petitioned. The student must submit a Change of Registration Form to the Registrar.

HARDSHIP WITHDRAWAL POLICY

Students may petition the Registrar in writing for a Hardship Withdrawal if they are unable to complete a course due to physical or mental debilitation or unusual or extenuating circumstances beyond their control which prevented them from dropping the course by the Schedule Adjustment date. Notices must be filed promptly after the occurrence of the event that gave rise to the need to drop a course, preferably prior to the end of the quarter. Only in rare circumstances will notices be accepted after the close of the quarter in which the withdrawal is being petitioned. Students who have completed the requirements for the course are generally not eligible for a Hardship Withdrawal. The student must submit the Hardship Withdrawal form to the Registrar, along with supporting documentation. The Registrar reserves the right to verify the authenticity and details of the documentation.

If a Hardship Withdrawal is offered, the student will receive a grade of "HW" in the course and standard Withdrawal policy will apply. Credits and tuition related to a Hardship Withdrawal are handled on a case-by-case basis by the Registrar and Student Accounts. Refer to the Refund Policy on page 77 and the Academic Calendars on pages 94-95 for specific refund deadlines.

LEAVE OF ABSENCE

In most cases, a student will elect to take a Leave of Absence. In exceptional cases, where the Executive Dean the continued presence of the student may be detrimental to the PGS Seattle learning community, the Dean may require a student to take a Leave of Absence. Fees shall continue to apply in such cases.

Students electing to return from a Leave of Absence are eligible to return up until the quarter immediately following the one year expiration date of their Leave of Absence. If a Leave of Absence extends beyond the quarter following one calendar year from the start of the Leave of Absence, the student will be required to reapply for admission to the program.

The Leave of Absence (LOA) Form is available from the Registrar. A Leave of Absence fee of \$150 (MBA) or \$75 (Certificate) will be charged to cover administrative costs and to hold a position for the student. Students who are on Leave of Absence will be allowed access to the Student Life Portal on Ember.

AUDIT POLICY

Matriculated and non-matriculated students may, on occasion, audit a PGS Seattle course. The decision to allow an auditor will be made by the Registrar in consultation with course faculty. Auditors register on a space-available basis, after all matriculated students have registered. Auditors will have access to the online course page, and they will be able to view course information, receive postings and post in the forums for the class they are auditing.

No grade will be issued for courses taken in audit status. Courses taken in audit status cannot be changed to a graded system. Students will receive an "AU" (Audit) on their transcript. Auditors may be required by the faculty to complete assignments or tests. Faculty are not obligated to provide feedback or coaching to auditors.

Auditors pay one-third of the standard MBA tuition rate and do not earn academic credit for the course. The standard policies for dropping courses and for tuition refunds remain in effect for auditors.

FACULTY CHANGE POLICY

Course faculty may be changed prior to the quarter in which the course is offered.

PROGRAM OR COURSE CANCELLATION

Occasionally it is necessary to cancel a program or course when registration for the course is not sufficient to create the desired learning environment. When a program or course is cancelled, registered students will be notified by PGS and offered assistance in selecting an alternate program or course. In the event that an alternate program or course is not selected, all tuition paid for the course will be refunded.

REFUND POLICY

Refunds of tuition and fees are allowed if a student withdraws from PGS or is called into military service. If a student changes their credit load, a partial refund of tuition paid will be based on the revised course schedule. Tuition and fees will be refunded in accordance with the refund policy shown below. Please refer to the PGS Seattle 2016-2017 Academic Calendar for specific dates. The Calendar is published in this catalog, on the Student Life Portal and at www.pinchot.edu.

Withdrawal Date	Tuition Refund	Lodging/Meals Refund	Fees Refund	Transcript
on or before first day of first Friday of the quarter	100%	100%	none	no record
on or before the schedule adjustment (add/drop) date	75%	Pro-rated (based on intensive attendance)	none	no record
within 2 weeks after schedule adjustment date	50%	Pro-rated (based on intensive attendance)	none	WD
after 50% refund date	none	none	none	WD

Please note that some fees are non-refundable. One weeks' cancellation notice prior to MBA orientation is required for a full refund of the orientation fee. No refund of the orientation fee will be given with less than one week's cancellation notice prior to orientation.

For a full list of fees, please see the Tuition and Fees schedule on page 44 and on the website at www.pinchot.edu. Appeals of tuition, fees and other charges must be made to Student Business Services.

REFUNDS FOR DROPS AND WITHDRAWALS

To receive a refund, a student must withdraw from a course within the refund periods detailed in the 2016-2017 Academic Calendar and in accordance with the Refund Policy described above. There will be no refunds for withdrawal from courses after the final refund period. If tuition is paid by financial aid, any refund will be made to the financial aid program, not to the student.

TIMEFRAME FOR PROGRAM COMPLETION

The standard time frame for completing the MBA program is two to three years, depending on the program of study chosen. All MBA students are expected to complete their program of study within five years. Extension of the time to degree completion beyond five years must be approved by the Executive Dean and students will be required to submit updated application materials.

The standard time frame for completing PGS Certificate programs is one year.

UNDUE HARDSHIP POLICY

Under extraordinary circumstances, policies, regulations and fees may be waived when a student has experienced undue hardship. Undue hardship includes death of a relative, personal injury or illness or other relevant circumstances as determined by the Institution. Hardship withdrawal approval and fee waivers are granted by the Registrar (see Hardship Withdrawal above). Other hardship waivers are granted at the discretion of the Executive Dean for the student's program.

CODE OF ACADEMIC CONDUCT

To provide for the maximum comfort, convenience and well-being of the Presidio Graduate School (PGS) community, certain standards of behavior have been established at PGS Seattle. These include adherence to behavioral norms that foster an atmosphere of trust, sustain a spirit of community and enhance the educational experience. Upon admission to PGS, students accept an unqualified commitment to adhere to such standards and to conduct themselves in a manner that fosters trustworthiness, reflects pride in themselves and PGS and supports the highest ethics and moral values of the PGS community.

To promote respect, responsibility, trust and fairness at PGS and to practice the ethics PGS desires to promote in the workplace, PGS expects that students will abide by the Code of Academic Conduct. Students agree that they will not:

- Cheat: Take unfair advantage; seek to influence by deceit
- Lie: Create a false or misleading impression
- Plagiarize: Represent as one's own work, the work or opinions of someone else without proper acknowledgement. Note that there are many other examples of plagiarism. Examples of plagiarism include:
 - Copying a file from another student and using it as a template for one's own work
 - Copying content or assignments written by another student

PGS believes in the value of social learning and encourages collaboration and teamwork in much of the curriculum. PGS also believes in the importance and necessity of individual demonstrations of competence. As a result, most classes include both individual and team assignments.

To avoid confusion, students shall adhere to the following policies governing the submission of individual assignments:

- Students are **NOT** to collaborate with anyone (tutors, other students, faculty, TAs, alumni, friends, significant others, etc.) on assignments labeled "Individual Assignment" unless specifically permitted to do so by faculty. This prohibition specifically includes use of the work of other students as a "template" unless expressly permitted by faculty.
- Students must cite all sources – including published material, electronic links, conversations and interviews, etc. – according to APA conventions.

There is a distinction between individual work on individual assignments and group work on team assignments specifically permitted by faculty. Copying the work of others and presenting it as your own on individual assignments without proper acknowledgement is against the PGS Seattle Code of Academic Conduct. Students' expectation should be that all assignments are to be completed individually unless explicitly authorized by faculty. When in doubt, students should consult course faculty prior to engaging in collaborative work.

Acceptable collaboration might include discussing an issue or course topic with fellow students, and then each student completing the written assignment completely individually. Again, when in doubt, students should consult course faculty prior to engaging in collaborative work.

Students' observation of the Code of Academic Conduct at PGS Seattle is an important opportunity to enact their personal ethical values. If students are unclear about faculty expectations with regard to individual work, it is their responsibility to seek clarification from faculty. Violation of the Code of Academic Conduct is subject to PGS Seattle's Disciplinary Procedures as detailed on pages 89-91.

GRADES

Students must complete each required course with a grade of CR.

PGS Seattle assigns the following grades:

CR	Credit (A through B)
NC	No Credit (C through F)
I	Incomplete
WD	Withdrawal
HW	Hardship Withdrawal
AU	Audit

CR denotes successful completion of a course with performance at an A or B level. NC indicates that a student did not satisfactorily complete required coursework.

Students who withdraw from a course after the schedule adjustment deadline receive a WD on their transcript. Please see the Calendars in this catalog for quarterly schedule adjustment dates.

Course grades will be available to students by the grade deadline, published in the Calendars section of the catalog and on the PGS Seattle website at www.pinshot.edu.

GRADE APPEAL PROCESS AND PROCEDURES

Students have the right to appeal their evaluation if they disagree with the grade recorded by course faculty. MBA and Certificate students wishing to appeal a grade should appeal first to faculty and second to the Executive Dean (Dean). Within two weeks of the posting of a grade, the student must discuss concerns with the faculty in question. If the student is not satisfied with the explanation of the grade provided by the grading faculty, the student may, within two weeks of the discussion with faculty, submit a written appeal to the Dean, with a copy submitted to the grading faculty.

Within two weeks, the Dean will consult with the faculty to determine if an accurate and appropriate grade was recorded by the faculty. If there is still disagreement regarding the assigned grade, a meeting will be scheduled with the student, faculty and Dean. An additional person may be brought in as a subject matter expert, mediator or recorder, and the student may bring a person for support. Every effort should be made to resolve the situation during this meeting with the principals involved.

If the situation cannot be resolved, the next and final step is that the President will be informed of the situation. The President, in consultation with the Dean, will assign a grade if a change of grade is required. The decision of the President is binding and not appealable.

The appeal and each step in the process will be documented in the student's file.

The Executive Dean and the President may be contacted at:

Mary Kay Chess, PhD, Executive Dean
 Presidio Graduate School - Seattle Campus
 220 Second Avenue South, Suite 400
 Seattle, WA 98104
 Telephone: 206.855.9559
 Email: marykay.chess@presidio.edu

Mark Schulman, President
Presidio Graduate School
1202 Ralston Avenue, Suite 300
San Francisco, CA 98129
Telephone: 206.855.9559
Email: mark.schulman@presidio.edu

SATISFACTORY ACADEMIC PROGRESS (SAP)

All Presidio Graduate School students must meet Satisfactory Academic Progress (SAP) requirements, based on federal and institutional requirements. Students receiving institutional and/or federal financial aid must maintain SAP in order to remain eligible for financial aid. Please see the Satisfactory Academic Progress section in Chapter 3: Tuition, Fees & Payments for the full SAP policy.

TRANSCRIPT RETENTION POLICY

A transcript is a complete record of a student's academic achievement. Presidio Graduate School maintains permanent student transcripts within the Student Information System. The graduation date indicated on transcripts and diplomas reflects the term when all work was completed, rather than the date of the commencement exercise. Please see the Registrar for the full PGS student records retention policy.

STUDENT RECORDS AND PRIVACY

NOTIFICATION OF STUDENTS' FERPA RIGHTS

Presidio Graduate School (PGS) education records are defined as records that are directly related to a student and maintained by PGS or by a party acting for PGS. Education records are not: sole possession records, law enforcement unit records, employment records, medical records or post-attendance records.

The Family Education Rights and Privacy Act (FERPA) is a federal law that facilitates students' access to their education records and protects the privacy of student education records. FERPA covers currently enrolled students only, not auditors, applicants, graduates or students who have withdrawn. PGS is required by law to notify all students of their rights, as outlined below. Please refer to the Student Life Portal and to the PGS website at www.presidio.edu for updates to Student Records and Privacy notices.

Under FERPA, PGS students have:

1. The right to inspect and review their education records within 45 days of the day PGS receives a request for access.

A student should submit a written request to the Registrar that identifies the record(s) the student wishes to inspect. The Registrar will make arrangements for access and notify the student of the time/place the records may be inspected. A student record includes any document maintained by PGS that is directly related to the student.

2. The right to request amendment of education records that the student believes are inaccurate, misleading or otherwise in violation of privacy rights under FERPA.

A student who wishes to ask PGS to amend a record should write to the school official responsible for the record, clearly identify the part of the record the student wants changed and specify why it should be changed.

If PGS decides not to amend the record as requested, PGS will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to provide written consent before the school discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

PGS discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official has a legitimate educational interest if they need to review an education record in order to fulfill professional responsibilities for PGS.

School officials include: persons employed by PGS in an administrative, supervisory, academic, research or support position (including law enforcement personnel and health staff); persons or companies with whom PGS has contracted as its agent(s) to provide a service instead of using school employees or officials (e.g., attorney, auditor or collection agent); contractors, volunteers or others performing institutional functions; persons on the Board of Trustees; accreditation review team members; or students serving on official committees, such as a disciplinary or grievance committee, or assisting a school official in performing his or her tasks.

If PGS determines that there is an "articulable and significant threat" to the health or safety of a student or others, PGS may disclose information from educational records to "any person whose knowledge of the situation is necessary to protect" the health or safety of the student or others.

FERPA allows disclosure to parents if the student has violated any Federal, State or local law, or any PGS rule or policy, governing the use or possession of alcohol or a controlled substance, if the student is under 21 at the time of the disclosure.

Upon request, PGS discloses education records without consent to officials of another school in which a student seeks or intends to enroll. NOTE: PGS will make a reasonable attempt to notify the student of the records requested.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by PGS to comply with FERPA requirements. The name and address of the government office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202-5901

RELEASE OF INFORMATION

Presidio Graduate School takes student privacy seriously and, in order to build a strong community, adheres to a strict sense of privacy. Each year, the Registrar notifies enrolled students about their option to authorize the release of directory information to a third party. Student responses and decisions about release of information are maintained by the Registrar.

Directory information includes: student name, identification number, address, phone number, email address, dates of attendance, degrees received, course schedule, last school attended, photo, video image and written testimonials. PGS does not give or sell ANY directory information that would in any way compromise personal privacy, personal security or the integrity of the community. As a general rule, PGS does not give out directory information to a person who is not a PGS administrator, employee, faculty, student or alum without the student's prior approval.

Students wishing to authorize the release of confidential records to a third party should contact the Registrar.

TRANSCRIPTS

A transcript is a complete record of a student's academic achievement. In accordance with FERPA, official transcripts are issued only upon the written request of the student. Unofficial transcripts are provided free of charge and are available from the Registrar and in Populi, the PGS Student Information System (SIS). Requests for official transcripts may be emailed or mailed to the Registrar. The Transcript Request Form is available from the Registrar. Transcript requests are processed within 3-10 business days via first class mail or can be rushed in one business day plus overnight shipping. Fees for these services are on page 44.

The graduation date indicated on transcripts and diplomas reflects the quarter when all work was completed, rather than the date of the commencement exercise.

THE ONLINE LEARNING COMMUNITY AND PRIVACY

PGS's Canvas-based online community and learning platform, Ember, exists for students to communicate with faculty, staff and other students. It is a key component of the PGS experience and facilitates learning during the time between classes. PGS's use of this technology allows student names and email addresses to be visible on Ember. Since Ember is a secure website, this will not increase the risk of identity theft or spamming for anyone in the program. Students concerned about visibility of names or log-ins should contact the Registrar.

Ember also allows students to maintain their own directory information and determine the degree to which they choose to share it. This information is maintained by the student and not by the administration. PGS asks that each member of the community respect the privacy of others and not use any directory information without permission.

ACCESS TO ONLINE DISTANCE LEARNING PLATFORM – EMBER

Ember is password-protected and not open to the public. PGS community members may have different levels of access. As individuals move from the status of applicants to current students to alumni, and as faculty and staff come and go, individual access level to Ember changes. When an individual has many roles at PGS, the default is the role with the highest level of access. Contact the Director of Information Technology with questions regarding access levels.

INSTITUTIONAL POLICIES AND STATEMENTS

EMERGENCY OPERATIONS

In the event of inclement weather or other emergency conditions, Presidio Graduate School (PGS) will comply with all local and regional emergency plans, keeping the safety of the community and orderly operations as the highest priorities. Winter in the Pacific Northwest can occasionally require adapting to loss of power. Students, faculty and staff should assume that PGS Seattle schedules, as published, shall remain in effect unless an update is posted on Ember.

The school's phone number is 206.855.9559. Responsible emergency practice requires us to keep this line free as much as possible, so such calls should be brief and few during emergency situations. Please keep in mind that the line may also be needed for outgoing emergency calls.

DRUG AND ALCOHOL ABUSE PREVENTION POLICY

Presidio Graduate School is dedicated to maintaining a healthy community. In order to meet this end and to comply with the Drug-Free Schools and Communities Act of 1989, PGS prohibits the unlawful possession, use, cultivation and/or distribution of drugs and alcohol by students and employees on institutionally controlled property and during institutionally hosted events.

PGS will impose appropriate sanctions on students and employees, consistent with local state and federal laws, up to or including dismissal from enrollment or termination of employment, as well as referral for prosecution for contravention of this policy. Each incident will be reviewed on a case-by-case basis and disciplinary actions will be applied as appropriate.

Alcoholic Beverages at IslandWood

PGS and IslandWood prohibit the consumption of alcoholic beverages at IslandWood except when served by trained IslandWood staff in designated locations and during hours when IslandWood hosts a bar. Self-service consumption of alcohol is prohibited at all times.

If an individual is charged with breaking the rules and the Executive Dean (Dean) determines that the charge is valid, consequences are:

- **Once:** The student will meet with the Dean to discuss the charge and will receive an oral and written warning, which will be placed in the student's file.
- **Twice:** The student will receive a written censure in his/her file and will be required to stay off campus at his/her own expense. No refund will be provided for lodging. The student will not be allowed to consume alcohol at IslandWood.
- **Three times:** The student will be placed on probation during which time the student may be excluded from participation in PGS Seattle programs and activities.
- **Four times:** The student will face suspension and exclusion from participation in all PGS programs, academic and extracurricular.

It should be noted that infractions that are traced to a particular room at IslandWood will result in individual citations for everyone in that room.

Because behavior is not always traceable to an individual, the PGS student body at IslandWood as a whole may be held responsible. For example, if outside alcohol containers are found at IslandWood's Friendship Circle, outside or in lodge common rooms at IslandWood, this may be considered a group infraction. This applies to all infractions that cannot be traced to an individual, so community members should hold fellow community members accountable for their actions. Group consequences include:

- **Once:** We will serve only one beverage at a time to one person; no bottles of wine.
- **Twice:** We will not serve any alcohol on Saturday.
- **Three times:** There will be no alcohol at IslandWood for the remainder of the year.

To understand more fully the health risks associated with drug and alcohol abuse, and to research treatment options in your area, please contact a local treatment facility or refer to The Center for Substance Abuse Treatment and Referral Hotline (1-800-662-HELP).

Consequences and Response Sequence for Contravention

In the interests of Presidio Graduate School and the PGS community, the developers of this policy hope that the policy set forth above remains untested; i.e., community members will choose not to violate, and members of the community will help to discourage violations. Should this idea prove unsuccessful in terms of preventing others from violating this policy, further action will be required.

Individuals who do not abide by the policy face justice procedures as outlined above. This should include steps appropriate to the circumstances, and sufficient to effectively correct the situation going forward, up to or including suspension or termination from Presidio Graduate School.

In addition to individual consequences, community-wide sanctions might include “dry weekends” without alcohol service following any observed violation of this policy. A violation would also of course entail the unfortunate use of the community’s energy and time in dealing with the issue. As a community, we will endeavor to support individual freedom within these simple rules, without having that freedom encroach on the freedoms of others.

The following sequence of steps shall apply:

1. All community members are encouraged to participate in direct communication around difficult topics such as contravention of shared agreements.
2. Lack of closure around community controversy or conflict can be referred to the Ethics Working Group.
3. The Ethics Working Group can convene a meeting/council/wisdom circle, etc., as a further step to resolve the matter.
4. The Ethics Working Group may make a recommendation to the Ethics and Judicial Review Board of PGS administration who will take necessary academic, legal, etc., steps.
5. In addition to these measures, which will hopefully be sufficient to protect PGS and its community, observation of the following social norms will hopefully be upheld by all: 1) personal integrity and responsibility, 2) avoidance of public shaming or draconian measures and 3) respect for the stated policy and process and the final authority of the administration in cases of breach of established policy.

Compliance Norms and Agreements

Drug and alcohol policy discussion will begin with student orientation, adding this topic to the introduction to community norms.

Within the community, we expect that respect for one another will be the rule. In accord with this respect, direct communication regarding any observed or suspected contravention is preferred, in order to resolve issues as closely as possible to the source. As part of this direct communication preference, we encourage a mutually respectful dialog and use of the tools we each learn as part of our PGS experience. Should that not resolve the issue to the satisfaction of the policy and the community members involved, incidents can be referred to the Ethics Working Group. If a community member feels uncomfortable or unsafe engaging in direct communication regarding an incident, they may raise the issue privately to the Ethics Working Group or through another party such as an LPD Faculty member, who can assist with resolving the issue.

INTELLECTUAL PROPERTY RIGHTS

By definition, students’ work, including the contributions of faculty/advisors, has a copyright, as a default, that is shared between all the stakeholders. This means that any member of the team is welcome to use the material, with exceptions, in any enterprise of their choosing. Exceptions arise when sponsors or project leaders contribute significant/specific proprietary information to the advancement of the project that is critical to the conduct and success of the project. The intellectual property rights of such sponsors/project leaders are to be governed under a separate formal agreement. PGS’s support should also be acknowledged. Presidio Graduate School retains the right to publish and/or communicate these works, except where

INSTITUTIONAL POLICIES & STATEMENTS

confidential materials are involved. It is the responsibility of the students, advisors, sponsors and/or faculty to identify confidential materials as such.

If work is for hire, any intellectual property rights will be governed under a separate formal agreement.

As above, if the work is associated with a sponsor, intellectual property rights associated with that work will also be governed under a separate formal agreement. The default agreement of the Action Learning Projects is that the sponsor company has the right to use the work produced, but that the students, faculty, advisors and PGS retain the rights to publish and use anything that is not confidential.

PGS has the right to publish or otherwise publicly disclose information gained in the course of the project. To avoid loss of potential patent rights as a result of premature public disclosure of patentable information or the disclosure of any confidential information supplied by the sponsor, PGS will submit any prepublication materials to the sponsor for review and comment at least fifteen (15) days prior to planned submission for publication. The sponsor shall notify PGS within such time period of any inventions or discoveries subject to the parties' rights or disclose any confidential information subject to protection. PGS shall have the final authority to determine the scope and content of any publications.

As students initiate projects, it is each student's responsibility to communicate any concerns that they may have regarding the default copyright shared by all the stakeholders. At that point, the stakeholders will need to initiate a conversation to define the potential rights issues of concern. A more formal agreement may be appropriate depending on the outcome of the conversation(s).

ETHICS GUIDING PRINCIPLES

These guiding principles synthesize past and present efforts of the PGS community regarding accepted agreements on standards of individual and community behavior. The community recognizes the benefit of the principles-based approach to ethics. Such a code serves as a reference point for decision-making, enabling the community to communicate openly, operate with fewer layers of authority and respond quickly and cohesively in times of crisis.

PGS does not require community members to sign an "ethics pledge." Instead, we honor the spirit of the ethics guiding principles and recognize that it is the agreement of all community members to handle their own conduct in accordance with these principles. The PGS community consists of current and former students, alumni, faculty, guests, administrative staff and the board of directors.

The ethics guiding principles are led by a vision to default to the highest level of trust, integrity, respect and academic standards. PGS recognizes that in a diverse community, disagreements and misunderstandings are inevitable. Part of the unique character of PGS is the community learning process. PGS believes conflicts are core learning opportunities for everyone involved. They provide opportunities to reveal and explore different assumptions about appropriate behavior, to learn from different perspectives, to communicate differences gracefully and to build a community that appreciates and leverages its differences. One of PGS's goals is "to create a powerful supportive network of sustainability and business experts involved in lifelong collaboration, learning and action." In support of this, the PGS community agrees to honor these principles:

Trust Principle: Regarding questions of conflicts of interest, act as a trusted member of the PGS community with diligence, honesty and candor.

- Disclose all actual and potential relationships and conflicts of interest to those involved.
- As opportunities for personal benefit arise that may involve a conflict, consult with the parties involved and/or the Executive Dean before pursuing them.

Reliability Principle: Honor academic, team, volunteer and positional commitments.

- Be faithful to your word and follow through on promises and agreements.
- Refrain from taking advantage of others when collaborating on team

assignments.

- Take responsibility for your own actions.

Property Principle: Respect the physical and intellectual property rights of others.

- Do not misappropriate physical and intellectual property.
- Do not represent the work of others as your own.
- Engage in good faith negotiations.

Dignity Principle: Respect the dignity of all people.

- Treat all people and parties fairly and equitably.
- Respect one another's opinions, views, freedom of inquiry and expression.
- Honor personal privacy and do no mental, emotional or physical harm.
- Adopt behavior and practices that enhance the personal and professional development of both you and your colleagues.

NOTICE OF NON-DISCRIMINATION POLICY

Presidio Graduate School admits students of any race, religion, color, gender, gender orientation, sexual orientation and national or ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the school. PGS does not discriminate against students or potential students on the basis of race, creed, color, national or ethnic origin, religion, gender, gender orientation, sexual orientation, veteran or military status, socioeconomic status, marital status, or the presence of any sensory, mental, or physical disability or the use of a trained guide dog or service animal by a person with a disability in administering its education policies, admission policies, scholarship and loan programs and other school-administered programs.

SEXUAL HARASSMENT POLICIES

PGS has a strict policy against sexual harassment and prohibits all forms of sexual harassment, by males or females. Sexual harassment violates state and federal law and will not be tolerated by this institution.

An individual in violation of this policy will be subject to informal or formal disciplinary action up to and including termination of employment or dismissal from PGS.

Sexual harassment is defined as the use of one's authority or power, either explicitly or implicitly, to coerce another into unwanted sexual relations or to punish another for refusal, or as the creation by a member of the PGS community of an intimidating, hostile or offensive working or educational environment through verbal or physical conduct of a sexual nature.

Prevention of Discrimination and Sexual Harassment

All members of the PGS community are responsible for maintaining an education and work environment free from discrimination and sexual harassment.

Therefore, each member must be fully aware of the provisions of this policy and prepared to report to proper campus authority any apparent policy violation. Any PGS employee to whom discrimination or harassment is reported, or who becomes aware of or suspects harassment of a member by any member of the PGS community, is responsible for taking immediate steps to end the discriminatory practice and/or for reporting the harassment to administrators with authority to take such action.

In support of PGS's Non-Discrimination and Sexual Harassment Policy, PGS promotes preventative educational measures to create greater awareness of unlawful discriminatory practices and sexual harassment, among faculty, staff and students. Administrative officers, deans, directors and supervisors are responsible for making certain that all employees are informed fully of the types of conduct that may be classified as discriminatory, including sexual harassment, and that such conduct is prohibited. PGS policy is described in the catalog and in faculty and staff handbooks.

If you believe you are being harassed, seek help as soon as possible by contacting the Executive Dean.

AMOROUS RELATIONSHIPS AFFECTING EMPLOYEES AND STUDENTS

Amorous relationships that might be appropriate in other circumstances are absolutely not appropriate, whether consensual or otherwise, when they occur between a faculty member, teaching assistant or employee of Presidio Graduate School and a student or employee for whom that faculty member, teaching assistant or employee has a professional supervisory responsibility. Even where negative consequences to the participants do not result, such romantic liaisons create an environment charged with potential conflict of interest and possible use of academic or supervisory leverage to maintain or promote the relationship. Amorous relationships that the parties may view as mutual may still raise questions of favoritism as well as of an exploitative abuse of trust and power. This is particularly true when a student is enrolled in a course being taught by the involved faculty member or teaching assistant.

PGS policy requires that all faculty, teaching assistants and employees maintain professional relationships with students and supervisees. It is the responsibility of PGS faculty, teaching assistants and employees to make explicit arrangements for their withdrawal from participation in evaluative decisions that may reward or penalize a student or employee with whom the faculty, teaching assistant or employee has or has had an amorous relationship.

STUDENT GRIEVANCE PROCEDURE

Whenever possible, PGS encourages students to work directly and informally on any and all issues arising in the community of students, advisors, faculty, staff and administration. The filing of a formal grievance should be the last resort. The appropriate sequence of escalation is as follows:

1. The student addresses the issue directly with the faculty or staff member, usually involving the student's advisor in the conversation.
2. If this does not bring satisfactory resolution, the student should address the issue with the Executive Dean ("Dean"):

Mary Kay Chess, PhD, Executive Dean
Presidio Graduate School
220 Second Avenue South, Suite 400
Seattle, WA 98104
email: marykay.chess@presidio.edu
phone: 206.855.9559

3. If the student feels the issue cannot be resolved directly and the student wishes to bring a grievance against a faculty or staff member to the Dean, the following procedure will be followed (should the student grievant so request, the time sequence outlined below will be extended to the end of the quarter):
 - a. The Dean will inform the faculty or staff member in question of the nature of the allegation prior to conducting an investigation.
 - b. Upon investigation, if the Dean or the Dean's designee finds probable cause but the nature of the grievance is not of such a serious nature to warrant disciplinary action, the Dean will attempt to resolve the matter informally.
 - c. If the Dean or the Dean's designee finds probable cause and the nature of the grievance is of a serious nature to potentially warrant disciplinary action, the Dean shall advise the faculty or staff member and the President of the nature of the complaint and the name of the grievant.
 - d. The Dean will complete the investigation and hold a hearing within thirty (30) school days. Following the hearing, the Dean will, within twenty (20) school days, render a final decision.

Students may appeal the Dean's decision to the President of Presidio Graduate School.

The Dean (Mary Kay Chess, PhD) can be reached at 206.855.9559 and the President (Mark Schulman) at 415.561.6555, or by mail or in person at:

Presidio Graduate School
1202 Ralston Avenue, Suite 300
San Francisco, CA 98129
Telephone: 415.561.6555
Email: mark.schulman@presidio.edu

Students not satisfied with the final disposition of the grievance process may contact Presidio Graduate School's accreditor, the WASC Senior College and University Commission (WSCUC), at 985 Atlantic Avenue, Suite 100, Alameda, CA, 94501, 510.748.9001.

CODE OF STUDENT CONDUCT

Students may be suspended, placed on probation or given a lesser sanction for the following actions, which must be related to Presidio Graduate School (PGS):

- Forgery, alteration or misuse of any official PGS document, record, student or faculty identification or credit card;
- Unauthorized use or misuse, including mutilation and/or defacing, of educational materials, PGS records or property;
- Construction of or actual possession of firearms or other inherently dangerous or explosive materials including fireworks;
- Threat or infliction of bodily harm or physical abuse or injury to the person of a fellow student, faculty, staff member, administrative officer or PGS guest;
- Theft, misappropriation, vandalism, non-accidental damage, grossly negligent damage or arson to any PGS property or private property of a fellow student, faculty, staff member, administrative officer or guest of PGS;
- Physical or verbal obstruction or disruption of teaching, research, administration disciplinary proceedings or any other office or authorized PGS program, event, function or activity;
- Resisting a police officer acting in the performance of his or her duties at a PGS-sponsored event or intentionally ignoring citations issued by police officers;
- Unauthorized entry into any secured PGS building or facility;
- Obstructing access to any campus building or other facility, and unregistered, unreserved or unauthorized use or occupation of any PGS meeting facilities, classrooms, public or common indoor or outdoor areas, teaching, research, recreational, athletic, faculty offices or other components of PGS's physical plant or property;
- Use of or actual possession, distribution, transfer or sale of narcotics, hallucinogenic agents and drugs of abuse;
- Abusive or unauthorized use and operation of outdoor and indoor sound systems, public address systems, sound trucks or bullhorns;
- Furnishing false information to PGS with intent to deceive;
- Unauthorized consumption or unauthorized possession of alcoholic beverages on campus;
- Cheating or plagiarism in connection with an academic program or project at PGS;
- Failure, after a warning, to wear adequate clothing and foot covering while attending classes or utilizing any campus facility;
- Smoking in areas designated "No Smoking";
- Gambling on PGS property;
- Violation of any of the criminal statutes of the State of Washington which violation occurs either on the PGS campus or directly affects PGS's community;
- Soliciting or assisting another to do any act which would subject a student to suspension or probation; and/or
- Behavior that clearly violates community norms in the judgment of the Executive Dean.

DISCIPLINARY PROCEDURES

Complaints

Charges of violations of the Code of Student Conduct above or the Code of Academic Conduct on pages 78-79 may be made by any member or guest of the PGS community or by any representative of any PGS department or agency. Charges will be in writing and will be filed with the Executive Dean ("Dean"):

Mary Kay Chess, PhD, Executive Dean
Presidio Graduate School - Seattle Campus
220 Second Avenue South, Suite 400
Seattle, WA 98104
email: marykay.chess@presidio.edu
telephone: 206.855.9559

The Dean will then investigate the alleged violation of the Code of Student Conduct or Code of Academic Conduct. If the Dean determines that there is no substance to the charge, all charges will be dropped.

In the event that the Dean determines that the charge warrants as a penalty only a warning, the Dean will meet with the student to discuss the charge and issue the warning. The issuance of the warning terminates the complaint.

If the Dean determines that there is sufficient evidence to warrant a penalty other than a warning, the Dean will notify Mark Schulman, President, and will prepare and serve on the person charged a complaint setting forth the nature, time and place of the violations charged. The complaint will be served within 30 days of the filing of charges. Service of the complaint will be in person or by certified mail, return receipt requested, addressed to the person. The complaint will be accompanied with notification of the date, time and place of a hearing with the Dean or President.

The Executive Dean can be reached at:
Presidio Graduate School - Seattle Campus
220 Second Avenue South, Suite 400
Seattle, WA 98104
telephone: 206.855.9559

The President can be reached at:
Presidio Graduate School
1202 Ralston Avenue, Suite 300
San Francisco, CA 98129
Telephone: 415.561.6555

Information Hearings

A student who wishes to plead guilty to the complaint and waive the right to a hearing may do so by signing a written waiver to this effect. The student will return the waiver to the Dean, who will assign appropriate sanctions.

A student who wishes to plead not guilty will be scheduled for an informal hearing to be held with the Dean or the President. At this hearing, the review the charges and evidence supporting said charges. Students have the right to be present at the hearing, to be informed of the evidence considered against them, to have an opportunity to rebut it, to present evidence on their own behalf and to have the assistance of an advisor of their choice.

After said hearing, if the Dean or the President determines either that the student is not guilty, or that the violation committed by the student warrants, as a penalty, only a warning or censure, the Dean or President will, if applicable, assess the penalty and the matter will be deemed closed.

After said hearing, if the Dean or President determines that the violation committed by the student warrants probation, suspension or the levying of a fine, the Dean or President will advise the student thereof.

Imposition of Sanctions

If the person charged is found guilty, the Dean will impose any sanction(s). A report of findings and imposition of sanctions will be forwarded to the President and served on the person charged in person or by certified mail, return receipt requested, addressed to the person.

Upon a finding of guilty of any violation, one or more of the listed sanctions may be imposed:

Warning	Oral and written notice that becomes part of the student's file that continuation or repetition of conduct found wrongful may be cause for more severe disciplinary action.
Censure	A written reprimand that becomes a part of the student's file and includes the possibility of more severe disciplinary sanctions in the event of the finding of a subsequent violation of a PGS regulation within a stated period of time.
Probation	Assignment to a probationary period during which a student may be required to abide by specified regulation or may be excluded from participation in program and activities customized to each specific situation by the Dean.
Suspension	Exclusion from participation in all PGS Seattle programs, both academic and extracurricular.
Fines	A fine is a penalty to cover the costs of replacing physical property of PGS, or any educational facility used by PGS, that has been stolen or intentionally damaged by any student or damaged through the gross negligence of the student. Payment of any fine by students will in no way limit PGS's right to seek restitution for appropriate damages through appropriate civil proceedings.

Appeals

Within 30 days of the student's receipt of notice of the Judicial Board's disposition of the case and subsequent imposition of sanctions by the Dean, the student may appeal the decision to the President. Such notice must be in writing and will not be subject to other formal requirements except to reasonably express the student's desire to appeal the decision. Upon receipt of such notice, the President will advise the Chairperson of the Judicial Board and the Dean that an appeal has been filed.

The President may give the appellant an opportunity to present reasons for the appeal, and, if in the President's discretion it is desirable, may hear from the Dean, and representatives from the Judicial Board. After hearing the student and such others as deemed appropriate, and considering the record of the Judicial Board, the President will make the final decision and set the sanction.

The Dean can be reached at:

Presidio Graduate School
220 Second Avenue South, Suite 400
Seattle, WA 98104
Telephone: 206.855.9559

The President can be reached at:

Presidio Graduate School
1202 Ralston Avenue, Suite 300
San Francisco, CA 98129
Telephone: 415.561.6555

Administrative Suspension

Pending the completion of the hearing before the Board and the imposition of sanctions, the status within PGS of the person charged will not be altered unless that person's continued presence on campus will be found by the Dean to constitute a serious threat to the PGS community or to PGS property. The Dean is authorized to suspend the person charged, and the temporary suspension is to remain in effect pending the completion of the hearing before the Judicial Board and final determination of the case.

Pending Criminal Proceedings

On written motion of the person charged, filed in the Office of the Dean of Academic Affairs any time before the hearing begins before the Judicial Board, the hearing before the Judicial Board will be postponed until disposition at the trial court level of any pending criminal proceedings arising out of the same conduct, provided, however, that students who are convicted of a criminal offense arising out of the same conduct and are charged with the violation of a PGS Seattle rule will be ineligible to register at PGS in the term following their conviction and thereafter, unless and until PGS Seattle's charges against them have been heard and decided.

JUDICIAL BOARD

Composition of the Judicial Board

A formal Judicial Board will be elected to hear a case on an "as needed" basis when such a case is presented. The Judicial Board shall consist of three persons: one student and two faculty members. The Judicial Board members elect a faculty member chairperson of the Judicial Board for the duration of the case. The responsibilities of the chairperson are to ensure that the right to due process is not abridged and that the Judicial Board holds its hearings in accordance with procedures set forth herein. A simple majority of the members of the Judicial Board will constitute a quorum.

Eligibility

The student member of the Judicial Board will be a student who has been enrolled at least one quarter and is in good standing academically in their PGS courses.

Appointment Process

Students and faculty will be nominated for membership on an individual basis, with one student and two faculty members elected by their respective constituencies. The nominees will be forwarded to the Dean, who will make the final appointment of the members of the Judicial Board.

Terms of Office

Students and faculty members will be appointed for the duration of the case. In the event of a resignation, an appointment will be made after nomination by the appropriate body for the remainder of the case.

Jurisdiction

The Judicial Board will be the principal campus-wide committee appointed as needed with jurisdiction to hear charges of student misconduct that have as a possible penalty either probation, suspension or the levying of a fine. After careful deliberation, the Judicial Board will recommend appropriate action to the Dean. The Dean, in turn, will impose appropriate sanctions if any individuals are found to be guilty.

The Judicial Board will have the authority to prescribe supplementary rules of procedure consistent with the requirements contained herein. The Judicial Board may also, on request, render written advisory opinions concerning the meaning and application of this code or of the rules and regulations promulgated pursuant to this code.

Rules Governing Judicial Procedures and Rights of Individuals Charged

The Judicial Board proceedings are de novo, that is, without reference to any matter developed previously in an informal proceeding in which disciplinary action was considered.

No member of the Judicial Board who has previously participated in the particular case or who would appear as a participant before the Judicial Board itself will sit in judgment during that particular proceeding.

Hearings before the Judicial Board will be held in private unless students charged request that the public be admitted. The public may then be admitted subject to the following stipulations:

INSTITUTIONAL POLICIES & STATEMENTS

- That in the event of disorder or disruption of the hearing by spectators, the Judicial Board may order the hearing closed to the public.
- The Judicial Board may order all spectators excluded from the hearing during the testimony of a witness when the Judicial Board concludes that such exclusion is necessary and appropriate to avoid embarrassing publicity for a witness or an unnecessary violation of their privacy.
- Persons charged will have the right to be represented by an attorney or any other representative of their choice from within or outside the PGS community.
- Persons charged will have the right to be informed of the identity of the person initiating charges against them, the right to hear the witnesses against them, subject to reasonable rules of procedure, and the right to cross-examine such witnesses either personally or by their representative.
- Persons charged will have the right to produce witnesses in their own defense. The Judicial Board may limit the number of repetitive witnesses in order to avoid dilatory tactics.
- Persons charged will have the right to testify in their own behalf or to refuse to testify without such refusal being construed against them.
- The charges may be presented by the Dean, the President, legal counsel or another agent of PGS appointed by the Dean.
- A written transcript or other record of the hearing will be made and preserved for not less than 60 days after persons charged have been notified of the Judicial Board's action in the case. In the event no appeal is taken from the Judicial Board's action within the time set for such appeal, the transcript or record may be destroyed.

Judicial Board Procedures

Order of Business:

1. Call to Order, Chairperson
2. Statement of case to be heard, Chairperson
3. Opening Statement, Complainant or PGS Delegate
4. Opening Statement, Defendant or Advisor
5. Presentation and cross-examination of evidence and witnesses for the prosecution
6. Presentation and cross-examination of evidence and witnesses for the defense
7. Closing Statement, Complainant or PGS Delegate
8. Closing Statement, Defendant or Advisor
9. Closing comments and announcement regarding the calendar, Chairperson
10. Adjournment, Chairperson

Deliberations of the Judicial Board will be conducted out of the presence of persons charged with misconduct and with no other persons or spectators present. No record or transcript of the Judicial Board's deliberation will be made except a formal record of the Judicial Board's action.



Calendars

Chapter Seven

MBA in Sustainable Systems (Hybrid)

New Student Orientation Fall 2016 September 15-18 at IslandWood, Bainbridge Island, WA

2016-2017	FALL Sep 26–Dec 9	WINTER Jan 3–Mar 17	SPRING Mar 27–Jun 9	SUMMER ** Jun 26–Sep 15
Registration Due	Aug 2	Nov 1	Jan 31	May 2
Tuition Due	Aug 30	Nov 29	Feb 27	May 30
Quarter Begins	Sep 26	Jan 3	Mar 27	Jun 26
Last day to drop with 100% refund	Sep 30	Jan 6	Mar 31	Jun 30
First Intensive *	Oct 6-9	Jan 12-15	Apr 6-9	
Schedule Adjustment: last day to add or drop with 75% refund	Oct 11	Jan 17	Apr 11	Jul 11
Last day to withdraw with 50% refund	Oct 25	Jan 31	Apr 25	Jul 25
Second Intensive	Nov 3-6	Feb 9-12	May 11-14	
Third Intensive	Dec 1-4	Mar 9-12	Jun 1-4	
Finals Period	Dec 5-9	Mar 13-17	Jun 5-9	Sep 11-15
Quarter Ends	Dec 9	Mar 17	Jun 9	Sep 15
Grades Due & Posted	Dec 16	Mar 24	Jun 16	Sep 22
Commencement			Jun 4	

* Intensives take place at IslandWood, 4450 Blakely Avenue NE, Bainbridge Island WA 98110

**Summer Break: July 31 - August 11, 2017 (2 weeks)

MBA in Sustainable Business (Metro)

New Student Orientation Fall 2016 September 15-18 at IslandWood, Bainbridge Island, WA

2016-2017	FALL Sep 26–Dec 9	WINTER Jan 3–Mar 17	SPRING Mar 27–Jun 9	SUMMER * Jun 26–Sep 15
Registration Due	Aug 2	Nov 1	Jan 31	May 2
Tuition Due	Aug 30	Nov 29	Feb 27	May 30
Quarter Begins	Sep 26	Jan 3	Mar 27	Jun 26
Last day to drop with 100% refund	Sep 30	Jan 6	Mar 31	Jun 30
Schedule Adjustment: last day to add or drop with 75% refund	Oct 11	Jan 17	Apr 11	Jul 11
Last day to withdraw with 50% refund	Oct 25	Jan 31	Apr 25	Jul 25
Finals Period	Dec 5-9	Mar 13-17	Jun 5-9	Sep 11-15
Quarter Ends	Dec 9	Mar 17	Jun 9	Sep 15
Grades Due & Posted	Dec 16	Mar 24	Jun 16	Sep 22
Commencement			Jun 4	

*Summer Break: July 31 - August 11, 2017 (2 weeks)

Certificate in Sustainable Energy Solutions Certificate in Sustainable Food and Agricultural Systems Certificate in Cooperative Management

2016-2017	FALL Sep 26–Dec 9	WINTER Jan 3–Mar 17	SPRING Mar 27–Jun 9	SUMMER ** Jun 26–Sep 15
Registration Due	Aug 2	Nov 1	Jan 31	May 2
Tuition Due	Aug 30	Nov 29	Feb 27	May 30
Quarter Begins	Sep 26	Jan 3	Mar 27	Jun 26
Last day to drop with 100% refund	Sep 30	Jan 6	Mar 31	Jun 30
First Intensive	Oct 8	Jan 14	Apr 8	
Schedule Adjustment: last day to add or drop with 75% refund	Oct 11	Jan 17	Apr 11	Jul 11
Last day to withdraw with 50% refund	Oct 25	Jan 31	Apr 25	Jul 25
Second Intensive	Nov 5	Feb 11	May 13	
Third Intensive	Dec 3	Mar 11	Jun 3	
Finals Period	Dec 5-9	Mar 13-17	Jun 5-9	Sep 11-15
Quarter Ends	Dec 9	Mar 17	Jun 9	Sep 15
Grades Due & Posted	Dec 16	Mar 24	Jun 16	Sep 22
Commencement			Jun 4	

* Intensives take place at IslandWood, 4450 Blakely Avenue NE, Bainbridge Island WA 98110.

**Summer Break: July 31 - August 11, 2017 (2 weeks)

ADMINISTRATIVE HOLIDAYS *(administrative offices closed)*

Holiday	Day, Date
Labor Day 2016	Monday, September 5, 2016
Indigenous Peoples Day	Monday, October 10, 2016
Veteran's Day	Friday, November 11, 2016
Thanksgiving	Thursday-Friday, November 24-25, 2016
Winter Holiday	Friday, December 23, through Monday, January 2
Martin Luther King Day	Monday, January 16, 2017
President's Day	Monday, February 20, 2017
César Chávez Day	Friday, March 31, 2017
Memorial Day	Monday, May 29, 2017
Independence Day	Tuesday, July 4, 2017
Labor Day 2017	Monday, September 4, 2017

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