Dear Student,

It is my pleasure to welcome you to the Master’s Program in Higher Education Leadership.

The faculty and administration are here to help you, to challenge you, to engage you in the study of leadership.

The information in this Handbook is supplementary to the important requirements in the Graduate Bulletin and the SOLES Graduate Student Policies. These publications will provide you with information that is essential as you progress through your master’s program.

This Handbook has additional information, and a few specific School of Leadership and Education Sciences policies and procedures that were developed after the Graduate Bulletin was printed. All additional policies and procedures described in this Handbook are applicable to all students who enter the program in the 2012-2013 academic year.

I encourage you to communicate regularly with your program advisor. It doesn’t always have to be in person. Email has made it much easier for all of us to communicate. And always feel free to contact us by telephone.

The core courses in this program enable you to study leadership and organizational life from a variety of perspectives. In addition, the opportunity to study and work with colleagues from a variety of professional fields will help you develop new relationships and enhance networking opportunities.

I hope that your experiences in this unique master’s program are as positive and rewarding as our current students and graduates tell us their experiences are and have been. This is your opportunity to study and learn about yourself, the groups you interact with and the organizations you lead.

On behalf of the faculty and myself, welcome to the Department of Leadership Studies. We wish you success.

Cheryl Getz
Chair, Department of Leadership Studies
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPORTANT NOTICE</td>
<td>3</td>
</tr>
<tr>
<td>FREQUENTLY ASKED QUESTIONS</td>
<td>4</td>
</tr>
<tr>
<td>IMPORTANT PHONE NUMBERS, EMAILS &amp; WEBSITES</td>
<td>5</td>
</tr>
<tr>
<td>PROGRAM COMPONENTS</td>
<td>9</td>
</tr>
<tr>
<td>INTERNATIONAL EXPERIENCE</td>
<td>11</td>
</tr>
<tr>
<td>EXIT REQUIREMENT DESCRIPTIONS</td>
<td>13</td>
</tr>
<tr>
<td>POLICIES AND PROCEDURES</td>
<td>15</td>
</tr>
<tr>
<td>ACADEMIC ADVISORS:</td>
<td>15</td>
</tr>
<tr>
<td>LISTSERV:</td>
<td>15</td>
</tr>
<tr>
<td>PROGRAM PLANNING:</td>
<td>15</td>
</tr>
<tr>
<td>STUDENT FORMS:</td>
<td>15</td>
</tr>
<tr>
<td>REGISTRATION PROCEDURES:</td>
<td>16</td>
</tr>
<tr>
<td>CHANGE OF ADDRESS:</td>
<td>17</td>
</tr>
<tr>
<td>CHANGE OF NAME:</td>
<td>17</td>
</tr>
<tr>
<td>CHANGE OF PROGRAM OR EMPHASIS:</td>
<td>17</td>
</tr>
<tr>
<td>CREDIT AND GRADING SYSTEM:</td>
<td>17</td>
</tr>
<tr>
<td>SUBSTITUTION/WAIVER OF GRADUATION REQUIREMENTS:</td>
<td>18</td>
</tr>
<tr>
<td>GRADUATE ACADEMIC CALENDAR:</td>
<td>18</td>
</tr>
<tr>
<td>SOLES GRADUATE STUDENT POLICIES:</td>
<td>18</td>
</tr>
<tr>
<td>THESIS DESCRIPTION</td>
<td>19</td>
</tr>
<tr>
<td>PROGRAM PLANNING FORM</td>
<td>20</td>
</tr>
<tr>
<td>STUDENT FORMS</td>
<td>21</td>
</tr>
</tbody>
</table>
IMPORTANT NOTICE

This handbook serves as a supplement to the University of San Diego 2011-2013 Graduate Bulletin and the SOLES Graduate Student Policies. Policies and procedures outlined in the Graduate Bulletin, the SOLES Graduate Student Policies and in this handbook are applicable to all master’s students who enter the program in 2012. The policies in this handbook are subject to change. Students will be informed of revisions via your USD email address.

Forms discussed in this handbook are available online via our website. Completed forms should be returned to the Leadership Studies office. On occasion, forms may be updated.

Questions about master’s program procedures, forms, or other administrative matters should be addressed to the Leadership Studies office: 619-260-4637 or leadershipstudies@sandiego.edu.
FREQUENTLY ASKED QUESTIONS

1. What is the main campus telephone number for USD?
   (619) 260-4600. All USD phone numbers begin with 260, although some fax numbers begin with 849.

2. How do I contact the Department Assistant?
   Email Heather Gibb at heatherg@sandiego.edu or by calling (619) 260-4637

3. How do I find out what classes are being offered each semester?
   Go to http://my.sandiego.edu and, (1) Select the One Stop Services tab, (2) Click on the “Course Schedule” link, (3) Select the Term and hit “Submit”, (4) Search for classes (hint: to find all the courses our department offers in that term, use LEAD as the “Subject Code”) Use this tool to find days/times, locations, instructors and other course related information.

4. How do I get in touch with the faculty?
   Each faculty member’s e-mail address is located on the both the USD website (find people) and the SOLES website (faculty directory).

5. What is the policy on dropping or adding a class?
   Please refer to the graduate bulletin and SOLES Graduate Student Policies, which can be found on our website at www.sandiego.edu/soles/students/policies.php, on this policy and other important procedures.

6. How do I find where my classroom is located?
   This information is listed on the Class Schedule. See Question #3 above.

7. Do I need a USD email account?
   Yes, all students should obtain a USD email account upon initial registration. This user account will also allow you access to view your grades, class schedules and pay your student bill on line through http://my.sandiego.edu. It is very important to check your USD email account frequently because it is often the only way you will receive important program and university information and updates.

8. How do I get questions answered about Financial Aid?
   If you are receiving Financial Aid directly from SOLES (i.e.: SOLES Loan or SOLES scholarship) contact the Dean’s office at (619) 260-7475.

   Questions about federal or other Financial Aid should be directed to the One Stop Student Center at (619) 260-2700 or via their website: http://www.sandiego.edu/financial_aid/

9. How do I get billing questions answered?
   All Graduate students can obtain student account information by logging into their http://my.sandiego.edu account. Questions about your student account should be directed to the One Stop Student Center. The One Stop is located on the bottom level of the Hahn University Center, room 126. Metered short-term parking is available adjacent to the center.
IMPORTANT PHONE NUMBERS, EMAILS & WEBSITES

For appointments, students need to call their advisors directly. For an appointment with the Leadership Studies Department Chair, students may contact the departmental Executive Assistant by emailing leadershipstudies@sandiego.edu or at 619-260-4637.

Leadership Studies Faculty and Administration

Paula Cordeiro, Ed.D., Dean
260-4540
cordeiro@sandiego.edu

Cheryl Getz, Ed.D., Department Chair
260-4289
cgetz@sandiego.edu

Laura Deitrick, Ph.D., Director, Caster Center
260-2903
lauradeitrick@sandiego.edu

Robert Donmoyer, Ph.D.
260-7445
donmoyer@sandiego.edu

Fred Galloway, Ed.D.
260-7435
galloway@sandiego.edu

Beth Garofalo, M.Ed., Assistant Director
260-7790
bethg@sandiego.edu

Steve Gelb, Ph.D.
260-4839
sgelb@sandiego.edu

Heather Gibb, Executive Asst., Leadership Studies
260-4637
heatherg@sandiego.edu

Zachary Green, Ph.D.
260-7670
zgreen@sandiego.edu

David Herrera, Ed.D.
260-7418

Lea Hubbard, Ph.D.
260-7818
lhubbard@sandiego.edu

Frank Kemerer, Ph.D.
260-7789
fkemerer@sandiego.edu

Pat Libby, M.S., Program Dir, Nonprofit
260-7782
plibby@sandiego.edu

Rose Linda Martinez, Ed.D., Co-director ELDA
260-4213
martinez@sandiego.edu

Mary McDonald, Ph.D.
260-2747
marymc@sandiego.edu

JoAnn Raimond Minor, Executive Asst., ELDA
260-8839
joannm@sandiego.edu

Sr. Terri Monroe, Ed.D.
260-4291
tmonroe@sandiego.edu

Christopher Newman, Ph.D.
260-8896
cnewman@sandiego.edu

Richard Thome, M.S., Co-director ELDA
260-7839
thomer@sandiego.edu

Teresa VanHorn, Field Experiences
260-4760
tvanhorn@sandiego.edu

Jennifer Yebba, Executive Asst., Nonprofit
260-2918
jyebba@sandiego.edu

School of Leadership and Education Sciences

Receptionist
260-4538

Dean’s Office
260-4540

USD Frequently Visited Departments

Bookstore
260-4551
http://www.usdbookstore.com/

Campus Information/Operator
260-4600

Copley Library (Reference Desk)
260-4675
http://marian.sandiego.edu/

Credentials
260-4821

One Stop Student Center
260-2700
onestop@sandiego.edu or
(Financial Aid, Registrar, Student Accounts)
http://www.sandiego.edu/onestop

Writing Center
260-4581
http://www.sandiego.edu/writingcenter

Department Website
http://www.sandiego.edu/soles/programs/leadership_studies
PART I

PROGRAM COMPONENTS
MASTER OF ARTS IN HIGHER EDUCATION LEADERSHIP
(36 units)

The 36-unit Master of Arts degree in Higher Education Leadership is designed for professionals working in, or those who have a career preference for, postsecondary education. This program prepares students for a wide range of postsecondary professional positions, including those in community colleges, four-year public and private colleges and universities, and student affairs positions in any postsecondary setting. To be leaders in higher education, the faculty believe that students must be exposed to relevant research, be familiar with the complexities of the postsecondary system at all levels, and be aware of contemporary issues facing leaders working in higher education.

Students work closely with their advisor to design a 15-18 unit experience in one of three higher education strands: 1) Community College Leadership, 2) Higher Education Administration, or 3) Student Affairs. Students will begin to design their final action research project or thesis in the research course, which should be taken in the second semester of the student’s first year in the program. Students will also have the opportunity to obtain practical experience at a postsecondary site of their choosing while the elective courses chosen will also enhance this experience by providing additional opportunities to engage in theory and practice related specifically to the student’s specific area of interest. A minimum of 36 semester hours is required to complete this program.
### MASTER’S PROGRAM COMPONENTS

<table>
<thead>
<tr>
<th>Component</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEADERSHIP CORE</strong></td>
<td>12</td>
</tr>
<tr>
<td><strong>RESEARCH</strong></td>
<td>3</td>
</tr>
<tr>
<td><strong>INTERNSHIP / PRACTICUM</strong></td>
<td>3-6*</td>
</tr>
<tr>
<td><strong>HIGHER EDUCATION LEADERSHIP</strong></td>
<td>9</td>
</tr>
<tr>
<td><strong>INTERNATIONAL EXPERIENCE</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ELECTIVES</strong></td>
<td>6-9*</td>
</tr>
<tr>
<td><strong>EXIT REQUIREMENT</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Students in SASC will need 6 units of LEAD 594 and 6 units of electives. All other students will need 3 units of LEAD 598 and 9 units of electives.

** Specific courses are chosen in consultation with the student’s advisor.
PROGRAM COMPONENTS
The core and research requirements for the M.A. programs in Leadership Studies consist of five leadership courses which enable you to study leadership from a variety of disciplinary perspectives, including perspectives from sociology, political science, history, economics, philosophy, anthropology, and psychology. Additionally, some of these courses examine leadership from an international perspective. The core courses help you make a commitment to leadership in your personal and professional lives. They offer strategies that promote ethical practice and concern for equity and justice.

An important resource in the core courses are students like you. Our students work in various organizational settings. Consequently, classroom discussions reflect a variety of perspectives. Graduates of the program repeatedly comment on the advantages of obtaining a wide view of leadership and organizational life. Sometimes, the best way to know an organization is to look at it from a vantage point outside the organization. Such a view can make the “familiar strange” and challenge taken-for-granted and even sacrosanct notions.

1. Leadership Component (12 units)
   - LEAD 550: Leadership Theory and Practice (3)
   - LEAD 551: Human Relations for Leaders (3)
   - LEAD 555: Leadership and Ethics (3)
   - LEAD 559: Leadership and Organizational Change (3)

2. Research Component (3 units)
   - LEAD 549: Research Design and Methodology for Leaders (3)

3. Internship (3-6 units)
   - LEAD 598: Leadership Internship M.A. (3)
   - OR
   - LEAD 594: Student Affairs GA seminar (1.5 units per semester, 6 units over 4 semesters)
   - Required for all students in the Student Affairs/SOLES Collaborative (SASC)

4. Area of Specialization / Degree Area (15-18 units)
   - Higher Education Core (9 units) (Students have the option of selecting three out of these five courses for their higher education core)
     - LEAD 571 – History and Philosophy of Higher Education (3)
     - LEAD 577 – Higher Education Policy (3)
     - LEAD 565 – The Dynamics of Race, Gender and Culture in Higher Education (3)
     - LEAD 569 – Making Meaning in the Collegiate Environment (3)
     - COUN 515 – Multicultural Counseling (3)

   - Electives (6-9 units)
     - Elective courses allow students to select 6-9 units of course work to meet their specific needs and interests. Courses may be selected from the Leadership Studies course offerings, other SOLES programs/departments, or other USD graduate programs (i.e.: School of Business, School of Law, School of Peace Studies, etc). All course selections should be made in consultation with an advisor. Admission to courses in the Leadership Studies Nonprofit Leadership and Management Program, the Educational Leadership Development Academy
and those from outside of the Leadership Studies program are subject to the approval of those program directors and/or course instructors.

Elective course selections will be based on students' professional goals and interests and will be chosen in consultation with an advisor.

5. **International Experience Requirement**
   See International Experience section for more information.

6. **Exit Requirement**
   After consultation with an advisor, students may select from an action research thesis or action research project to fulfill their exit requirement. See page 13 for additional details. Students in the Student Affairs/SOLES Collaborative (SASC) are also required to submit an e-portfolio.
INTERNATIONAL EXPERIENCE

All students enrolled in the Department of Leadership Studies (DLS) are expected to participate in an International experience as part of their studies. This requirement can be met through either credit or non-credit bearing experiences.

GOALS AND OBJECTIVES:

An international experience is defined as an opportunity for students to interact with a culture other than their own in a manner that fosters their personal and professional growth, promotes cultural understanding, and prepares them for working more effectively with diverse communities.

Through this experience it is hoped that students will:

- develop a deeper understanding of another culture
- appreciate its differences and similarities
- consider its gifts and challenges, and
- understand the educational and practical implications of cultural diversity and globalization issues.

PARTICIPATION CRITERIA:

All students enrolled in the DLS are expected to participate in a multi-cultural experience as part of their studies. In rare circumstances, where students are able to demonstrate a deep understanding of how their previous work with other cultures influences the way they lead and manage, they may petition their advisor for an exemption to the requirement.

OPTIONS FOR FULFILLING THE REQUIREMENT:

The Leadership Studies faculty recommend that students take an “I” designated course from the department.

“I” Designated Courses:
These courses have a significant international component embedded within it – i.e., specific curricula, reading and assignment. They have components that reflect the stated goals of the international experience as agreed upon by the Leadership Studies faculty. Current approved “I” courses offered by the Department of Leadership Studies include:

- LEAD 535 Models of Participatory Leadership (Mondragon)
- LEAD 519 Understanding Bi-National Nonprofits In the US-Mexican Border Region
- LEAD 518 Nonprofits in Civil Society in Guatemala
- LEAD 579I Social Entrepreneurship and Human Development
- other offerings by the SOLES Global Center
The department recognizes that other SOLES and USD departments offer study abroad or “I” designated courses. These and other options for fulfilling the international requirement will be considered in consultation with the student’s advisor.

Additional Options include:
1. Students may carry out an applied project within an international organization as long as the project includes a multi-cultural experience. By a multi-cultural experience we mean working closely with people from another culture.
2. Students may have completed an extensive study or living abroad experience before entry in to the program. These students should complete and submit an additional project/paper demonstrating applications of this experience to the Leadership Studies program.
3. Students may participate in an international internship including being placed in international schools, universities and community organizations.
4. Students may choose to engage in a sustained period of systematic language study.
5. Students may participate in international speaker events held at USD. Students should document the results of their experience and its relationship to Leadership Studies through a written comparative or reflective essay.
6. Occasionally with permission from the advisor, students may take, for either credit or not for credit, an international course that we approve from another university. (Courses taken for credit to fulfill USD degree requirements must also have the approval from the program director/department chair and associate dean on the Transfer of Credit form).
7. Students may participate in a research abroad project that focuses on enhancing the students’ cultural understanding of the population being studied.

ASSESSMENT:

• All DLS degree candidates will be required to provide an analysis of the learning that results from participation in international experiences. Reflection is a key component of this analysis, and can be demonstrated in one of the following manners:
  • International experience paper (for example, a comparative essay on how specific issues are handled abroad and how they might relate to policies and their implementation in the US),
  • electronic presentation,
  • oral presentation tied to degree-culminating portfolio or capstone project,
  • international experience paper submitted to a specially designated course,
  • participation in department- or school-wide symposia on international experiences,
  • one-to-one conference between student and faculty or class discussion.

IMPLEMENTATION:

Students who meet the international requirement by taking an “I” designated course do not have to complete the International Experience form. Students who have chosen one of the alternative options to meet their requirement must receive a sign-off on the SOLES International Experience form from their advisor prior to engaging in the experience. Once the student has completed their experience, they must receive a final sign-off on the form and submit it to the Department for graduation clearance.
EXIT REQUIREMENT DESCRIPTIONS

1. Action Research Project Option
Students who select this option will work closely with their advisor to design a project to meet his/her professional and educational goals. Students should begin designing this project during the research course and culminate by presenting their research at the Action Research Conference at USD (held annually in May).

2. Action Research Thesis Option
Students who plan to do doctoral work are encouraged to select this option. The methodology used in the thesis must be action research. During the research and writing of the thesis, students may enroll in LEAD 595, Thesis Supervision (3 units), which may be counted as credit towards the elective requirement. Candidates must continue to register for 1 unit of LEAD 595 each semester until the thesis has been approved. Doing a Master’s thesis requires showing proficiency in research, independent thought and the ability to communicate in a clear and understandable way. A description of the contents of the thesis are briefly described in the Thesis section of this handbook, however, additional information and submission requirements may be available separately from this handbook. Please contact the Leadership Studies office to obtain the most up to date information regarding theses. If you intend to write a thesis you should confer with a faculty advisor early in your program.
PART II

GENERAL POLICIES AND PROCEDURES
POLICIES AND PROCEDURES

ACADEMIC ADVISORS:

Upon admission, new students may encounter many questions as they begin the program. Beth Garofalo, the Assistant Director for Leadership Programming, serves as the major advisor for all students regarding programmatic policies, registration guidelines and other general student issues.

Together with the Higher Education Leadership faculty, Beth will encourage and support students and help them plan a program which is both (1) responsive to the student’s needs and interests and (2) consistent with the policies described in this handbook. During the course of the students two-year program, students will begin likely have other questions and want to explore these inquiries with faculty who have specific areas of expertise. When this occurs, Beth, will assist students in meeting with faculty to handle these inquiries. Other topics that could be also be discussed with faculty are: specific elective course selections, portfolio development/synthesis, and action research / thesis topics. We encourage students to take advantage of these opportunities.

LISTSERV:

Upon initial registration, students should obtain a USD email address and have this address added to the listserv by contacting the Leadership Studies office. This listserv is used to communicate with students about a variety of programmatic issues. Students are responsible for any information that is sent to them via the listserv.

PROGRAM PLANNING:

Throughout the master’s program, students, in consultation with their advisors, should outline a course of study using the Program Planning form. This form will be kept in the student’s file in the Leadership Studies office in the School of Leadership and Education Sciences.

STUDENT FORMS:

Forms discussed in this handbook are available online via the department website, or at the Graduate Records’ or Registrar’s websites.

Please note that it is the student's responsibility to obtain all of the required signatures on any form to be processed. However, our Executive Assistant, Heather Gibb (in MRH 275), is available to help in this matter. Students may submit their form to the Heather after obtaining their advisor’s signature. Heather will then route for department chair and/or dean’s approvals. The form will then be processed or forwarded to appropriate office, except in the case of registration forms, which the student will need to pick up and take to the One Stop Center to complete registration. If you choose to rely on the Heather’s help in this matter, please allow for a minimum turnaround of five to ten working days and plan the processing of your form accordingly. The Leadership Studies office does not assume responsibility for forms submitted late, incomplete, or any other way incongruent with the existing policies.

Heather Gibb will be glad to assist you with any matters related to your master’s studies here at the University of San Diego. However, we would like to remind you that there are specific issues that
need to be handled directly by the respective campus offices. For example, questions or concerns in relation to financial aid, tuition remission, tuition payment, and visa matters, can answered by expert personnel on campus, who are at the One Stop Student Center, located on the bottom level of the Hahn University Center, room 126. Metered parking is available adjacent to the center.

REGISTRATION PROCEDURES:

Students will register online via the Banner system (or walk-in register according to the guidelines specified for Independent Study, Internships, and other restricted courses). The Banner system is accessible through the MySanDiego portal (http://my.sandiego.edu). FAQs about this process can be found on the One Stop Services tab.

Prior to registering, students should first consult with their academic advisor.

Internship Registration:
1. Visit the Leadership Studies Internship Website (http://www.sandiego.edu/soles/programs/leadership_studies/internships) to review requirements.
2. Begin site selection. Students are encouraged to contact sites of interest to them on their own. However, if you need assistance, please contact Teresa VanHorn.
3. Meet with Teresa VanHorn to get pre-approval of your selected internship site.
4. After your site is approved, complete the Leadership Studies Program Internship Application form from the Leadership Studies internship website.
5. After receipt and approval of the internship application, students will be able to register for LEAD 598 in one of the following ways:
   a) online after the instructor completes the override
   b) via email with the OneStop (approval email from the department or instructor will be required).

Independent Study Registration:
1. Obtain an Application for Independent Study or Research form. Fill out this form in consultation with the faculty member with whom they are doing the Independent Study, and secure his/her signature.
2. Then, turn the form into the Leadership Studies office (275), where the form will be routed for the approval of the Program Director/Department Chair and the Associate Dean.
3. After all signatures have been obtained, the student will be notified when they can register online for the Independent Study. If an Independent Study form is submitted after the deadline for adding courses online, the department executive assistant will facilitate the registration for the course with the One Stop Center. However, it is the student's responsibility to follow up and verify on their course schedule that this course has been added.
4. Students must allow at least one week for the approval process of an independent study. Students are responsible for any late registration fees associated with registering for an Independent Study after the university deadlines.
**CHANGE OF ADDRESS:**

A student has the option to update their address via the MySanDiego portal One Stop Services tab or in person by completing a **Change of Address** form. Failure to submit the updated information to the Registrar's office will result in the student missing important deadlines and other extremely significant academic and administrative correspondence or announcements.

If you wish to be included on the mailing lists after your graduation from the program, please do not forget to contact both the Leadership Studies office and the Alumni Relations office at 619-260-4819 or enroll on their website: [http://www.sandiego.edu/alumni/](http://www.sandiego.edu/alumni/). Please make sure to always keep these offices updated about your current mailing address, phone number and e-mail address.

**CHANGE OF NAME:**

A student may download the **Change of Name** form from the registrar’s website. To change your name, you must inform the Registrar's Office in writing. No e-mail will be accepted. You must include a copy of a marriage license, divorce decree, or other official document. Whenever you file a change of name with the registrar, please also inform the department office by emailing leadershipstudies@sandiego.edu.

**CHANGE OF PROGRAM OR EMPHASIS:**

Enrolled students in a master's program in the Department of Leadership studies who seek to change programs within the department should

1. Consult with your faculty advisor and program director/coordinator.
2. Fill out a **Change of Program or Emphasis form**.
3. Include a written statement of purpose following the application prompt for the program you are applying.

Eligibility:
Must petition for change prior to completing 12 units of coursework. Must be a student in good standing, with a 3.0 or higher, in either the MA in Leadership Studies, the MA in Higher Education Leadership, or the MA in Nonprofit Leadership and Management.

Enrolled students in any other USD or SOLES MA program must complete a full application to the program using annual deadlines. If your official transcripts are on file from your current program's application with the Graduate Admissions office, you do not have to re-submit them. However, any coursework taken since then including at USD, will need transcripts submitted. All other application materials must be submitted anew.

**CREDIT AND GRADING SYSTEM:**

A grade of less than “C-” is not acceptable for credit in a USD graduate program and the course in which the grade was earned will not count toward the degree. For more details about this and about Repetition of Courses, please refer to the Graduate Bulletin.
SUBSTITUTION/WAIVER OF GRADUATION REQUIREMENTS:

Leadership Studies core courses and research methods and evaluation courses must be taken in the Leadership Studies program at the University of San Diego. On rare occasions, students can substitute or waive a course requirement. Students must complete a Request for Substitution/Waiver of Graduation Requirements form and review it with their advisor. Students must provide a detailed rationale why the substitution/waiver is being made, indicating how the course objectives (of the course being substituted/waived) have been or will be met. Exemptions are rarely granted. The form should be submitted to the Leadership Studies office for review by the Department Chair.

NOTE: Please refer to the Graduate Student Policies distributed by SOLES for further details regarding waivers.

BUSINESS CARDS

SOLES Students may purchase business cards through USD Copy & Graphics. The cost of a box of business cards is $55.00 (price subject to change) and students are responsible for paying for them. To order business cards please fill out the form on the SOLES Graduate Student Association website. Department Chair approval is required for all business card orders.

GRADUATE ACADEMIC CALENDAR:

The academic calendar is available to view at:  
http://www.sandiego.edu/academics/academic_calendars/

The academic calendar contains registration periods, fee payment and petition deadlines, start/end dates to the semesters, holidays and other pertinent calendar information. All graduate students are responsible to abide by the dates and deadlines set forth in the Graduate Academic Calendar.

SOLES GRADUATE STUDENT POLICIES:

In addition to General Policies and Procedures in this handbook, students are required to adhere to the School of Leadership and Education Sciences Graduate Student Policies, which can be found on our website at http://www.sandiego.edu/soles/students/policies.php.
THESIS DESCRIPTION

A thesis investigates a practical and/or theoretical problem or a policy issue in a thoughtful and systematic way. To successfully complete a thesis, students must demonstrate (1) proficiency in research, (2) independent thought, and (3) the ability to communicate in a clear and understandable way.

Students writing a thesis should work closely with their advisors to define research questions and appropriate procedures for answering these questions. Thesis students may enroll for 3 units of EDUC 595, Thesis Supervision, as part of the area of specialization requirement. Students should obtain a copy of “Instructions for the Preparation and Submission of the Master’s Thesis” for detailed information.

An action research thesis is typically between 125 and 150 pages in length. A consistent formatting style should be employed. The thesis will be assessed by two Leadership Studies faculty members who will employ the following questions to guide their assessment:

1) Does the thesis demonstrate an ability to write and think clearly?
2) Does the thesis demonstrate proficiency in research?
3) Does the thesis demonstrate that the student is capable of independent and original thinking?

Four bound copies of the thesis must be submitted to the student’s advisors, department chair, dean’s office and Graduate Records office no later than two weeks before the end of the semester in which the student intends to complete his/her degree requirements. To participate in the May commencement ceremony, students must successfully complete the thesis requirement by the timelines published by the Graduate Records office.
PROGRAM PLANNING FORM
Master of Arts (M.A.) Program Planning Form
Higher Education Leadership

Download usable electronic form online.

Name
ID # ______________________ Advisor __________________________________

Strand (check one): Community College _____ HE Admin. _____ Student Affairs ____

Email __________________________________________________________________
Phone: (H/C)______________________________(W)____________________________

Required Courses (12 units)

<table>
<thead>
<tr>
<th>Number</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Semester</th>
<th>Units</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD 550</td>
<td>Leadership</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>LEAD 551</td>
<td>Human Relations for Leaders</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>LEAD 555</td>
<td>Leadership and Ethics</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>LEAD 559</td>
<td>Organizational Theory and Change</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Research (3 units)

<table>
<thead>
<tr>
<th>Number</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Semester</th>
<th>Units</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD 549</td>
<td>Research for Leaders</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Internship (3-6* units)

<table>
<thead>
<tr>
<th>Number</th>
<th>Site</th>
<th>Instructor</th>
<th>Semester</th>
<th>Units</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD 598</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OR for SASC GA’s, take 6 units of LEAD 594

LEAD 594

Specialization Courses (9 units) – select 3 courses from the following

<table>
<thead>
<tr>
<th>Number</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Semester</th>
<th>Units</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD 571</td>
<td>History, Philosophy of H.E.</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>LEAD 577</td>
<td>Higher Education Policy</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>LEAD 565</td>
<td>Dynamics of Race, Gender, &amp; Culture in H.E.</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>LEAD 569</td>
<td>Making Meaning of the College Exp</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>COUN 515</td>
<td>Multicultural Counseling</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Electives (6-9* units)

<table>
<thead>
<tr>
<th>Number</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Semester</th>
<th>Units</th>
<th>Grade</th>
</tr>
</thead>
</table>

Exit Requirement Selection*:  ____ Action Research Thesis  ____ Action Research Project

Additional exit requirements apply for students in the SASC.

* Students in SASC will need 6 units of LEAD 594 and 6 units of electives. All other students will need 3 units of LEAD 598 and 9 units of electives.

20
STUDENT FORMS

All forms are found on the Department of Leadership Studies Website:  
http://www.sandiego.edu/soles/programs/leadership_studies  
(Click on Forms & Resources, then Students)

If you are not able to find the form you are looking for please contact the Leadership Studies Executive Assistant at 619-260-4637.

<table>
<thead>
<tr>
<th>Form Title</th>
<th>Originating Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Program Planning Form</td>
<td>Leadership Studies</td>
</tr>
<tr>
<td>• Add / Drop</td>
<td>Registrar</td>
</tr>
<tr>
<td>• Change of Name</td>
<td>Registrar</td>
</tr>
<tr>
<td>• Change of Address</td>
<td>Registrar</td>
</tr>
<tr>
<td>• Change of Advisor</td>
<td>Leadership Studies</td>
</tr>
<tr>
<td>• Change of Program or Emphasis</td>
<td>Leadership Studies</td>
</tr>
<tr>
<td>• Request for Transcript</td>
<td>Registrar</td>
</tr>
<tr>
<td>• Independent Study</td>
<td>Graduate Records</td>
</tr>
<tr>
<td>• Transfer of Credit</td>
<td>Graduate Records</td>
</tr>
<tr>
<td>• Petition for Graduation</td>
<td>Graduate Records</td>
</tr>
<tr>
<td>• Substitution / Waiver of Graduate Requirement</td>
<td>Graduate Records</td>
</tr>
<tr>
<td>• Withdrawal / Leave of Absence</td>
<td>Graduate Records</td>
</tr>
<tr>
<td>• SOLES Student Assistance Plan</td>
<td>SOLES Dean’s Office</td>
</tr>
<tr>
<td>• International Requirement Form</td>
<td>SOLES Dean’s Office</td>
</tr>
</tbody>
</table>