IMPORTANT NOTICE

This handbook serves as a supplement to the University of San Diego Graduate Course Catalog and the SOLES Graduate Student Policies. Policies and procedures outlined in the 2017-18 Graduate Course Catalog, the SOLES Graduate Student Policies and in this handbook are applicable to all master’s students who enter the program in the 2017-2018 academic year. The policies in this handbook are subject to change. Students will be informed of revisions via their USD email address.

Forms discussed in this handbook are available online via the department website and/or the MySanDiego portal. On occasion, forms may be updated; please be sure to use the most updated version posted online.

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

This handbook is posted electronically. Students will be notified of its location and asked to complete an online acknowledgment form.
Table of Contents

PART I PROGRAM INFORMATION .............................................................................. 6
   About the Program ................................................................................................. 7
   Program Learning Outcomes .............................................................................. 7
   Program Components ........................................................................................... 7
   International Experience Requirement .............................................................. 9
      Goals and Objectives ....................................................................................... 9
      Participation Criteria ....................................................................................... 9
      Options for Fulfilling the Requirement ........................................................... 9
      Assessment ...................................................................................................... 10
      Implementation .............................................................................................. 10
   Exit Requirement .............................................................................................. 11
   Research Project ................................................................................................. 11
      Examples of Research Projects ........................................................................ 11
   Applied Project ................................................................................................. 11
      Examples of Applied Projects .......................................................................... 12
   Web-Based Presence ........................................................................................... 12
      Examples of Web-Based Platforms and Tools ................................................... 12
   Program Planning ............................................................................................... 13
   Academic Advising ............................................................................................. 13
   Course Planning ................................................................................................. 13
   Sample Schedule ............................................................................................... 13
      Two-year Plan (Fall Admit) ............................................................................. 13
      Change of Program .......................................................................................... 14

PART II GENERAL POLICIES AND PROCEDURES ............................................ 15
   Graduate Academic Calendar ............................................................................ 16
   Student Policies .................................................................................................. 16
   SOLES Student Forms ....................................................................................... 16
   Student Email Access and Usage ...................................................................... 16
   Updating Student Information ............................................................................ 16
      Change of Address ........................................................................................... 16
      Change of Name .............................................................................................. 17
Credit and Grading System ........................................................................................................17
Registration Procedures ..............................................................................................................17
  Internship Registration .............................................................................................................17
  Independent Study Registration ..............................................................................................17
Substitution/Waiver of Graduation Requirements ......................................................................18
Graduation .................................................................................................................................18

PART III OTHER USEFUL INFORMATION ........................................................................20
FAQs.........................................................................................................................................21
  Phones and Email ......................................................................................................................21
  Classes ....................................................................................................................................21
  Financial Aid ............................................................................................................................21
Additional Contact Information .................................................................................................22
  Department Faculty ..................................................................................................................22
    Leadership Studies Full-Time Faculty ....................................................................................22
  Department Contacts ..............................................................................................................22
  Other SOLES Contacts ..........................................................................................................22
Dear Student,

It is my pleasure to welcome you to the Master’s Program in Leadership Studies. We are a unique multidisciplinary department with a strong professional focus. Our classes and all other department activities aim at integrating theory and practice to help you develop as a leader and support you in your lifelong leadership journey. We care deeply about our students and their success and look forward to working with you.

The information in this Handbook builds on the requirements described in the USD Graduate Course Catalog and the SOLES Graduate Student Policies, which provide you with essential information as you progress through your master’s program. This Handbook has additional information and requirements specific to the School of Leadership and Education Sciences policies and procedures. All policies and procedures described in this Handbook are applicable to all students who enter the program in the 2017-2018 academic year. Please familiarize yourself with this material and feel free to contact your program advisor if you have any questions.

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

Lea Hubbard
Chair, Department of Leadership Studies
Part I
Program Information
ABOUT THE PROGRAM
The 36-unit Master of Arts in Leadership Studies degree is designed to help prepare students for leadership positions in a variety of organizational settings including – but not limited to – consulting firms, human resource departments, non-profit agencies, health care organizations, community development groups, the military, social services and governmental agencies, education, higher education, and religious organizations.

PROGRAM LEARNING OUTCOMES
Objective Area: Leadership and Development Theories
Outcome 1: Masters candidates will articulate prominent leadership theories in Leadership Studies, analyze and critique these theories, and apply these theories in the course of addressing a variety of organizational issues and problems.

Objective Area: Critical Thinking and Analytical Approaches
Outcome 2: Students will select relevant information, organize and evaluate the information, and apply the information to issues of leadership.

Objective Area: Organizational Systems and Group Dynamics
Outcome 3: Students will demonstrate an understanding of key theories of organizational behavior and change, and to apply these theories in an organizational setting.

Objective Area: Cultural Competency Global Understanding
Outcome 4: Students will critically examine culture other than their own, and apply the knowledge gained in their personal and professional lives.

Objective Area: Self-Awareness
Outcome 5: Graduates will have an ability to reflect upon their own skills and limitations as leaders, evidenced by performance in working with groups.

PROGRAM COMPONENTS
The core and research requirements for this program consist of courses that enable you to study leadership from a variety of disciplinary perspectives (e.g., sociology, political science, history, economics, philosophy, anthropology, psychology). The core courses help you make a commitment to leadership in your personal and professional life. They offer strategies that promote ethical practice and concern for equity and justice. A minimum of 36 semester hours is required to complete this program.

An important resource in the core courses is the students themselves. Our students work in a variety of 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.
There are seven major components to this 36-unit program, as outlined below:

1. **LEADERSHIP CORE (15 UNITS)**
   - LEAD 545: Survey of Leadership Theories (3)
   - LEAD 550: Integral Leadership Theory (3)
   - LEAD 551: Human Relations for Leaders (3)
   - LEAD 555: Leadership and Ethics (3)
   - LEAD 559: Leadership and Organizational Change (3)

2. **RESEARCH (3 UNITS)**
   - LEAD 549: Research Methods (3)

3. **INTERNSHIP / PRACTICUM (3 UNITS)**
   - LEAD 598: M.A. Leadership Internship (3)

4. **AREA OF SPECIALIZATION (12 UNITS)**
   *Students choose area of specialization courses in consultation with their advisor, based on the student's professional goals and interests.*

   Example areas of specialization are included in the shaded boxes.

   | ORGANIZATIONAL LEADERSHIP/CONSULTING | LEADERSHIP COACHING | INDIVIDUALIZED PROGRAM |

5. **CAPSTONE SEQUENCE (3 UNITS)**
   - LEAD 589: Capstone Seminar (1)
   *Students enroll in LEAD 589 during each of their final three semesters, for 3 units total.*

6. **INTERNATIONAL EXPERIENCE**
   All students enrolled in Department of Leadership Studies (DLS) programs are expected to participate in an international experience as part of their studies. See pp. 9-11 of this handbook for details.

7. **EXIT REQUIREMENT**
   All master’s degree recipients must complete a final project. See pp. 11-12 of this handbook for details.
INTERNATIONAL EXPERIENCE REQUIREMENT

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

DLS faculty recommend that students take an “I” designated course from the department. “I” designated courses have been designed to have a significant international component (i.e., specific curricula, readings and assignments). They have components that reflect the stated goals of the international experience as agreed upon by the faculty.

Current approved “I” courses offered by the Department of Leadership Studies include:

- LEAD 535I Models of Participatory Leadership (Mondragon)
- LEAD 518I Nonprofits in Civil Society in Guatemala
- LEAD 519I Understanding Bi-National Nonprofits in the US-Mexican Border Region
- LEAD 556I Leadership and Culture
- LEAD 568I Global Perspectives in Higher Education
- LEAD 587I Community Models of Leadership (Sri Lanka)
- 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.
Alternative options include:

- Students may carry out an applied project within an international organization, as long as the project includes a multicultural experience (i.e., involves working closely with people from another culture).
- Students who have completed an extensive study or living abroad experience before entry into their academic program may complete and submit an additional project/paper demonstrating application of the prior experience to their current studies.
- Students may participate in an international internship, including being placed in international schools, universities and community organizations.
- Students may choose to engage in a sustained period of systematic language study.
- 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.
- Occasionally, with permission from their advisor, students may take an approved (credit or non-credit) international course from another university. (Courses taken for credit to fulfill USD degree requirements must also be approved via the Transfer of Credit form.)
- Students may participate in a research abroad project that focuses on enhancing the student’s cultural understanding of the population being studied.

**Assessment**

All degree candidates will be required to provide an analysis of the learning the results from participation in international experiences. Reflection is a key component of this analysis and can be demonstrated in one of the following manners:

- An international experience paper (e.g., a comparative essay on how specific issues are handled abroad and how they might related to policies and their implementation in the U.S.);
- An electronic presentation;
- An oral presentation tied to a degree-culminating portfolio or capstone project;
- An international experience paper submitted to a specially designated course;
- Participation in department- or school-wide symposia on international experiences;
- A one-to-one between student and faculty; or
- A class discussion.

**Implementation**

No additional documentation is required for students who meet the international requirement by taking an “I” designated course.

Students who have chosen one of the alternative option to meet the international experience requirement must submit the SOLES International Experience form. The form must initially be signed in Section I by the student and their advisor, prior to the student engaging in the experience; final signatures from the student, their advisor, and the department are also required in Section II once the student has completed their experience. Graduation clearance is
dependent on the student submitting their completed International Experience form to the department by the term deadline.

**Exit Requirement**

Students should work closely with their faculty advisor to choose and design their final project for their exit requirement. The 3-unit capstone sequence (LEAD 589) is designed to provide scaffolding for students during the design, implementation and completion of their final project.

Students should enroll in one unit of LEAD 589 for each of the final three semesters of their program. For example, a student planning to complete the program in two years who started in fall semester would begin their capstone course sequence in the spring semester of their first year, continuing to enroll in the sequence during the fall and spring semesters of their second year.

Students may choose between the Research Project and Applied Project options for their final project. For both options, students are required to give a formal presentation of the final project in their final semester, and a web-based presence is required, as discussed below. Two Leadership Studies faculty evaluate each final project.

**Research Project**

Students interested in conducting research on a particular area of interest, concern or phenomenon may wish to select this option. The emphasis of a research project is on developing a more in-depth understanding of an issue. The research will include a miniature literature review on the topic and provide explanations of the implications and applications for future practice in the related field. Students who choose this option are strongly encouraged to begin work on this requirement early in the program, preferably by the end of their first semester. The web-based presence should function to share the research and illustrate the contribution to the field.

Research projects should be informed by the student’s leadership philosophy, which will be developed throughout their program. This rigorous exit requirement, not unlike a thesis, gives students the opportunity to offer a reflective synthesis of what has been learned about leadership and how it may be applied in a real-world setting. Research papers are roughly 50 pages, including references.

**Examples of Research Projects**

- Ethnic Nationalism and Identity Formation in Cyprus, 1571 to 1974
- Retention, Mentorship, and Servant Leadership: An analysis for Retaining 2050’s Generals in Today’s Army

**Applied Project**

The applied project offers students the opportunity to create a design, program or process to address a challenge, issue or topic. The project requires students to apply the conceptual and practical knowledge they have gained in the program to address a “real life” problem or issue, without requiring an extensive literature review or research methodology development. In
creating a prototype of their project in the capstone course, students will use informal feedback from their peers and colleagues and integrate their personal reflection(s) of their experience.

Students will design their project using either action research or other methodologies in an organizational setting. The applied project should be informed by the student’s leadership philosophy, which will be developed throughout the program.

Students who choose to do an applied project must work closely with their faculty advisor to craft the design and evaluate appropriateness and feasibility. The format and content of the project will depend on the topic and scope. Typically, applied projects are roughly 50 pages in length. The web-based presence should function to share the process and outcome(s) of the project as it relates to the field of leadership; details are determined in consultation with the faculty advisor and the capstone instructor.

**Examples of Applied Projects**

- Cultivate Conscious Kids: Unique Youth Leadership Development Programming
- The Vicious Cycle of Mass Polarization and Fear: A Pilot Program Using Comedy and Dialogue to Leverage Political Polarities
- Transactional and Transformational Leadership and Emotional Intelligence for Athletic Coaches

**Web-Based Presence**

Whether you choose the Research Project or Applied Project option, your project must include a web-based presence. More information will be shared during the capstone class.

**Examples of Web-Based Platforms and Tools**

- Pico Vico
- The Brain
- Wordle
- Slide Dog
- Haiku Deck
- PathBrite
- Square Space
- Snap Pages
- One Pager App
- Padlet
**Program Planning**
Throughout the program, students, in consultation with their advisors, should outline a course of study using the Program Planning form found online.

**Academic Advising**
As new students may have questions at the beginning of their program, Beth Garofalo, Associate Director for Leadership Programming, serves as an initial advisor regarding programmatic policies, registration guidelines and other general student issues. During their first semester, students will also be assigned a faculty advisor, who will help them to navigate the program, choose electives, and successfully prepare for and complete program exit requirements.

**Course Planning**
Students should plan their courses in consultation with both the Associate Director for Leadership Programming (who can advise on general requirements) and their faculty advisor (who can provide guidance on specific elective selections). Additionally, course planning materials are available via the SOLES page of the MySanDiego portal.

**Sample Schedule**

*Two-year Plan (Fall Admit)*

<table>
<thead>
<tr>
<th>First Year: 16 units</th>
<th>Second Year: 20 units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summer</strong></td>
<td><strong>Sumner: 3 units</strong></td>
</tr>
<tr>
<td>Fall: 6 units</td>
<td>Fall: 7 units</td>
</tr>
<tr>
<td>LEAD 545 (3)</td>
<td>LEAD 589 (1)</td>
</tr>
<tr>
<td>LEAD 550 (3)</td>
<td>LEAD 559 (3)</td>
</tr>
<tr>
<td><strong>Intersession: 3 units</strong></td>
<td>Intersession: 3 units</td>
</tr>
<tr>
<td>LEAD 551 (3)</td>
<td>Elective (3) OR</td>
</tr>
<tr>
<td></td>
<td>International Experience (3)</td>
</tr>
<tr>
<td><strong>Spring: 7 units</strong></td>
<td><strong>Spring: 7 units</strong></td>
</tr>
<tr>
<td>LEAD 549 (3)</td>
<td>LEAD 589 (1)</td>
</tr>
<tr>
<td>LEAD 589 (1)</td>
<td>LEAD 555 (3)</td>
</tr>
<tr>
<td>Elective (3)</td>
<td>Elective (3)</td>
</tr>
</tbody>
</table>
Change of Program

Students currently enrolled in a master’s program in the Department of Leadership Studies who wish to transfer to another program within the Department of Leadership Studies must petition to change programs prior to completing 12 units of coursework. Additionally, they must be in good academic standing, with a GPA of 3.0 or higher. Students meeting these requirements should take the following steps:

1. Consult with their faculty advisor and program coordinator (of the program they want to transfer to) to obtain approval.
2. Complete a Change of Program or Emphasis form.
3. Submit the form, along with a written statement of purpose that addresses the application prompt for the program they wish to transfer into.

Note: Students enrolled in any other USD or SOLES master’s program who wish to transfer to a Department of Leadership Studies program must complete a full application to the program. Any official transcripts already on file at the Graduate Admissions office (from the student’s original application to their current master’s program) do not need to be resubmitted. However, official transcripts must be submitted for any additional coursework taken since admission. All other application materials must be submitted anew.
Part II
General Policies and Procedures
GRADUATE ACADEMIC CALENDAR

The 2017-18 Graduate Academic Calendar is available to view online:
http://catalogs.sandiego.edu/graduate/calendar/2017-18/.

The academic calendar contains registration periods, fee payment and petition deadlines, start/end dates for 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.

STUDENT POLICIES

In addition to the General Policies and Procedures specified in this handbook, students are required to adhere to the university-wide Academic Integrity Policy and all the School of Leadership and Education Sciences Graduate Student Policies outlined in the SOLES Graduate Student Policies Manual.

SOLES STUDENT FORMS

The most updated versions of forms discussed in this handbook can be accessed via the department website and/or the MySanDiego portal.

While it is ultimately the student’s responsibility to obtain all required signatures on any form to be processed, the departmental Executive Assistant is available to assist. Students should obtain initial signatures (student, advisor) and submit paper forms to the Executive Assistant; the EA will then route the form for additional approvals (Department Chair, Dean’s Office, etc.), make a copy for the student’s electronic records, and route the form to the appropriate office for final processing. The EA will keep students apprised of the progress of their form; in rare cases (e.g., registration), the student may be required to personally take the signed form to another office for final processing.

Students submitting forms to the EA for processing assistance should expect a minimum turnaround of five business days and plan their timelines accordingly. The Leadership Studies office does not assume responsibility for forms submitted late, incomplete, or any other way incongruent with existing policies.

STUDENT EMAIL ACCESS AND USAGE

Upon initial registration, students should obtain a USD email address. This address will be used to communicate with students about a variety of programmatic issues. Students are responsible for any information sent to them via this address. Many campus office also require that students initiate contact using their university email address to conduct university business related to student accounts, registration, etc.

UPDATING STUDENT INFORMATION

Change of Address

Students who move are responsible for updating the Registrar’s Office with their new physical and/or mailing address(es) via the One Stop Services tab in the MySanDiego portal. Failure to provide updated information may result in missing significant academic and administrative correspondence.
Students who wish to be included on mailing lists after their graduation from the program should contact the Alumni Relations Office:

http://toreronetwork.sandiego.edu/
(619) 260-4819

Change of Name

To change your name, you must inform the Registrar’s Office in writing; emails are not accepted. Download the Change of Name form from the Registrar’s Office website, then submit the form with a copy of official documentation (marriage license, divorce decree, etc.). Please also inform the department of your pending name change by sending an email to leadershipstudies@sandiego.edu.

Credit and Grading System

A grade of less that “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 USD Course Catalog, as well as the SOLES Graduate Student Policies Manual.

Registration Procedures

Students will register online using the Banner system (accessible via the MySanDiego portal), or in person according to the guidelines specified for Independent Study, Internships and other restricted courses. Prior to registering, students should first consult with their academic advisor.

Internship Registration

1. Visit the Leadership Studies Internship Website to review requirements.
2. Begin site selection.
   * Students are encouraged to contact sites of interest to them on their own. If you need additional assistance for this step, please contact Teresa VanHorn.
3. Meet with your advisor to obtain pre-approval of your selected internship site.
4. Once your site is approved, complete the Leadership Studies Program Internship Application form.
5. Once your internship application is received and approved, you will be cleared for enrollment in LEAD 598.
   * You may register online via the MySanDiego portal during pre-registration for this course. However, students who have not had their site approved through the above process prior to the start of class will be dropped from the course for that term.

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 you are doing the independent study, and obtain his/her signature.
2. Turn the form in to the DLS Executive Assistant, who will route the form for additional approval (from the Department Chair and Dean’s Office) and final processing.
3. The EA will notify you once the form has been processed and you are able to register.
   * For Independent Study forms processed in advance of the term deadline to add courses online, the department will facilitate your registration; you will simply need to verify via your course schedule that the course has successfully been added.
   * For forms processed after the add deadline, you will need to register directly with the One Stop, following instructions provided by the EA.

Students should allow at least one week after they submit their Independent Study form for the completion of the approval process. Students are responsible for any late registration fees associated with registering for and Independent Study after the university deadlines.

**SUBSTITUTION/WAIVER OF GRADUATION REQUIREMENTS**

Leadership Studies core courses, along with research methods and evaluation courses, must be taken in the Leadership Studies program at the University of San Diego.

On rare occasions, students may be permitted to substitute or waive a course requirement by taking the following steps:

1. Complete the Request for Substitution/Waiver of Graduation Requirements form, including a detailed rationale why the substitution/waiver would be made and how the required course objectives would be met.
2. Review the form with your advisor and obtain their signature.
3. Submit the form to the Leadership Studies office for additional review by the Department Chair and Dean’s Office. Approved forms will be sent to the Office of Graduate Records for final processing.

Exemptions are rarely granted. Please refer to the SOLES Graduate Student Policies Manual for further details regarding waivers.

**GRADUATION**

In order to be cleared for degree completion, students must file a Petition to Graduate with the Graduate Records Office by the deadlines outlined in the *Academic Calendar*.

There are three graduation dates: January 31, May and August 31. The effective degree date for students who complete their program requirements by the posted deadline for the Fall semester and Intersession will be January 31. Those who meet the deadline for May graduation will receive their degree at that time and students who fulfill all requisites for their degree in the summer will have their degree recorded in their transcript effective August 31.

Commencement participation and program listing at the annual May ceremony are limited to graduates who have completed the degree in the previous summer, fall, or Intersession, and to May candidates who met the graduation petition deadline and have completed all work for the degree prior to Commencement.

**Note:** Graduate students scheduled to receive their degree in the following August who have nine units or fewer of remaining work may participate if their work falls in the category of coursework, portfolio, practicum, fieldwork or student teaching, or internship. Such August
graduates must take the remaining summer work at USD, and they must register and pay for their remaining units in the One Stop Student Center by May 1.

The diploma is issued by the Office of the Registrar to students who have petitioned to graduate and have been cleared for degree completion by the program, chair/director, the Registrar’s Office and by other pertinent offices on campus. The diploma will be sent after the term in which requirements are completed. Diplomas for January and August graduates will be ordered at the end of the month of their respective terms (e.g. Jan. 31 and Aug. 31) and only after final requirements have been submitted. Transcripts and diplomas will not be released to students who have an outstanding balance with Student Accounts.
Part III
Other Useful Information
FAQs

Phones and Email

Q: What is the main campus telephone number for USD?
A: (619) 260-4600; dial 4600 from campus phones. (All USD phone numbers have the prefix 260.)

Q: How do I contact [staff/faculty]?
A: See the “Additional Contact Information” section of this handbook for phone numbers and email addresses of several key staff and faculty. You can also consult the online directory by going to http://www.sandiego.edu/soles/directory/ and selecting “Faculty” from the left sidebar.

Q: Do I need a USD email account?
A: Yes, all students should obtain a USD email account upon initial registration. It is important to check your USD email account frequently because it is the often the only way you will receive important program announcements, university information and updates.

Classes

Q: How do I find out what classes are being offered each semester?
A: Class offerings are listed in the Class Schedule, accessed through the MySanDiego portal.

Q: How do I find out where my classroom is located?
A: This information is also included on the Class Schedule, accessed through the MySanDiego portal.

Q: Where do I buy my books?
A: Textbooks can be purchased through the USD Bookstore, amazon.com, or other websites. Please do not purchase any books until you have confirmed the exact requirements for your course (via the most updated version of the course syllabus, direct conversation with the instructor, etc.).

Financial Aid

Q: How do I get my Financial Aid or billing questions answered?
A: Financial Aid questions should be directed to the Office of Financial Aid, housed within the One Stop Student Center (see “Additional Contact Information” section of this handbook).
ADDITIONAL CONTACT INFORMATION

Department Faculty
An online directory of full- and part-time faculty in the MA-LS program is viewable here.

Note that, generally, full-time faculty (e.g., Professors, Associate Professors, Assistant Professors) serve as advisors. (Part-time faculty are very involved and often serve as informal mentors when interests align.)

Leadership Studies Full-Time Faculty
Paula A. Cordeiro, EdD
Laura J. Deitrick, PhD
Robert Donmoyer, PhD
Fred J. Galloway, EdD
Cheryl Getz, EdD
Zachary Gabriel Green, PhD
Lea Hubbard, PhD
Marcus Lam, PhD
Mary Lyons, PhD
Theresa Monroe, EdD, RSCJ
Afaneh Nahavandi, PhD
Christopher B. Newman, PhD
Mariko Peshon, PhD (2017-18 Postdoctoral Teaching Fellow)
Hans Peter Schmitz, PhD

Department Contacts

<table>
<thead>
<tr>
<th>General inquiries</th>
<th>(619) 260-4637</th>
<th><a href="mailto:leadershipstudies@sandiego.edu">leadershipstudies@sandiego.edu</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Chair</td>
<td>Lea Hubbard, PhD (619) 260-4181</td>
<td><a href="mailto:lhubbard@sandiego.edu">lhubbard@sandiego.edu</a></td>
</tr>
<tr>
<td>Associate Director of Leadership Programming</td>
<td>Beth Garofalo, MED (619) 260-7790</td>
<td><a href="mailto:bethg@sandiego.edu">bethg@sandiego.edu</a></td>
</tr>
<tr>
<td>Director, Field Experiences</td>
<td>Teresa VanHorn (619) 260-4760</td>
<td><a href="mailto:tvanhorn@sandiego.edu">tvanhorn@sandiego.edu</a></td>
</tr>
<tr>
<td>DLS Executive Assistant</td>
<td>Sarah Kirk (619) 260-4637</td>
<td><a href="mailto:sarahkirk@sandiego.edu">sarahkirk@sandiego.edu</a></td>
</tr>
</tbody>
</table>

Note: For general/advising appointments, students should contact faculty/staff directly. Appointments with the Department Chair should be scheduled via the DLS Executive Assistant.

Other SOLES Contacts

SOLES Receptionist (619) 260-4538
SOLES Dean’s Office (619) 260-4540