The Augustana Seal is composed of a circle representing eternity, a triangle representing the Trinity, and a book which is the Bible. The “cross” running through the book is the Chi Rho (the monogram and symbol formed from the first two letters “X” and “P” of the Greek word for Christ). The letters VDMA are symbolic of the college motto “VERBUM DEI MANET IN AETERNUM” or “The word of God endures forever.” The letters on either side of the Bible are the Alpha and Omega of the Greek alphabet symbolizing the beginning and the end. The lamp is the Lamp of Knowledge. The three dates represent the founding dates of the college: 1860, the founding of the college in Illinois; 1889, the founding of the Lutheran Normal School in Sioux Falls; 1918, the merger of the two schools to become Augustana College.
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THE MISSION OF AUGUSTANA COLLEGE

Inspired by Lutheran scholarly tradition and the liberal arts, Augustana provides an education of enduring worth that challenges the intellect, fosters integrity and integrates faith with learning and service in a diverse world. The Augustana College graduate programs reflect the church-related liberal arts character of the College by including courses especially designed to help students explore the central ideas and methodologies of different disciplines, and wrestle with questions of meaning and value. The mission of the graduate program is to stimulate the intellectual capacities of students in order to make their lives more satisfying and rewarding. More specifically, it seeks, through advanced study, to expand students’ knowledge and to strengthen skills important to career, personal fulfillment, and community service. The mission of Augustana College is reflected by the following five shared values:

Christian
By being a college of the Evangelical Lutheran Church in America
• Centering on worship
• Welcoming all faiths
• Nurturing the search for a mature religious faith
• Relating Christian faith and ethics to learning and service

Liberal Arts
By providing an education of enduring worth
• Affirming teaching and learning as central and life-long
• Fostering a broad understanding of humans and their interactions
• Enriching lives by exposure to enduring forms of aesthetic and creative expressions
• Developing broad knowledge and skills crucial in a changing world
• Creating awareness of one’s own religious and ethical beliefs and those of others
• Cultivating health and wellness

Excellence
By committing to high standards and integrity
• Practicing faithfulness in teaching, learning, supporting, administering
• Nurturing potential
• Challenging the intellect
• Acting ethically
• Recognizing achievement

Community
By caring for one another and our environments
• Responding to needs
• Respecting human differences
• Empowering one another
• Tending to the ecology of place

Service
By affirming that wholeness includes reaching out to others
• Accepting the call to servanthood
• Promoting justice
• Integrating career and service
• Serving church and society
ABOUT THE COLLEGE AND ITS GRADUATE PROGRAMS

HISTORY

Higher education, in the early days of this country, was dominated by private colleges founded by religious groups who saw in them a means to provide leadership for their churches, schools, and communities. Scandinavian immigrants to this country were no exception. In 1860, a Scandinavian Lutheran group, led by Professor Lars Paul Esbjorn, moved to Chicago and established the Augustana College and Seminary with Esbjorn as first president. The College has chosen to mark this institution as its beginning.

The name Augustana is drawn from the origin of the Lutheran Church in the Augsburg Confession in 1530, during the time of the Reformation. The Latin designation of this document was the Confessio Augustana. During and after the American Civil War, the fledgling college was caught up in the westward movement of pioneers. The school moved with its constituents to Paxton, Illinois in 1863; and then in succession to Marshall, Wisconsin in 1869; to Beloit, Iowa in 1881; and to Canton, South Dakota in 1884. In 1918, following the union of three Lutheran synods, the College was moved to Sioux Falls where it merged with the Lutheran Normal School to form the present institution that is Augustana College.

THE CAMPUS AND COMMUNITY

The Augustana campus is located in a quiet residential area of Sioux Falls. The pleasant 100-acre campus contains 22 major buildings; a number of smaller buildings housing academic and administrative units; and physical education fields. Visitors' parking facilities are adjacent. For a campus map see the inside of the back cover page or go online at: www.augie.edu/about/maps-and-directions.

A distinct asset to Augustana is the location of its campus within the city of Sioux Falls, a growing city with a population of over 150,000. The city is a retail, banking, and medical center for the area and provides many cultural, educational and employment opportunities for Augustana students.

Transportation to and from the city is varied and efficient. Major airlines provide flights daily to Sioux Falls, connecting the city with all parts of the country. Sioux Falls is located at the intersection of Interstate Highways 90 and 29 which provides convenient access to all points.

GRADUATE PROGRAMS AT AUGUSTANA

Graduate education at Augustana College provides advanced training and research experience at the master's degree level. It is based in a distinguished faculty of professors who genuinely care about the intellectual development of students at all levels. Graduate programs at Augustana are designed primarily for part-time study.

Augustana offers the following Master of Arts graduate degree programs:

Education
• Master of Arts in Education

Sports Administration and Leadership
• An interdisciplinary program offered through the Departments of Health, Physical Education and Recreation; Communication Studies; and Business Administration and Accounting

ACCREDITATION

The graduate programs at Augustana College are accredited by The Higher Learning Commission of the North Central Association of Colleges and Schools (NCA). The MA in Education is also approved by the National Council for the Accredidation of Teacher Education (NCATE).

All graduate degree programs are also approved for veterans benefits under Title 38 U.S. Code in accordance with CFR 21.4253 and 21.4254.

Augustana holds membership in the Association of American Colleges and Universities, the Council of Independent Colleges, the Lutheran Educational Conference of North America, the South Dakota Association of Independent Colleges, the College Board, the Association of Governing Boards and the Council for Advancement and Support of Education, and the South Dakota Association of Colleges of Teacher Education (SDACTE). Augustana is an active member and participant in numerous professional and learned societies and groups.

NON-DISCRIMINATION AND AFFIRMATIVE ACTION

The heart of Augustana College is its faculty and its academic programs. We believe that classroom and personal instruction should be the primary focus of the collegiate experience. The College also promotes involvement and encourages each student to make a contribution to the life of the campus community. Augustana will consider for admission any student whose character is consistent with the mission of the College and who shows evidence of ability to benefit from college life.

Augustana College is committed to providing equal opportunities for access to and participation in its programs and services, without regard to sex, race, color, religion, national origin, age, or disability; except that, as an institution of the Evangelical Lutheran Church in America, the College reserves the right to use a qualification based on religion if such a qualification is related to a bona fide occupational requirement. Augustana has designated the Vice President for Human Resources as the College’s affirmative action officer.
ASSISTANCE FOR STUDENTS WITH DISABILITIES

Augustana College will consider a request for reasonable accommodations from any student (full or part time) with a documented disability. The purpose of accommodations is to ensure that students are not discriminated against on the basis of their disability and that the College is providing accessibility in programs and activities. Students need to substantiate the need for services by providing current and appropriate documentation to be submitted by a qualified professional. The documentation must clearly identify a disability and its impact on the student’s current level of functioning in a post secondary setting. Services and accommodations are provided on a case by case basis to meet the individual needs of the student.

It is in the student’s best interest to contact the Director of Student Academic Support Services at least three weeks prior to the beginning of each academic term so that appropriate accommodations can be planned in a timely manner. Contact the Student Academic Support Service Office at 605.274.5503 or susan.bies@augie.edu with your questions.

Augustana College is committed to offering equal access to people with disabilities. In compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA), the College does not exclude otherwise qualified persons with disabilities, solely by reason of the disability, from participating in college programs and activities, nor are persons with disabilities denied the benefits of these programs or subjected to discrimination.

HONOR CODE

As a community of scholars, the students and faculty of Augustana College commit to the highest standards of excellence by mutually embracing an Honor Code. As a College of the Evangelical Lutheran Church of America, we understand the individual and collective responsibility we have in fostering integrity. Ultimately, our purpose is to be an engaged body of academically excellent, highly articulate, and morally centered persons who learn about and examine the world together. We believe that only when we are honest with ourselves and each other can we begin to contribute to the world in a meaningful manner.

Augustana’s Honor Code consists of inter-related elements that guide scholarship and learning; the Honor Pledge, the Honor Board, and a set of judicial procedures that guide the College’s adjudication of academic integrity violations.

Honor Pledge:

The Honor Code states the principles that guide our work together. Students will sign an honor pledge on every examination and other assignments deemed appropriate by the faculty member. The Honor Pledge is as follows:

"On my honor, I pledge that I have upheld the Honor Code, and that the work I have done on this assignment has been honest, and that the work of others in this class has, to the best of my knowledge, been honest as well."

For more information on the Augustana Honor Code see: www.augie.edu/honor
2. **Files to Academic Departments:**
Upon receipt of all required documents for application to the graduate program, the application will be forwarded to the program desired by the applicant. The Program Admission Committee will review the application materials and recommend preliminary acceptance, provisional acceptance, or non-acceptance. After the recommendation has been forwarded to the Office of Graduate Education, the student will be notified of the admission decision.

3. **Faculty Advisor:**
Students accepted into the graduate program will be assigned a faculty advisor. The student will meet with the assigned faculty advisor to develop a plan of study. Once a plan of study has been developed and signed by the student, the advisor, and the program director, a copy is to be filed with the Office of Graduate Education. Any subsequent changes in the plan of study must be made in consultation with the student’s advisor, and the Office of Graduate Education is to be notified of changes.

**ACCEPTANCE STATUS**

**Preliminary Acceptance:** Granted to degree-seeking students who have fulfilled all admission requirements. These students will be granted formal acceptance when they have constructed an acceptable plan of study in consultation with the student’s faculty advisor and have submitted the plan to the Office of Graduate Education by the end of their first semester.

**Formal Acceptance:** Granted to degree-seeking students when the student has met all admission requirements and has filed a plan of study with the Office of Graduate Education. A letter of formal acceptance will be issued to the student. Students must begin their studies by the semester following formal acceptance.

**Provisional Acceptance:** Granted on rare occasion to degree-seeking students whose undergraduate academic records do not meet graduate requirements, but who show promise of development or potential for graduate study. The status of provisionally accepted students is subject to review after completion of six to nine credit hours of graduate work. The courses included in these credits will be specified by the graduate program, and will usually include 600: Introduction to Graduate Research. These students must be granted formal acceptance to the graduate program before being eligible to progress in the program. Provisional acceptance may also be granted to a degree-seeking student who has not yet met all additional requirements for the program to which he/she has applied for admission.

**NON-DEGREE SEEKING STUDENTS**
Students who do not plan to earn the graduate degree at Augustana College may take graduate courses if they have earned a bachelor's degree and have the necessary prerequisites for courses they wish to take. These students may register for classes at the Registrar's Office. Students will remain in non-degree status unless they apply for acceptance to the graduate program, which should occur by the time nine graduate credits are completed.

**UNDERGRADUATE SENIORS**
An Augustana senior in good standing may, where appropriate, petition to take 500 level courses for graduate credit (except in student teaching). However, the optional graduate hours cannot be counted as part of the 130 undergraduate hours required for graduation.

**INTERNATIONAL STUDENTS**
Graduates of universities outside the United States who have completed the equivalent of at least an American baccalaureate degree are invited to apply for admission. International applicants must request each university attended to send transcripts directly to the Director of Graduate Education at Augustana College.

Applicants whose native language is not English must submit a report of the Test of English as a Foreign Language (TOEFL) administered by the Educational Testing Service (ETS) of Princeton, New Jersey. A minimum score of 550 on the TOEFL is required, and test results must be mailed directly to the Director of Graduate Education at Augustana College. Augustana’s institutional reporting number is 6015.

**GRADUATE DEGREE REQUIREMENTS**
The following requirements apply to all graduate degree programs at Augustana. Certain degree programs may have additional requirements identified under the specific program description provided in this catalog.

1. A minimum of 32 credit hours, including courses specified in particular degree programs. All degree programs must include at least 17 credit hours of 600 level courses. For descriptions of course requirements common to all graduate programs, as well as those specific to each program, see pages 16-22.

2. A cumulative GPA of 3.0. No credit toward the degree will be allowed for grades below 2.0 (C). If a student’s cumulative GPA falls below 3.0 for two consecutive semesters, the student will be dismissed from the graduate program.

3. Proficiency in written English, as demonstrated in the writing assignments in graduate courses.

4. A minimum of 23 credit hours taken at Augustana College, with the last 8 credit hours taken at Augustana.

5. Completion of all work for the degree within a seven-year period. If a course becomes outdated, it must be replaced with a more recent course or repeated.

6. The successful completion of a graduate paper. The graduate paper has a two-fold purpose. First, it allows the student to develop in-depth knowledge in a carefully defined subject area that is of interest and will be useful to the student; second, it demonstrates that the student possesses the skills of research, synthesis, and written exposition expected of candidates for the graduate degree.
7. A passing grade on a comprehensive written exam covering the course work of the student’s program OR a synthesis portfolio that validates that the student has successfully met all course and program objectives and documents how course work has enhanced attainment of program outcomes.

8. A passing grade on an oral examination. All candidates for a graduate degree shall take an oral examination. It is the final evaluation of whether the candidate has mastered the skills and knowledge required to earn the graduate degree. The oral examination is an opportunity for the candidate to defend the graduate paper and to validate orally the learning that has occurred as a result of graduate study.

Graduate Paper

The graduate paper is a work of serious, creative scholarship and/or research, written under the guidance of a faculty paper tutor. It should demonstrate graduate-level writing ability, along with careful and extensive research. Note: Research or projects which involve gaining information from or about human participants must be reviewed by the Institutional Review Board (IRB) for the Protection of Human Subjects in Research before the research or project begins.

The completion of the graduate paper occurs through enrollment in 698: Research and Writing Tutorial. The student should enroll in 698: Research and Writing Tutorial once they have chosen their paper tutor and are ready to start on their graduate project. Registration for the tutorial must occur no later than the semester preceding the term in which program completion is anticipated. To register for the tutorial, the student must have 1) submitted Application for Candidacy Part B, Permission to Register for 698, and 2) IRB approval (where applicable). The registration form is available online from www.augie.edu/graduate and must be submitted to the Office of Graduate Education with a copy of the approved proposal attached. A student is allowed a maximum of one year to complete the tutorial.

Graduate Program Sequence

(See Graduate Education Checklist on page 29)

Plan of Study

The plan of study is developed in collaboration with the faculty advisor and is submitted to the Office of Graduate Education in the first semester.

Candidacy for Degree Completion

After nine credits in the graduate program have been completed (including 600: Introduction to Graduate Research), the student must apply for candidacy in order to be eligible to complete the degree.

The prerequisites for candidacy include:

• completion of nine credit hours of graduate work toward the plan of study (including 600: Introduction to Graduate Research)
• a minimum GPA of 3.0 for courses taken toward the degree
• an approved graduate plan of study on file in the Office of Graduate Education
• favorable recommendation by graduate advisor

It is the responsibility of the student to initiate this process. To apply for candidacy, the student submits two forms: Application for Candidacy Part A; and Application for Candidacy Part B, Permission to Register for 698. These forms are available at www.augie.edu/graduate.

Submission of Application for Candidacy Part A marks initiation of the proposal for the graduate paper and should occur after the student has completed nine credits in the program (including 600: Introduction to Graduate Research). Once the student has identified a potential topic of research for the graduate paper the student should select a faculty paper tutor to guide this research project. The student works with the paper tutor to develop a 5-10 page research proposal of the graduate project. An examination committee must also be selected. For qualifications of the paper tutor and composition of the examination committee, see Graduate Faculty Roles on page 15.

Guidelines for the Graduate Paper:

Three copies of the completed draft of the graduate paper shall be submitted to the Office of Graduate Education. The Office of Graduate Education will distribute the copies to the examination committee. Following successful completion of the oral exam, the graduate student shall deliver three final copies of the graduate paper to the Office of Graduate Education. The copies of the graduate paper (minimum of 35 pages in length) are to be submitted on uniform size (8 inches by 11 inches) good quality white paper. The graduate paper is to be written using the current APA (American Psychological Association) style. The paper is to be double-spaced and word-processed (letter quality printer), allowing a margin of one and one half inches on the left side and one inch on the other three sides. Photographs, maps, charts, etc., may be included using a photocopy process. Sturdy covers must be used for the final copies. Bound copies may be submitted if preferred.

Synthesis Portfolio or Comprehensive Written Examination

Option(s) available to candidates for the Master’s degree in the various graduate programs are:

• Education - synthesis portfolio or written examination

IRB approval (where applicable) must also be obtained before the research begins. Admission to candidacy status is granted or denied by the Director of Graduate Education in consultation with the program director.
• Sports Administration and Leadership - synthesis portfolio

**Synthesis Portfolio**
The purposes of the synthesis portfolio are to validate that the student has successfully met all course and program objectives and to document how course work has enhanced attainment of program objectives. The candidate shall prepare a synthesis portfolio according to department guidelines. A student’s examination committee will review and evaluate the portfolio prior to the scheduling of the oral exam. The portfolio will include the following four (4) items:

a. Title Page
b. Table of Contents
c. A typed essay reflecting on the student’s personal and professional development during the program of study. The essay will address each of the graduate program objectives and describe how scholarly course work supports the student’s achievement of program outcomes. Evidence of scholarly work included in the portfolio must be referenced clearly in the essay. The essay shall be of sufficient length to reflect depth and breadth of study and meet departmental guidelines.
d. Papers, projects, and other examples of scholarly work for each course in the program of study. Artistic projects should be photographed and included in the portfolio. All projects must be appropriately labeled with course number, title, and completion date.

**Written Examination**
The purpose of this examination is two-fold: 1) to encourage students to review their course work and integrate the knowledge they have gained, and 2) to allow the graduate faculty to assess whether the student has gained the knowledge and acquired the skills of analysis and synthesis that are the hallmarks of the graduate degree.

The written examination shall consist of three questions (normally two from the area of concentration and one from outside), and the student will be allowed a maximum of four hours to complete it. The examination questions, submitted by examination committee members, will be comprehensive in nature, drawing upon most, if not all, of the student’s course work.

**Procedure related to the synthesis portfolio or written examination:**

**Synthesis Portfolio Option**
• The candidate will deliver the complete synthesis portfolio to the program director and three copies of the synthesis essay only to the Office of Graduate Education.

OR

**Written Examination Option**
• After copies of the graduate paper have been submitted to the Office of Graduate Education, the comprehensive written exam will be arranged for the scheduled date on the academic calendar. Examination questions for the written exam will be obtained from each of the candidate’s examination committee members. The Office of Graduate Education will be responsible for administering the examination and for distributing the completed exam to the committee members for evaluation.

**Successful completion of the synthesis portfolio or written examination**
• The candidate must receive a pass on all three written examination questions, OR have the synthesis portfolio approved by all examination committee members, to be eligible to proceed to the oral examination.

• A candidate who fails the written examination, or does not successfully complete the synthesis portfolio, may retake the examination or redo the portfolio once in attempting to successfully complete this program requirement.

**ORAL EXAMINATION**
All candidates for a graduate degree shall take an oral examination. It is the final evaluation of whether the candidate has mastered the skills and knowledge required to earn the graduate degree. The oral examination is an opportunity for the candidate to defend the graduate paper and to validate the learning that has occurred as a result of graduate study.

**Procedure:**

• Upon successful completion of 698: Research and Writing Tutorial, it is the candidate’s responsibility to provide the Office of Graduate Education with sufficient copies of the paper for all members of the examination committee at least 15 working days prior to the scheduled oral examination to allow the committee time to review the graduate paper.

• The Office of Graduate Education will distribute copies of the candidate’s graduate paper to the examination committee members.

a. The candidate will schedule the date and time with committee members.

b. The faculty paper tutor will schedule a room and arrange for presentation equipment.

• Upon satisfactory completion of the oral examination, the members of the examination committee will endorse the examination report form.

• The candidate’s faculty paper tutor, who will chair the oral examination, will deliver the completed examination report form to the Office of Graduate Education.

• The candidate’s paper tutor shall report a grade of Satisfactory (S) or Unsatisfactory (U) for the tutorial (698) to the Registrar’s Office. At the oral examination committee’s discretion, a letter grade may be reported.
• A candidate who fails the oral examination may retake it once in attempting to successfully complete this program requirement.

• Following the successful completion of the oral examination, the candidate shall deliver three final copies of the graduate paper to the Office of Graduate Education. (The copies will be deposited in the department of concentration, Mikkelsen Library, and the Office of Graduate Education.)

OTHER GRADUATE PROGRAM POLICIES

TRANSFER CREDITS

A maximum of nine (9) semester hours of graduate credit earned at other accredited institutions may be transferred to Augustana and applied to a student’s graduate program providing that:

• an official transcript is provided;

• the credit is approved by the program director and Director of Graduate Education;

• the credits have not been utilized in earning an undergraduate degree;

• a grade of B- or better was earned for the credits; and

• the credits are not outdated (more than 7 years old).

A SECOND MASTER OF ARTS DEGREE

Up to nine semester hours from a completed graduate degree program, earned either at Augustana or another accredited institution, may be applied toward a second master of arts degree. All other requirements for a second master of arts degree are the same as for a first one at Augustana. (Some cohort programs require all 32 credit hours; no credits from other courses will apply.)

WORKSHOP CREDITS

A maximum of three graduate credit hours for workshop experience may be applied to some graduate degree programs. The workshop must be closely related to the student’s educational intent, and the approval of the program director and the Director of Graduate Education must be obtained at the time the graduate plan of study is developed.

CORRESPONDENCE COURSE CREDITS

Graduate credits earned in off-campus correspondence courses normally will not apply to graduate degree programs.

UNIT OF INSTRUCTION AND COURSE LOAD

Augustana grants academic credit using the semester hour as the basic unit of instruction. Students taking 9 to 16 credit hours in a regular semester and 3 to 4 credit hours in the January term are regarded as full time students.

International graduate students (non-U.S. citizens) must carry a minimum load of nine (9) credit hours during both the Fall and Spring semesters to maintain their student status with the United States Bureau of Citizenship and Immigration Service. Exceptions to this rule are allowed in only two cases:

a. in the student’s final semester if the student needs fewer than 9 credit hours to graduate, or

b. in another semester if all required courses, except sequential courses, have been taken.

GRADING POLICIES

• No credit toward the degree will be allowed for grades below C.

• Satisfactory-Unsatisfactory grading (S/U) is available only for 698: Research and Writing Tutorial. No quality points are awarded for S/U grades.

• A grade of I (incomplete) is assigned if course requirements are not yet completed. An I grade is changed to an F (fail) if not removed by the middle of the following semester.

• An IP (in progress) grade is used to designate a course in progress. IP grades are given only for courses taken under the Independent Learning Program, special project courses requiring more than one semester to complete, or for 698: Research and Writing Tutorial. An IP grade is changed to an F if not removed one year after the beginning of the term in which the course was begun.

LATE REGISTRATION

Graduate students will register for courses during periods announced in the Augustana Academic Year Calendar after their application for graduate standing has been approved.
and after conferring with their program director or academic advisor. Students are urged to be in attendance at the first meeting of the class, but late registration is possible through 5:00 p.m. the third day after the beginning of classes. Only in exceptional cases will a student be allowed to register after this time. If a student registers after the last published day for registration, a late registration fee may be charged.

WITHDRAWAL FROM CLASS

An official withdrawal is granted only to students who complete the withdrawal petition properly and return it to the Registrar's Office. Students who stop attending class without filing such a petition will jeopardize their prospects of receiving a refund and may incur academic penalties.

Students enrolled in cohort programs of study who withdraw from the sequence of offered courses may put completion of their degree in jeopardy. Cohort students may also be subject to a withdrawal fee.

PAYMENT OF BILLS

Registration for classes constitutes a financial agreement between the student and Augustana College. If payment is not made on or before validation, any outstanding balance owing is subject to a 1.25% per month interest charge. No diploma, grades, transcript of credit, or honorable dismissal will be issued until all student bills have been paid in full.

ACADEMIC GRIEVANCE PROCEDURE

Please refer to the Augustana Student Handbook, the Office of Student Affairs or the Augustana web site www.augie.edu for regulations and guidelines relating to Academic Grievance Procedures. These regulations apply to all students at Augustana.

APPLICATION FOR GRADUATION

Students must declare their intention to complete their program requirements by filing a graduation application form with the Registrar's Office approximately eight weeks prior to their anticipated graduation date. Augustana College awards graduate degrees at its commencement ceremonies each year in late May. Failure to apply for graduation prior to the deadline will result in a delay in graduation. Diplomas will be available following commencement when it has been ascertained that all requirements have been met; transcripts will indicate degree completion date.

ATTENDANCE AT COMMENCEMENT

Graduate students are strongly encouraged to participate in the commencement exercises at which their degree is to be awarded. Rental caps, gowns and hoods should be ordered through the Augustana Bookstore two (2) months before graduation and should be picked up at the bookstore the day before commencement ceremony.

Students unable to attend the commencement ceremony must indicate on the application for graduation that they will not be present.

EXCEPTIONS TO ACADEMIC POLICIES

Students who desire that an exception be made to an academic policy must submit a regular petition to the Registrar's Office. The exception to an academic policy form may be secured from the Registrar's Office.

RESERVATION OF AUTHORITY

Augustana College reserves the right to modify or change the curriculum, admission and degree requirements, tuition or fees, and other policies without prior notice. The information in this catalog is not necessarily regarded as creating a binding contract between the student and Augustana College.

DEFINITION OF GRADUATE FACULTY

The graduate faculty is comprised of Augustana faculty members who hold terminal degrees in their respective disciplines. In unusual circumstances, expertise in the relevant field may replace the terminal degree, at the discretion of the Academic Dean.

GRADUATE FACULTY ROLES

Throughout the course of the graduate program, each student will be working with a faculty advisor, a faculty paper tutor and an examination committee. The role of these individuals is as follows:

a. Faculty advisor—helps student develop and approve the plan of study.

b. Faculty paper tutor—provides guidance and expertise about the format and content of the graduate paper. (This may or may not be the same person as the faculty advisor).

c. Examination committee—evaluates the synthesis portfolio (or comprehensive written exam), the graduate paper, and the comprehensive oral exam.

Those who serve as advisors, paper tutors, or members of either the Admission Committee or the Examination Committee will be tenured or tenure-track faculty members with a terminal degree in their respective discipline. The program Admission Committee is composed of three faculty members: the director of the graduate program and two other graduate faculty members. The program Admission Committee is appointed by the director of graduate education in consultation with the program director. The Examination Committee is composed of three faculty members including the student’s Faculty Paper Tutor and two graduate faculty members with appropriate disciplinary knowledge. An Examination Committee may include one faculty member who does not have a terminal degree and is not tenured or tenure-track if that faculty member has expertise relevant to the student’s project. The Examination Committee is appointed by the program director in consultation with the student.
GRADUATE COURSES

DEFINITION OF A GRADUATE COURSE

A graduate level course examines ideas in a more in-depth way than an undergraduate course. First, it focuses on key issues and topics which would be important to the professional in the field. Second, students in a graduate course will be required to become familiar with research literature about the subject. The third element of a graduate course is a substantial writing assignment, which demonstrates that students not only understand their subject in depth, but that they have intellectually engaged the most recent research and writing about their particular subject.

COURSES REQUIRED IN ALL GRADUATE PROGRAMS

INTEGRATIVE STUDIES CORE

All graduate programs at Augustana College include an Integrative Studies Core of three courses. 600: Introduction to Graduate Research is required in all programs. The other two Master Seminar courses of the Integrative Studies Core vary for different programs.

698: RESEARCH AND WRITING TUTORIAL (2 credit hours)

A faculty paper tutor will advise and direct the student in the preparation of the graduate paper (see page 9 for a description of the graduate paper requirement). A student may register for this tutorial only after successful completion of the 600: Introduction to Graduate Research course. The student will complete the tutorial no later than the final term of his/her planned program of studies. To register for the tutorial, the student must submit the form: Application for Candidacy Part B, Permission to Register for 698. The student must bring the completed and signed permission form (available from the graduate web page), with a copy of the research proposal attached, to the Office of Graduate Education. This course is numbered (Department) 698. The final grade for 698 will be submitted after the student has completed the paper and passed the oral exam. A maximum of one year is allowed for completion of the tutorial.

OTHER GRADUATE COURSES

697: TOPICS IN (DEPARTMENT) (2-4 credit hours)

Departments may use this title to offer one-time courses on special topics within their discipline. These courses are numbered (Department) 697.

599/699: INDEPENDENT STUDY (2-4 credit hours)

Students may contract with a faculty member to undertake a learning experience through independent study. The independent learning experience may be a regular departmental course at the 500 level or above (called independent scholarship), or it may be uniquely designed to meet a student’s special interest in a topic not covered in the regular curriculum of the College. The objectives, activities, and methods of evaluation are worked out between the student and the faculty advisor, using an independent study form obtained from the Registrar’s Office. These courses are numbered 599 or 699.

GRADUATE DEGREE PROGRAMS

GRADUATE PROGRAM IN EDUCATION

The graduate program in the Education Department emulates the Circle of Courage philosophy focusing on belonging, mastery, generosity, and independence. The program is designed to enhance an individual’s ability to create positive learning environments for learners by building classrooms and schools that promote belonging, mastery, generosity, and independence. To that end, this program provides in-depth knowledge and application of educational research to classroom practice. The Integrative Studies Core of the master’s degree program enables students to interface a liberal arts perspective with rigorous, professional education training.

Specific competencies for students in the graduate program are as follows:

- Exhibit in-depth knowledge of core content, literature, and theoretical base
- Display detailed knowledge of learners, learning theory, and pedagogy
- Utilize knowledge of learned society standards and best practices
- Demonstrate application of instructional strategies
- Incorporate global and multicultural strategies in all aspects of professions
- Demonstrate accommodations for diverse learners
- Exhibit a variety of assessment procedures for documentation of student growth and curricular effectiveness
- Demonstrate skill in building effective classroom environments
- Utilize and apply technology
- Actively participate in school change process via field experience
- Be involved in the community beyond the classroom
- Participate in advanced application of quantitative and qualitative research with ongoing contributions to the knowledge base and practice
- Model the role of a leader
- Demonstrate advanced skills in spoken and written language and critical thinking
EDUCATION COHORT PROGRAMS

The Education Department offers the Master of Arts in Education (MA) degree via a cohort model that focuses on the knowledge, skills and dispositions necessary for mastery teaching in P-12 classrooms. The curricular content includes classroom best practices, research-based instructional strategies and detailed knowledge of the National Board for Professional Teaching Standards core propositions.

Cohort candidates will elect from the following:

**Plan A: Graduate Paper Option**
MA in Education candidates selecting this option would complete the EDUC 698: Research & Writing Tutorial (2 c.h.), and the graduate paper.

**Plan B: Non-Graduate Paper Option**
MA in Education candidates selecting this option would select one course from the following available courses:
- EDUC 699: Independent Study (2 c.h.)
- Approved Graduate Level Electives (2 c.h.)

MASTER OF ARTS IN EDUCATION (cohort model only)

Students wishing to earn a MA degree in education must meet the general requirements for all graduate degrees and possess teaching certification or have completed an undergraduate program leading to teaching certification in Elementary, Secondary or All-Grades education.

Degree Requirements for the Master of Arts in Education
(Minimum of thirty-two (32) credit hours)

<table>
<thead>
<tr>
<th>COURSE</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTEGRATIVE STUDIES CORE</strong></td>
<td></td>
</tr>
<tr>
<td>EDUC 600 Introduction to Graduate Research</td>
<td>3</td>
</tr>
<tr>
<td>EDUC 601 History and Philosophy of Education</td>
<td>3</td>
</tr>
<tr>
<td>PHIL 615 Ideas That Have Shaped Our World</td>
<td>3</td>
</tr>
<tr>
<td><strong>EDUCATION STUDIES CORE</strong></td>
<td></td>
</tr>
<tr>
<td>EDUC 607 Curriculum Issues and Innovations</td>
<td>3</td>
</tr>
<tr>
<td>EDUC 615 Technology in Education</td>
<td>3</td>
</tr>
<tr>
<td>EDUC 610 Seminar: The Master Teacher I</td>
<td>3</td>
</tr>
<tr>
<td>EDUC 610 Seminar: The Master Teacher II</td>
<td>2</td>
</tr>
<tr>
<td>EDUC 610 Seminar: Assessing Student Achievement</td>
<td>2</td>
</tr>
<tr>
<td>EDUC 610 Seminar: The Master Teacher III</td>
<td>3</td>
</tr>
<tr>
<td>SPED 697 Topics: Special Education Integration in the Classroom</td>
<td>3</td>
</tr>
<tr>
<td><strong>ELECTIVE STUDIES</strong></td>
<td></td>
</tr>
<tr>
<td>EDUC 695 Professional Development Project</td>
<td>2</td>
</tr>
</tbody>
</table>

Select ONE of the following plans:

**Plan A:** EDUC 698 Research and Writing Tutorial

**Plan B:** EDUC 699 Independent Study

OR

Approved Graduate Level Electives | 2

**TOTAL** | 32
Degree Requirements for the Master of Arts in Sports Administration and Leadership
(Minimum of thirty-two (32) credit hours)

<table>
<thead>
<tr>
<th>COURSE</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTEGRATIVE STUDIES CORE</strong></td>
<td></td>
</tr>
<tr>
<td>COMM 650 Leadership and Decision-Making</td>
<td>3</td>
</tr>
<tr>
<td>SAL 600 Introduction to Graduate Research</td>
<td>3</td>
</tr>
<tr>
<td>Select ONE of the following:</td>
<td></td>
</tr>
<tr>
<td>PHIL 615 Ideas That Have Shaped Our World</td>
<td>3</td>
</tr>
<tr>
<td>or</td>
<td></td>
</tr>
<tr>
<td>PHIL 690 Ethics of the Profession</td>
<td>3</td>
</tr>
<tr>
<td><strong>SPORTS ADMINISTRATION AND LEADERSHIP STUDIES CORE</strong></td>
<td></td>
</tr>
<tr>
<td>BSAD 575 Statistics and Sports</td>
<td>3</td>
</tr>
<tr>
<td>BSAD 640 Advanced Sport Management</td>
<td>3</td>
</tr>
<tr>
<td>SAL 670 Sports Administration Portfolio and Research Proposal</td>
<td>3</td>
</tr>
<tr>
<td>SAL 698 Research and Writing Tutorial</td>
<td>2</td>
</tr>
<tr>
<td><strong>ELECTIVE STUDIES (minimum of 12 credit hours)</strong></td>
<td></td>
</tr>
<tr>
<td>BSAD 545 Advanced Sport Marketing and Promotion</td>
<td>3</td>
</tr>
<tr>
<td>BSAD 625 Sports Finance</td>
<td>3</td>
</tr>
<tr>
<td>BSAD 680 Sport Law</td>
<td>3</td>
</tr>
<tr>
<td>COMM 665 Advanced Public Relations</td>
<td>3</td>
</tr>
<tr>
<td>PE 610 Seminar - Success in Coaching</td>
<td>3</td>
</tr>
<tr>
<td>PE 610 Seminar - Motivation, Ethics, and Gender Equity</td>
<td>3</td>
</tr>
<tr>
<td>SAL 645 Applied Sport Psychology</td>
<td>3</td>
</tr>
<tr>
<td>PHIL 615 Ideas That Have Shaped Our World</td>
<td>3</td>
</tr>
<tr>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>PHIL 690 Ethics of the Profession</td>
<td>3</td>
</tr>
<tr>
<td>(one of these courses is required, the second could be used as an elective)</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>Minimum of 32 credit hours</td>
</tr>
</tbody>
</table>

GRADUATE PROGRAM IN SPORTS ADMINISTRATION AND LEADERSHIP

The graduate program in Sports Administration and Leadership is a collaborative effort between the Departments of Health, Physical Education and Recreation; Communication Studies; and Business Administration.

MASTER OF ARTS IN SPORTS ADMINISTRATION AND LEADERSHIP

Mission Statement: The program of study for the M.A. in Sports Administration and Leadership will prepare individuals for leadership roles in a variety of sport-related professions. The combination of didactic instruction and practical experiences encourages integration and synthesis of course work into real-life applications. The integrative studies core reflects Augustana's commitment to the liberal arts as a foundation for ethical leadership and decision-making in any profession, while the elective studies component of the program allows each individual to customize his/her program of study with course work related to personal goals and interests.

Learning Outcomes
Candidates seeking their M.A. in Sports Administration and Leadership must:

- demonstrate ability to apply theory(ies) of sports administration and leadership in practical experiences
- exhibit in-depth knowledge of current issues in sports administration
- understand and apply ethical/legal standards for professionals in sports administration
- demonstrate advanced skills in oral communication
- demonstrate advanced skills in written communication
- demonstrate advanced skills in critical thinking
- demonstrate advanced skills in research

A graduate paper, a synthesis portfolio, and oral exam serve as the culminating projects for this degree. The graduate paper is a work of serious, creative scholarship and/or research, which demonstrates graduate-level writing ability along with careful and extensive research. The synthesis portfolio documents how various coursework and experience has enhanced the attainment of program objectives. Finally, the oral exam is an opportunity for the candidate to defend the graduate paper and to validate the learning that has occurred as a result of graduate study.

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POST-MASTER’S CERTIFICATE PROGRAMS

A post-master’s certificate is a credential offered by an academic institution that provides an individual who already possesses a Master’s degree the opportunity to obtain additional preparation in a specialty area. In some disciplines, completion of a certificate program meets eligibility requirements for specialist certification through a national examination.

ADMISSION REQUIREMENTS

A student holding a Master’s degree and interested in enrolling in a Post-Master’s Certificate Program first obtains, completes and files an official application with the Office of Graduate Education. All applications must be supported by:

- an official transcript from the college or university from which a Master’s degree in the discipline was granted
- a non-refundable application fee of $50

* Note: The department offering a post-master’s certificate program may specify additional requirements.

GENERAL REQUIREMENTS

The following requirements apply to all post-master’s certificate programs at Augustana.

- An approved plan of study on file in the Office of Graduate Education and in the academic department offering the certificate program
- Completion of the courses specified by the academic department offering the certificate program; a minimum of 15 semester credit hours of 600 level courses is required by the College; no transfer credits will be accepted
- Students must earn a cumulative GPA of 3.0; no credit toward the post-master’s certificate will be allowed for grades below 2.7 (B-)
- Completion of all work for the certificate within a seven year period

DEPARTMENTAL GRADUATE COURSE OFFERINGS

Applicants should contact the chairperson of the department or program in which they wish to pursue a degree about specific course offerings.

CLASSIFICATION OF COURSES

Courses numbered in the 600 level are for graduate students only. A student must complete at least 17 credit hours (of 32 required) at the 600 level.

Courses numbered at the 500 level are cross-listed as undergraduate and graduate courses. Descriptions of these courses are found in the undergraduate catalog under their 300 number. Graduate students may take 500 level courses listed on the following pages for graduate credit if they meet required prerequisites. The 500 level counterpart of a 300 level course requires additional graduate level work which includes in-depth study, utilization of research literature, and comparative analysis and synthesis of topics and issues covered in the course.

GRADUATE COURSE OFFERINGS

The following courses will be offered at the discretion of the department chair for each department.

- 690 Master Seminar (3 c.h.)
- 697 Topics (2-4 c.h.)
- 698 Research and Writing Tutorial (2 c.h.)
- 599/699 Independent Study (2-4 c.h.)

In the course listings which follow, an asterisk indicates a repeatable course.

BUSINESS ADMINISTRATION (BSAD)

545 Advanced Sport Marketing and Promotion 3 c.h.

Students will learn how professional, amateur and college sports teams manage their businesses, fans, athletes and brands, including planning, hosting and implementing effective marketing programs. Theories will be supplemented with industry-recognized speakers, case studies and historical research. One class project and presentation of that project is required.

575 Statistics and Sports 3 c.h.

This course is designed to provide an introduction to the use of statistics in sports management. Students will develop a fundamental understanding of probability theory and predictive modeling through linear regression and other techniques. The course will have a strong focus on data collection and analysis to provide insight on the performance of both athletes in the field and the sports professional or amateur sports organization.
COMMUNICATION STUDIES (COMM)

650 Leadership and Decision-Making 3 c.h.
This course is a graduate level course in the theories and practice of leadership in organizations. The coursework includes theoretical material as well as projects and case studies that allow students to develop their critical thinking, problem solving and communication skills as leaders.

665 Advanced Public Relations 3 c.h.
This course focuses on the strategic communication management, relationship-building functions of Public Relations. Communication is absolutely essential for one to succeed in public relations. However, it should be noted that this course will not be a self-enhancement skills development course. The course discusses advanced PR concepts/principles and enables student to apply these to actual PR campaign development, proposal, and implementation. This course focuses primarily on public relations in the sports world, but will include other foci such as understanding the importance of sports to the mass media, sports journalism, portrayals of women and race, and ethical issues arising in the field of sports. There will be a special focus on international sport, i.e., the role of politics in international sport, Olympics, World Cup, etc.

EDUCATION (EDUC)

555 Human Relations in Education 3 c.h.
This course investigates the values, culture and characteristics associated with persons of diversity. Dehumanizing biases including sexism, racism, ageism, handicappism, religious bigotry, and other oppressive systems of attitude and behavior will be examined with particular reference to education in a pluralistic democratic society. The goal is to develop multicultural competence in educators.

600 Introduction to Graduate Research 3 c.h.
An introduction to the nature and responsibilities of advanced professional study. Emphasis is placed on professional literature, philosophical approaches, techniques of gathering, analyzing and interpreting data and the writing of research reports. Students will be expected to produce a research proposal of a future research paper in their own discipline or field.

601 History & Philosophy of Education 3 c.h.
A historical approach to the basic philosophies of education; major emphasis on the educational philosophies underlying present practices and their implications and application in the schools.

607 Curriculum Issues and Innovations 3 c.h.
A study of major issues and curriculum designs in contemporary American schools. Consideration of philosophy and principles of curriculum construction. Opportunity for class participants to study specific problems related to curriculum in the elementary, junior, or senior high school.

610 Seminar in Education* 3 c.h.
This course allows participants to design their own course objectives to meet student needs. It also requires the entire class to become involved in group interaction components concerning present day educational problems. The emphasis will be on dialogue using problem-solving strategies and on concepts which can be applied to the realities of classroom. EDUC 610 is a repeatable course for this program.

615 Technology in Education 3 c.h.
This course will provide the educator with a broad base of knowledge about the use of technology in education. Students will acquire knowledge about applications, hardware, software, and programming through extensive demonstration and hands-on experience. Some topics that will be included are courseware evaluation, telecommunications, internet, multimedia, web site development, and computer application instruction.

664 The Nature and Nurture of Creativity 3 c.h.
This course explores the nature of creativity and how it can be applied to solve personal, community and global problems. It will focus on techniques to enhance creative abilities and promote self-acceptance, assessing or identifying creative abilities, tests of divergent thinking and feeling, productive thinking, creative problem solving, future studies, trending, future problem solving, and the evaluation/critical judgement of product or process.

690 Master Seminar 3 c.h.
EDUCATIONAL COSTS AND FINANCIAL ASSISTANCE

TUITION AND FEES

A schedule of graduate tuition costs is available at www.augie.edu/graduate.

Part-time students 65 years of age and older may take courses for credit during the regular year for a discounted rate. Senior citizens seeking to complete a degree under this program should follow admission procedure.

Senior citizens 65 years or older may audit two courses in a given semester for a special reduced fee. Enrollment is on a space available basis and by permission of the instructor on the first day of class. No credit will be given for this course work and no transcript kept.
FINANCIAL AID

The primary responsibility for financing a graduate education rests upon the student. It is an investment in career preparation and personal fulfillment that should yield dividends throughout the student’s life. Financial aid from the college, or from college-administered funds, is intended to supplement student resources.

Augustana College may provide financial assistance to promising and qualified full-time graduate students through graduate assistantships, grants, campus work opportunities, and student loans. Part-time students will be considered for student loans if the student is eligible. If qualified, the student will be offered a program of financial aid including one or more awards from funds which are available and for which the student may be eligible. The student will be notified of any additional forms which must be completed and the student may accept the aid plan in total or in part. Graduate students enrolled for fewer than 6 credit hours a semester are not eligible for most forms of financial aid. For more information contact the Augustana Financial Aid Office.

PLEASE NOTE: Students must be enrolled at least half-time in a degree-seeking program in order to be considered for any federal financial aid assistance.

COOPERATING TEACHER GRANTS

Full-time teachers who have served as cooperating teachers in Augustana’s student teacher program within the past two years are eligible for a half tuition grant for one Augustana course or workshop, which may be taken for either graduate or undergraduate credit. Teachers need not be admitted, degree-seeking graduate students to use these grants. Grant applications should be made to the chair of the Department of Education.

NOTE: A student may not apply both a graduate fellowship (described above) or a discounted rate of tuition and a cooperating teacher grant to the same course.

Tuition grants, loans, campus work opportunities, and assistantships are generally awarded on a year-to-year basis. Awards are based on need, academic achievement, and available funds, and may be continued, increased, decreased, or terminated according to conditions existing at the time applications are processed.

ACADEMIC CALENDAR

To view the current and upcoming academic calendar see: www.augie.edu/admin registrar/AcademicCalendar.html

GRADUATE EDUCATION CHECKLIST

This checklist is designed to assist you in keeping track of various steps you need to take from admission to completion of your graduate program. For details and due dates concerning the items in the checklist, please consult the guidelines for your specific graduate program.

<table>
<thead>
<tr>
<th>Date Completed</th>
<th>Item Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>_____ Preliminary Acceptance</td>
<td>Application to graduate program - Submit the following items to the Office of Graduate Education:</td>
</tr>
<tr>
<td>(date)</td>
<td>❑ Application form*</td>
</tr>
<tr>
<td></td>
<td>❑ 2-3 page essay</td>
</tr>
<tr>
<td></td>
<td>❑ Official undergraduate and graduate transcripts</td>
</tr>
<tr>
<td></td>
<td>❑ Two reference forms*</td>
</tr>
<tr>
<td></td>
<td>❑ TOEFL Exam (for international students whose native language is not English)</td>
</tr>
<tr>
<td>_____ Provisional Acceptance</td>
<td>Confer with advisor in selecting a paper tutor and identifying members of examination committee.</td>
</tr>
<tr>
<td>(date)</td>
<td>Develop a five-to ten-page research proposal of proposed graduate paper.</td>
</tr>
<tr>
<td></td>
<td>Seek approval of proposed study from Human Participants Institutional Review Board (IRB) (if applicable) before beginning research. (Form available in Academic Affairs.)</td>
</tr>
<tr>
<td>_____ Formal Acceptance</td>
<td>Apply for candidacy* - submit forms Part A and Part B to Office of Graduate Education. (Must occur after completion of nine credits in the graduate program.)</td>
</tr>
<tr>
<td>(date)</td>
<td>Register for the 698: Research and Writing Tutorial no later than the semester preceding the term in which program completion is anticipated.</td>
</tr>
<tr>
<td></td>
<td>Apply for graduation at the Registrar’s Office. (Occurs early in the term in which you intend to graduate.)</td>
</tr>
<tr>
<td></td>
<td>Place order for rental of graduation cap, gown and hood at Augustana Bookstore.</td>
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<td>Synthesis Portfolio or Written examination (Deliver complete portfolio to department; 3 copies of essay only to Office of Graduate Education)</td>
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<td>Submit 3 copies of draft graduate paper to Office of Graduate Education</td>
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<td>Submit 3 copies of final graduate paper to Office of Graduate Education</td>
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NORTH CAMPUS
1. Old Main
2. East Hall
3. Administration Building (Admission)
4. Sioux Falls Seminary
5. Edith Mortenson Center (Theatre)
6. Morrison Commons
7. Granskou Hall
8. Stavig Hall
9. Tuve Hall
10. Nelson Service Center
11. Archeology Lab
12. Archeology Lab Annex
13. Service Center Annex
14. Moses Statue
15. Ole Statue
16. Center for Visual Arts (Eide•Dalrymple Gallery)
17. Humanities Center (Kresge Recital Hall and Box Office)
18. Chapel of Reconciliation
19. Mikkelsen Library
20. Fantle Building (Center for Western Studies)
21. Catholic Campus Ministry Center
22. Madsen Social Science Center
23. Gilbert Science Center
24. Bergsaker Hall
25. Solberg Hall
26. Huether Tennis Centre
27. Campus Green

SOUTH CAMPUS
30. Elmen Center
31. Ronken Baseball Field
32. Bowden Softball Field
33. Bill Hall Baseball-Softball Complex
34. Fellows' Presidential Residence
35. Future site of Larson Track & Field Complex
36. Heritage Park
37. Our Savior's Lutheran Church (Campus Learning Center)
38. Kirkeby-Over Stadium
39. Soccer Field

PERIMETER RESIDENTIAL
50. Nobel House
51. Menlo Annex

52. Terning House
53. Olsen House
54. Valhalla House
55. Lookout House
56. Duluth Place Apartments
57. Odin House
58. Academy House
59. Summit Apartments
60. Chrysalis House
61. Heritage House
62. Costello Hall
63. Norse Inn
64. Campus House
65. Nordland House
66. Schoeneman Apartments
67. Loki House
68. Hillsboro House
69. Global Education House

Public Parking

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