



Notification of Request for Authorization under the Degree-Granting Institutions Act

Date posted: September 17, 2018
Institution: Presidio Graduate School
Accreditation: WASC Senior College and University Commission
Current status: Authorized to offer degree programs in Washington State
Nature of request: Authorization to offer one additional degree program in WA
Proposed program: Master of Business Administration in Sustainable Management
Locations: Masins Building/Impact Hub
220 Second Avenue South, 3rd Floor
Seattle, WA 98104

IslandWood
4450 Blakely Avenue NE
Bainbridge Island, WA 98110

Background:

Presidio Graduate School is a private non-profit institution based out of San Francisco, CA. They purchased Pinchot University in 2016 and received initial authorization in 2017.

Nature of the review:

Prior to granting authorization to offer new degree programs in Washington State, the Washington Student Achievement Council/Degree Authorization reviews elements such as program outcomes, course requirements, method of course delivery, faculty credentials, and student services.

Information on the additional program can be found at the end of this notice.

Timeline:

The WSAC will accept comments on this application until October 17, 2018.

Any individuals with knowledge that may indicate the institution and/or the program does not meet the authorization requirements of WAC 250-61 are requested to submit comments to: [Degree Authorization](#). Please note that comments may be shared with the institution requesting authorization and may be available to the public under Washington State law.

If you would like to know more about the current law and regulations that govern the program, they can be found at the following links: the statute is [Chapter RCW 28B.85](#) and the regulation is [WAC 250-61](#).

MBA IN SUSTAINABLE MANAGEMENT (Seattle Metro MBA)

PGS's Master of Business Administration (MBA) programs are unique in the field of higher education. While individual courses on business ethics and environmental management now exist, few MBA programs engage faculty and students alike in the process of integrating—at all levels—social and environmental values with the application of practical business skills.

PGS's MBA in Sustainable Management (Seattle Metro MBA) is designed to prepare professionals with the competencies and courage to position current and future organizations—private, public or non-profit—to be leaders in the practice of sustainable management. With a pedagogical emphasis on experience, reflection and application students learn in a collaborative team environment and benefit from faculty expertise and feedback. Students learn to lead organizations to be socially and environmentally responsible—and financially successful through creative presentations, simulations and real-time project-based learning.

PROGRAM FRAMEWORK

PGS defines Sustainable Management as the ability to direct the course of a company, community or country in ways that restore and enhance all forms of capital—human, natural and financial—to generate stakeholder value and contribute to the well-being of current and future generations.

PGS's MBA programs connect management theory and practice with social responsibility, ecological awareness, systems thinking and leadership within an integrated framework of sustainable management. Sustainable management is, therefore, the unifying concept that weaves the core elements of the program together in ways that help students make connections, promote innovation, and create transformative solutions. The explicit objective of the MBA is to develop the management skills and competencies necessary to address global issues through business opportunities that create sustainable value and transform our economic system.

PROGRAM FORMAT

The MBA in Sustainable Management (Seattle Metro MBA) is a 60-credit semester-based curriculum, with ten required courses and six concentration electives. In 2018-2019, the program is offered in a format designed for working professionals, adult learners, and international students. PGS's program format combines the effectiveness of face-to-face learning with the convenience, efficiency, and flexibility of distance learning.

Students and faculty meet five times during each semester for 4-day residencies (Thursday through Sunday) at the learning site located at IslandWood on Bainbridge Island, Washington. On-site learning during residencies are combined with a robust, interactive distance learning component, including required weekly evening synchronous online class sessions, conference calls, readings, team-oriented assignments and projects with real companies. Distance learning is delivered using technologies including the Canvas-based Learning Management System and the webinar platform, Zoom. Synchronous online class sessions are held via Zoom.

Starting in Spring 2019, these evening class sessions will be taught face-to-face from our learning site at the Seattle Impact Hub, as well as virtually via Zoom. This will provide the option for face-to-face contact for students who are based near our campus location in Seattle. Note that participation in the face-to-face evening class sessions will be required for international students. Other students, particularly those who are not local, will be able to join through Zoom and still be able to engage with students located in the classroom.

PROGRAM LENGTH

Full-time students register for four courses (15 credits) per semester and typically complete the Seattle Metro MBA program in four semesters (two academic years). Part-time students register for two courses (7 or 8 credits) per semester over eight semesters and typically complete the Seattle Metro MBA program in four academic years.

COURSE SCHEDULING AND DELIVERY

PGS uses the semester calendar. In 2018-2019, students in the Seattle Metro MBA program attend class during the fall and spring semesters. A typical semester in the Seattle Metro MBA program

consists of monthly 4-day residencies (5 per semester) plus twice-weekly online distance-learning or in-person evening class sessions.

MBA program credits are awarded through a combination of 4- and 3-credit courses. Individual courses vary relative to the use of directed instruction, lab and practicum. Directed instruction can include a combination of:

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

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

FACILITIES

IslandWood, Bainbridge Island, WA

Monthly residential class sessions for the Seattle Metro MBA program are held at IslandWood, a LEED gold-certified facility that is a model of energy efficiency and sustainable design. Amenities include green-designed guest rooms, classrooms with state-of-the-art technology and meals featuring locally and sustainably raised foods. Located at 4450 Blakely Avenue NE on Bainbridge Island, Washington, IslandWood is approximately 10 minutes from the ferry landing by car. More information on this facility is available at www.islandwood.org.

Seattle Learning Site, Pioneer Square, Seattle, WA

In-person evening class sessions for the Seattle Metro MBA program are held at the Seattle Learning Site at 220 Second Avenue South near Pioneer Square in Seattle.

TRAVEL, ACCOMMODATIONS AND MEALS

Seattle Metro MBA students are required to stay at IslandWood during residencies and to have an IslandWood meal plan during residencies.

Students are responsible for arranging their own transportation to and from IslandWood for residencies. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot.wa.gov/ferries. Transportation from the ferry landing to IslandWood can be arranged through Taxis and Tours (206.842.7660) or Viking Cab Company (360.244.4420).

PROGRAM LEARNING OUTCOMES

The MBA in Sustainable Management program is designed to enhance achievement of Presidio Graduate School's mission largely through the integration of sustainability into every course. Our pedagogy rests on four principles: emphasis on change and one's place in promoting it; emphasis on applied learning, with a close relationship to practitioners in the field; emphasis on systems thinking and social justice; emphasis on creating a continuous learning community.

The program learning outcomes for the MBA program are organized around three proficiencies:

- Sustainable Systems
- Sustainable Leadership
- Business and Management Foundations

Program Outcome: Sustainable Systems

An understanding of sustainability is based on a foundational competence in basic principles of ecology and systems thinking. Presidio Graduate School (PGS) MBA in Sustainable Management graduates are able to integrate systemic and sustainable frameworks into business strategy through competence in systems thinking, sustainability literacy, ethics and social justice. PGS MBA graduates are proficient in:

- **Systems Thinking:** Applying whole systems thinking to develop business strategies for sustainable solutions;
- **Sustainability Literacy:** Integrating sustainability principles, frameworks and tools to business

activities, strategies and models; and

- **Ethics and Social Justice:** Modeling highly ethical behavior and a social justice orientation to affect sustainability across a broad spectrum of stakeholders.

Program Outcome: Sustainable Leadership

The transformation toward a sustainable economy will require leadership and the human skills to create and navigate change across multiple social systems. PGS MBA in Sustainable Management students engender positive change—from the self, to the team, to the organization and ultimately the system—through competence in relationship management, organizational change, adaptability, resilience and efficacy. PGS MBA are proficient in:

- **Efficacy, Resilience and Adaptability:** Adjusting to changing situations and obstacles while promoting productivity and sustainability through a variety of contexts, including relationships, teams and organizations;
- **Relationship Management:** Encouraging and influencing relationships that promote sustainability across multiple stakeholders and roles and within the global, social, political, ethical and cultural context of business;
- **Organizational Change:** Identifying levers of cultural and structural change in an organization in support of sustainability;
- **Organizations, Institutions and Policy:** Applying systems thinking principles or tools to design and plan public policy or management models that connect organizations, institutions and policy;
- **Engagement and Collaboration:** Applying tools, techniques or behaviors for effectively convening stakeholders to solve complex cross-sectoral problems.

Program Outcome: Business and Management Foundations

Recognizing and transforming today's global issues into innovative business opportunities requires a level of acumen in the foundational disciplines of business and management. PGS students MBA in Sustainable Management understand and integrate business fundamentals to design, develop and manage sustainable businesses toward the common good. PGS MBA in Sustainable Management graduates demonstrate business and management acumen by building competencies in economics, innovation, capital management, critical thinking and Information and Communication Technology (ICT). PGS MBA in Sustainable Management graduates are proficient in:

- **Economics:** Analyzing market behavior and interpreting the allocation of resources while recognizing the limitations of existing economic models;
- **Innovation:** Integrating sustainability principles into the design, commercialization, marketing, and production of products and services;
- **Capital Management:** Interpreting the financial conditions of an enterprise and evaluating the use of financial capital to optimize value for all stakeholders, taking into account ethics and other forms of capital, specifically social and natural capital;
- **Critical Thinking:** Conceptualizing, applying, analyzing, synthesizing and/or evaluating the nature of information and knowledge through observation, experience, reflection, reasoning and communication, in ways that guide belief and action;
- **Information and Communication Technology (ICT):** Using and critically assessing available and new ICT to achieve ethical and sustainable management outcomes and public administration.

Note that public sector professional fundamentals are deeply integrated into the MBA in Sustainable Management degree, as each course addresses appropriate intersectoral issues. This integration reflects PGS's perspective that society's sustainability challenges cannot be solved at scale without the strategic cooperation of both public and private sectors, and that managers and social entrepreneurs must be educated to make this relationship productive and high-performing.

DEGREE REQUIREMENTS & SUGGESTED COURSE SEQUENCES

All courses listed below are required, for a total of 60 credits. Students must pass all courses and maintain a minimum GPA of 3.0 in order to earn the MBA in Sustainable Management degree. Students may enroll in the MBA in Sustainable Management program in Fall or Spring semester.

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Full-time MBA in Sustainable Management, Fall or Spring Start		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 1 Credits		15
SEMESTER 2		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6220	Operations and Supply Chain Management	4
SUST6240	Financial Systems	4
LDR6200	Leadership and Team Performance	3
Total Semester 2 Credits		15
SEMESTER 3		Credits
Concentration	Concentration I - Course 1* (see options below)	4
Concentration	Concentration I - Course 2* (see options below)	4
Concentration	Concentration I - Course 3* (see options below)	4
LDR6300	Organizational Leadership	3
Total Semester 3 Credits		15
SEMESTER 4		Credits
Concentration	Concentration II - Course 1* (see options below)	4
Concentration	Concentration II - Course 2* (see options below)	4
Concentration	Concentration II - Course 3* (see options below)	4
LDR6400	Career Development	3
Total Semester 4 Credits		15
TOTAL PROGRAM CREDITS		60

* Concentrations include:

- Energy, Climate and Social Responsibility
- Innovation – Entrepreneurship and Intrapreneurship
- Sustainable Finance
- Multisector Solutions

PLEASE NOTE: Course sequences, especially for part-time students, are subject to change.

Part-time MBA in Sustainable Management, Fall or Spring Start		
SEMESTER 1		Credits
SUST6100	Systems, Sustainability, and Social Justice	4
SUST6120	Economy and Society: Governance and Business	4
Total Semester 1 Credits		8
SEMESTER 2		Credits
SUST6140	Data, Information Literacy, and Decision Making	4
LDR6100	Personal Development and Communication	3
Total Semester 2 Credits		7
SEMESTER 3		Credits
SUST6220	Operations and Supply Chain Management	4
LDR6200	Leadership and Team Performance	3
Total Semester 3 Credits		7
SEMESTER 4		Credits
SUST6200	Engagement: Connecting Brands and Customers	4
SUST6240	Financial Systems	4
Total Semester 4 Credits		8
SEMESTER 5		Credits
Concentration	Concentration I - Course 1* (see options below)	4
LDR6300	Organizational Leadership	3
Total Semester 5 Credits		7
SEMESTER 6		Credits
Concentration	Concentration I - Course 2* (see options below)	4
Concentration	Concentration I - Course 3* (see options below)	4
Total Semester 6 Credits		8
SEMESTER 7		Credits
Concentration	Concentration II - Course 1* (see options below)	4
Concentration	Concentration II - Course 2* (see options below)	4
Total Semester 7 Credits		8
SEMESTER 8		Credits
Concentration	Concentration II - Course 3* (see options below)	4
LDR6400	Career Development	3
Total Semester 4 Credits		7
TOTAL PROGRAM CREDITS		60

* Concentrations include:

- Energy, Climate and Social Responsibility
- Innovation – Entrepreneurship and Intrapreneurship
- Sustainable Finance
- Multisector Solutions

EXPLANATION OF COURSE NUMBERING SYSTEM – SEATTLE PROGRAMS

Presidio Graduate School's graduate-level courses are numbered 6000-9999. Graduate level courses are open to holders of a baccalaureate degree who have met PGS's admission requirements. Courses are subject to prerequisites or other requirements as stated in the course descriptions. Courses in the MBA in Sustainable Management program are designated by 3- and 4-letter codes as follows:

ECS	Energy and Climate Solutions
ELC	Elective
FIN	Finance
INN	Innovation in Intrapreneurship and Entrepreneurship
LDR	Leadership
MSS	Multisector Solutions
SUST	Sustainable Management and Solutions

COURSE DESCRIPTIONS

SUST6100: Systems, Sustainability, and Social Justice (4 credits)

This first term course helps students understand the context within which business and government operate and what is unsustainable about our practices, policies and mental models. The context includes understanding current events and trends in public policy, the myriad of complex social, environmental and economic issues facing society as well as some of the historical context of all of this. Students apply all of these concepts to a particular issue of their choice and do a deep study of that issue and the system within which it resides. As part of this process students develop and apply research methods, data analysis, stakeholder engagement strategies, systems thinking and presentation skills.

SUST6120: Economy and Society: Governance and Business (4 credits)

In order to change the world, we must first understand how it functions. With that in mind, this course begins by introducing students to the dominant political economic frameworks that have shaped and govern our world today. We will learn about the history of economic growth in the 20th and 21st centuries, including how it was made possible as well as the social and environmental costs of this growth. Looking forward, we will consider the many alternative frameworks, both old and new, that promise to create a more socially just, sustainable world.

SUST6140: Data, Information Literacy, and Decision Making (4 credits)

We live in a world overwhelmed with information and data. How can we find the information we need, and how might we best make use of the data we have? This course challenges students to discover, evaluate, and utilize information and data to promote social justice and sustainability. We will learn where and how to find valuable data and how critically analyze the information we receive.

Prerequisite: Statistics and Excel

SUST6200: Engagement: Connecting Brands and Customers (4 credits)

The purpose of this course is to introduce a framework for marketing sustainable ideas and products. It provides a survey of trends and an overview of concepts and techniques as they relate to understanding customer value, developing marketing opportunities, creating marketing strategies, communicating with stakeholders, and tactical marketing programs within the context of sustainable management. Students will be challenged to critically analyze marketing strategies, plans, and decisions for a sustainable business. Most importantly, students will gain the mindset of a marketer — an ability to inquire into the real needs of the individual and society, create sustainable value, and to build programs for relevant, meaningful engagement. *NOTE: This course has an Experiential Learning component.*

SUST6220: Operations and Supply Chain Management (4 credits)

This course provides an overview of strategic, tactical, and operational decision making environments in the operations and supply chain management of service and manufacturing companies. Major topics are process analysis, cost and quality management, service systems management, inventory optimization, and greenhouse gas emissions minimization. These areas are explored through lectures, assigned readings, group exercises, and case study discussions. Students learn how to apply concepts of probability, statistics, and optimization via the use of a number of quantitative operations management tools. The course introduces a number of tools in the innovative new field of Industrial Ecology such as life cycle assessment (LCA). It introduces tools such as corporate codes of conduct used in the design of high standards of social justice throughout company's supply chain. The course also teaches students how to apply the arc of pragmatic inquiry through which they learn how to learn

from their personal experience. They do this by engaging in a major semester-long “experiential learning” (EL) project in which they are formed into teams, each of which works closely with a partner company or nonprofit organization. The focus of the project is to design and build a sustainable operations plan for the organization using the broad range of tools the students have learned. *NOTE: This course has Experiential Learning component.*
Prerequisites SUST6140; co-requisite LDR6200

SUST6240: Financial Systems (4 credits)

Financial Systems covers elements of managerial finance, capital markets, and how both investors and investees organize for strong, resilient enterprises and portfolios. Financial fundamentals include cash flows, accounting ratios, liquidity, rates of return relative to risk, and net present value - and how all of them are linked to value creation and risk reduction by investments in human, social and environmental capitals. Investing fundamentals include investment policy, investment process, efficient frontiers, asset classes, and how to construct portfolios to realize impact and profit potential. With Financial Systems, students can build skills and competency to more effectively manage capital internally at an organization, and externally as an investment manager. *Prerequisites: Managerial/Financial Accounting; SUST6140*

LDR6100: Personal Development and Communication (3 credits)

This course will take a strengths-based approach to fostering the essential individual leadership and communication capabilities needed for managers in business and public administration. These capacities are necessary for collaborating, influencing and acting as an effective change agent for sustainability in any type of business, organization or community. We will explore various aspects of the human dimension of sustainability including social justice, work/life balance, emotionally intelligent team-building and the personal aspects of learning, change, commitment and courage. We will practice communication skills and strengthen our personal effectiveness through self-assessment, feedback and practice in a reflective, supportive environment. We will work in teams to develop our abilities to observe and respond to team challenges and prepare to work in Service Learning Teams in future courses.

LDR6200: Leadership and Team Performance (3 credits)

This course builds upon the strengths-based approach to development, introduced in LDR6100. Students continue to build self-awareness of their leadership strengths, identify roadblocks and expand their personal effectiveness through assessment, discussion, feedback and practice in a reflective, supportive environment. The focus is on developing capacity for being authentic, strength’s-based leaders and change agents of sustainability in business organizations and society.

- Students will examine critical experiences that have shaped their world-view to identify their own understanding of their focus on sustainable leadership.
- Students will enhance their abilities to influence, observe and respond to conflicts experienced in their Experiential Learning Partnerships and or group projects.
- Students will demonstrate leadership behaviors of encouraging and influencing relationships that promote positive and productive team and organizational outcomes.
- Students will demonstrate awareness of the leadership behaviors necessary to influence organizational change in support of sustainability.
- Students will use assessment data to understand their energy for exploring, exciting, examining and executing work.
- Students will learn how to apply strengths based approaches in order to create resilient solutions that focus on long-term systemic strategies and outcomes.
- Students will practice convening and facilitating highly interactive virtual environments (HIVEs) to include diverse stakeholder perspectives in decision-making and to mobilize collective action on complex problems.

Prerequisite LDR6100; co-requisite SUST6220

LDR6300: Organizational Leadership (3 credits)

Human systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. The first part of the course examines the role and nature of systems embedded in organizations and those of which the organization is a part. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. This course will enhance understanding of organizational systems, public or private, and the impact of those systems on management action. *Prerequisite LDR6200*

LDR6400: Career Development (3 credits)

The Career Development course is especially tailored to the needs and interests of PGS students, with a focus on careers in sustainability and business administration. Topics include refining your focus, leveraging your network, and developing a targeted job search strategy. Career coaching sessions include a range of career related issues including job search strategies, interviewing and networking tips, cover letter and resume writing, and negotiating an offer. The Career Development course helps you to build your story in order to transition into another industry and/or expand your role within your current organization and to realize your leadership potential.

Concentration Courses: Energy, Climate and Social Responsibility**ECS6300: Energy for Sustainability (4 credits)**

This course explores energy technologies and systems in a framework of enduring social and environmental stewardship on a global scale. The course explores alternate energy generation technologies, consumption patterns, and energy efficiency. The emphasis will be on renewable energy generation, energy storage, microgrids, and emerging system operations including demand management. On the consumption side we focus on buildings and the transportation sector.

ECS6320: Energy Markets and Policy (4 credits)

In this course, we examine the evolution of the energy markets and regulatory environment in the US and the world vis-a-vis environmental, economic, national security dimensions. We explore the economics and market potential of renewable energy technologies, and assess strategies for market penetration of renewable sources and efficiency technologies. The students will carry out a field study project to explore contemporary drivers in the industry and the government.

ECS6340: Climate and Social Responsibility (4 credits)

This course prepares the students to assume the responsibilities of a sustainability and climate leader within corporations and the government. We discuss the root causes of global climate change, its consequences, and the imperative corporate responsibility. We explore technological, economic and public policy strategies for global warming mitigation, and strategies for adaptation through resilience and risk management. Students will learn the standard and emerging metrics for assessment, monitoring, and disclosure of corporate climate action plan.

Concentration Courses: Innovation – Entrepreneurship and Intrapreneurship**INN6300: New Ventures and Product Innovation – Entrepreneurship (4 credits)**

The emphasis in this course is on the entrepreneurial process to recognize opportunity, design, plan, and launch profitable and sustainable ventures. The course will equip students with a methodology for creation of sustainable products/services with a compelling business case in a new enterprise or an existing organization.

INN6320: Innovative Corporations – Intrapreneurship (4 credits)

In this course, we explore the leadership strategies and tactics to create and maintain the entrepreneurial culture of creativity in an established company. Through multiple case studies, students will examine the best intrapreneurial practices at leading firms, and learn the impact of operational processes on the freedom to experiment and to create opportunities for sustainable development.

INN6340: Emerging Technology-to-Market (4 credits)

This course reviews the concepts and models developed and practiced by leading innovation thought leaders. The students will explore market opportunities and sustainability potential of emerging technological innovations in a dynamic project-based environment under mentorship of professionals with deep subject matter expertise.

Concentration Courses: Multisector Solutions**MSS6300: Research Methods and Policy Evaluation (4 credits)**

This course focuses on the use of social science research methods, ethics, and evaluation theories to assess public/non-profit policy and program outcomes. Students use quantitative and qualitative research methods and program evaluation tools to answer important organizational questions related to process, resources, outputs, and outcomes; several research evaluation tools are introduced. Students also investigate best practices in research ethics, data collection, protections, and confidentiality. Finally, students apply (and possibly modify) assessment tools used in financial, environmental, and social sustainability.

MSS6320: Multisector Partnerships for Sustainable Solutions (4 credits)

This course examines opportunities and challenges that policy-makers and administrators experience in developing, implementing, and managing Public-Private Partnerships (PPPs). Students examine financing tools, risk analysis, legal processes, regulation, and case studies focused on global transportation, housing, smart-cities, and other infrastructure projects. As part of this course, students are offered the opportunity to complete a PPP Certificate sponsored by the United Nations. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of coursework.

MSS6340: Capstone: Fieldwork Implementation Practicum (4 credits)

The Integrative Capstone Plan is a highly rigorous fieldwork implementation project that requires students to work closely with an advisor, the course instructor, and a public, private, or non-profit organization to implement meaningful change in the financial, environmental, and social sustainability. The project design takes place over the course of several semesters and the final implementation of the project occurs during the final semester of the student's plan of study. In addition to implementing their final project, students are required to submit a journal article for publication, an online video that provides an overview of the product, and a formal evaluation plan and preliminary evaluation of project efficacy. The course is limited to mid-level to advanced-level practitioners of public administration, and students in their final semester of MBA/MPA coursework who have maintained a grade point average of 3.0 or higher.

Concentration Courses: Sustainable Finance

FIN6300: Sustainable Investing for Measurable Impact and Profit (4 credits)

Investing for measurable impact and profit remains a contentious aspiration for most investors today. Tremendous evidence that shows investors and society benefit from solving human, social, and environmental issues in for-profit portfolios. Yet portfolios that are extractive of people, planet, and trust remain the norms from biases and myths of recent decades – thus, new MBAs must learn how to craft sustainable, impactful portfolios to benefit society and finances. This course focuses on the fundamentals of value creation in a diversified portfolio across all asset classes, and an investment process to achieve net positive impact while pursuing attractive risk-adjusted returns. Students will learn how to craft investment policy statements (IPSs), diversify for impact themes (environmental and social) as well as risk-return expectations, evaluate securities (stocks, bonds, funds, private issuances), construct portfolios, and measure the outcomes on stakeholders and society. The course will also cover back-testing and simulations, impact reporting, and engagement with advisors and fiduciaries of family offices, foundations, institutional investors, and retirement plans. *Prerequisite SUST6240*

FIN6320: Capital Structures + Technology for Impactful Financial Markets (4 credits)

Sustainable solutions can be financed by traditional and innovative capital structures, whether a business, civil society NGO, or government. Technological innovations, new platforms, and online communities empower organizations seeking capital to connect with a wider reach of investors, at lower cost, and customized engagement. This course focuses on the building blocks of financing – known as the “capital stack”—to fund the operations, expansion, and impact of entities across the business, social, and government sectors; and the technologies that enable new securities (e.g. social impact bond), structures, and sources of capital. Students will learn how to think and act like a chief financial officer to issue securities (equity, debt, convertible, revenue-based securities) and evaluate sample “term sheets.” In addition, students will learn about tech-enabled innovations (e.g. crowd-funding, crypto-currencies, blockchain) in financial systems, processes, products, and providers. *Prerequisite SUST6240*

FIN6340: Multisector Financial Solutions for Sustainable Global and Local Societies (4 credits)

Financial, environmental, and social sustainability requires interdependent public, nonprofit, and private solutions; to steward effective collaboration, leaders must understand the distinct institutional systems, mission imperatives, and contracting structures of each sector. This course provides an overview of successful and innovative governance, financing, implementation, and evaluation tools used for partnerships across government, civil society, and business. Students consider stakeholder assumptions, as well as their own, while examining real-world cases and proposing a multisector solution at the local, national, and/or international level. All students are required to publish a formal case analysis and submit a multisector partnership implementation plan. *Prerequisite SUST6240*

COURSE SEQUENCES AND SCHEDULES

Detailed course sequences by program and cohort are available from the Registrar and are published on the Student Portal. Class schedules by term are published on the Student Portal.

Students should take MBA courses in the recommended order; some courses have prerequisites.

Should students wish to take courses out of the recommended order, courses that require prerequisites must be completed first and the request must be approved by the Director of Academic Administration with the knowledge of the Registrar. Students who choose to take courses out of the recommended order do so with the understanding that PGS may not be able to offer all courses when students need to take them and their graduation date may be delayed. If taken out of order, students are responsible for ensuring that all required courses are successfully completed before graduating from the program.

COURSE PREREQUISITES

Course prerequisites are listed in the course descriptions. Only in extenuating circumstances pre-approved by the Program Director will students be allowed to take courses out of order.

COURSE CONTENT

Syllabi, course outlines and lesson plans for courses in Presidio Graduate School programs are subject to change at the discretion of instructors. Students should not construe syllabi, et al., used in prior terms as an unalterable commitment of the instructor or of PGS.

Variations in the learning needs of students, inherent uncertainty in predicting exactly how material for a course should be covered, and an ambiguity in determining the most effective means of evaluating students, dictates that a design for instruction may need to be adjusted. Therefore, in order to be pedagogically responsible, PGS allows that reading assignments, written assignments, examinations, daily topics, and the means and weights involved in the instructor's evaluation of students can change as needed after instruction has begun.

Faculty are encouraged to be as faithful as possible to published syllabi or lesson plans. However, if altering these is judged to be necessary and appropriate, faculty may do so but are requested to share with their students in a timely manner how the course syllabi or lesson plans have changed.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

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

NON-MATRICULATED STUDENT OPPORTUNITIES

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