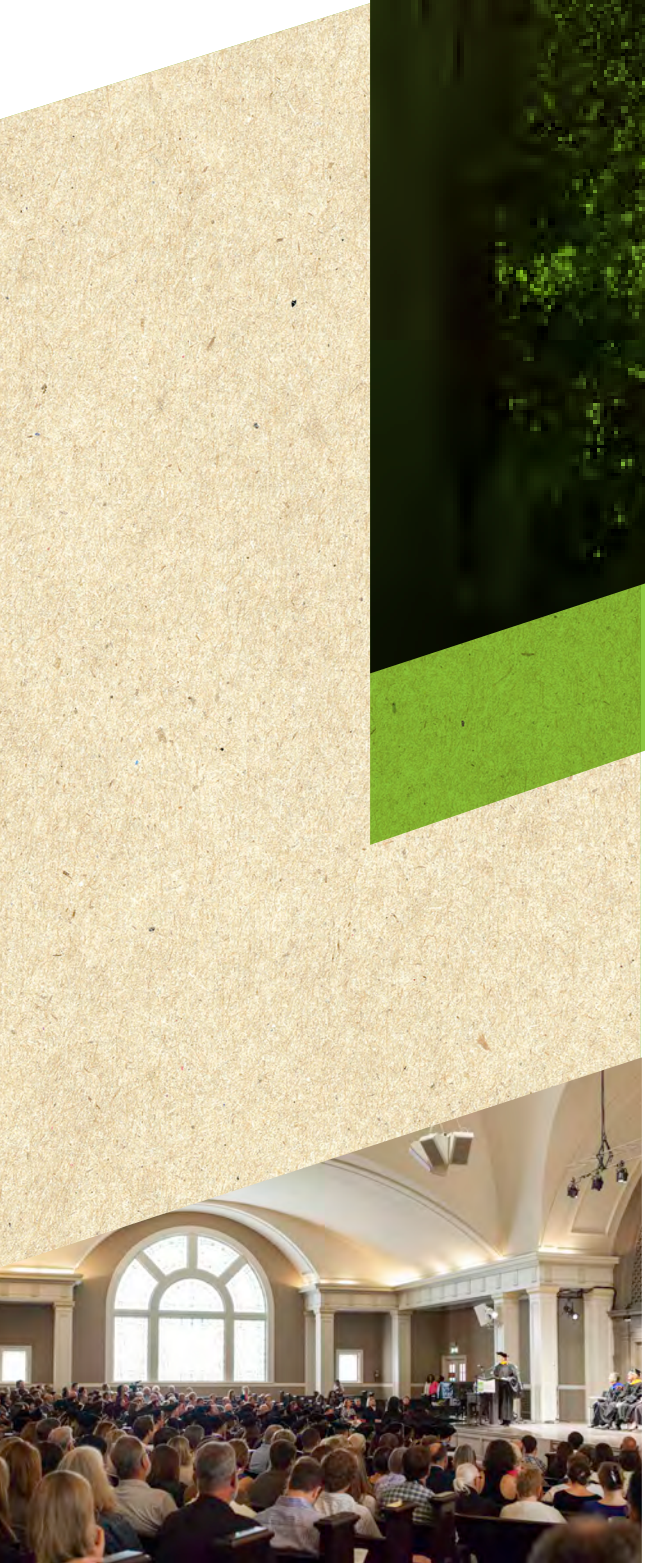
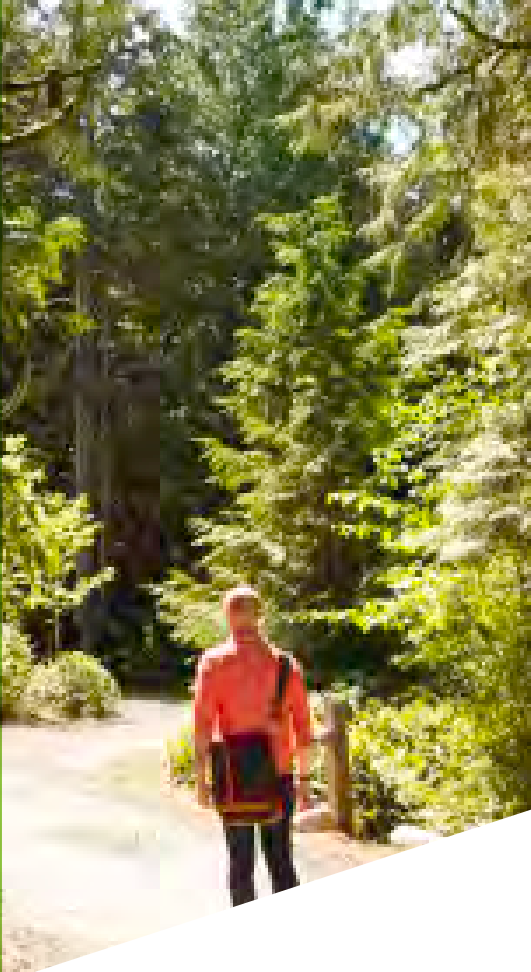




bgi.edu

2013-2014 CATALOG



Bainbridge Graduate Institute

Locations and Addresses

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4450 Blakely Avenue NE
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www.bgi.edu

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

Bainbridge Graduate Institute is a graduate institution accredited by the Accrediting Council for Independent Colleges and Schools to award a Master of Business Administration degree in Sustainable Business, a Master of Business Administration degree in Sustainable Systems, a Master of Arts in Organizational Leadership, a Certificate in Sustainable Business, a Certificate in Sustainable Built Environment, a Certificate in Sustainable Energy Solutions and a Certificate in Sustainable Food and Agriculture. The Accrediting Council for Independent Colleges and Schools (750 First Street NE, Suite 980, Washington DC 20002-4241; phone number 202.336.6780) is listed as a nationally recognized accrediting agency by the United States Department of Education and is recognized by the Council for Higher Education Accreditation.

2013-2014 Bainbridge Graduate Institute Catalog, published July 31, 2013. This catalog is subject to change, with written notice published on the BGI Community Commons ("The Commons") and the BGI website at www.bgi.edu. Students and faculty are encouraged to visit the Registration & Records section of The Commons to check for catalog addenda.

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PRESIDENT'S MESSAGE

As we celebrate BGI's 10th anniversary, we are emboldened that the business world is beginning to acknowledge the relevance of social and environmental values in making business decisions.

BGI pioneered the inclusion of social and environmental responsibility in a rigorous business curriculum to prepare students for the now inevitable transformation of business as we know it.

For civilization to survive, we will have to reinvent almost every industry, product, production process and lifestyle. Organizations and government will likewise need to reinvent themselves to meet the challenge of steering society in the direction of community and ecosystem health.

BGI graduates have the knowledge and skills to innovate in the direction of sustainability and social justice, which puts them ahead of the crowd with regard to emerging trends in public policy and consumer preferences. The challenge is to create businesses, products, services and processes that are both viable in the short run and serve as models as the world gets more serious about the challenges civilization faces. BGI students learn analytical frameworks for assessing environmental and social impacts, and tools for creative thinking to address those impacts. More importantly, they learn how to make whole system decisions that create triple bottom line results: results that make money, serve the planet and move toward a world that works for all of its inhabitants.

As a BGI student, you are on a journey that can provide a lifetime of meaningful contribution and financial success. You are part of a lifelong learning community that will warm your soul, help you solve problems and support your career. You are one of the very lucky ones. Use your privilege well – for yourself and your family, and for the task we share: building a world that supports today's inhabitants and leaves the world in good condition for future generations.

Gifford Pinchot III, President and Co-Founder



PEOPLE AND PURPOSE

CHAPTER 1



OUR MISSION

To prepare students from diverse backgrounds to build enterprises that are financially successful, socially responsible and environmentally sustainable.

We fulfill this mission in two ways: by preparing our own students and by helping other business schools integrate sustainability into the heart of their programs.

OUR VISION

To infuse environmentally and socially responsible business innovation into general business practice by transforming business education.

Bainbridge Graduate Institute (BGI) has pioneered a graduate curriculum for sustainable business education that infuses social and environmental responsibility into every course. We train students with the leading sustainability case studies, best practices, models and business management tools. With this knowledge, graduates are well-equipped to successfully lead a large corporation, small business or non-profit organization toward sustainability as a core strategy or to launch their own sustainable entrepreneurial ventures.

OUR STRATEGIC OBJECTIVES

These strategic objectives were developed by the entire BGI learning community based on the concept of a balanced scorecard.

Financial Stability and Strength

- Recruit and retain students with promise to make a difference
- Raise funds to move from survival to success
- Expand certificate programs and continuing education
- Strengthen financial aid

Customers

- Continually improve academic program and delivery
- Serve the world in a way that enhances BGI's reputation
- Strengthen career development and placement services
- Support and embrace diversity
- Serve alumni community
- Value, nurture and improve BGI's learning community

Learning and People

- Make BGI a great place to work
- Build a sustainable learning organization

Internal Business Processes

- Build infrastructure and processes to cost-effectively support BGI's mission
- Achieve regional accreditation
- Be the change we intend to make in the world

HISTORY IN THE MAKING

At Bainbridge Graduate Institute, we recognize that the solutions to some of the world's most pressing problems cannot be reached by government, industry or individuals working alone. Each of us—from BGI students, faculty and staff, to industry leaders and business professionals, to government officials and nonprofit activists—has a role to play in bringing the triple bottom line of people, profit and planet into practice as we work together to address climate change, explore sustainable energy resources and meet the challenges of building sustainable businesses and industries.

SUSTAINABLE BUSINESS

In the spirit of entrepreneurship, Elizabeth and Gifford Pinchot, Jill Bamburg and Dr. Sherman Severin founded Bainbridge Graduate Institute (BGI) in 2002 to educate the sustainable business leaders necessary to meet challenges of the 21st century, including climate change, clean energy and sustainable industrial development. Combining their collective expertise in entrepreneurship, intrapreneurship, business innovation and business education, they designed BGI to offer the first MBA in Sustainable Business.

BGI was authorized by the State of Washington in Fall 2002 to confer the Master of Business Administration degree. BGI admitted an initial class of 14 students taught by an outstanding founding faculty that included Amory Lovins, Elisabet Sahtouris, John Adams, Mark Anielski, Jill Bamburg and John Ehrenfeld.

Bainbridge Graduate Institute's success as the nation's leading MBA program in sustainable business continues to be recognized on a national level. BGI was named by Fast Company as offering one of the top five sustainable MBA programs in the country. The MBA program has also consistently been ranked as one of the premier offerings nationally by Net Impact. And BGI was only one of six business schools chosen by Business Week as one of the world's best design schools.

BGI graduates find placement as change agents, with a very high percentage working in sustainability-related fields. While at BGI, students lead initiatives such as the BGI Diversity and Social Justice Committee and Carbon Concierge, a national outreach program designed to engage businesses in carbon assessment and mitigation. Through their coursework and especially through Action Learning Projects that transform industries from the inside, BGI students consult for organizations ranging from Nike, ClifBar, REI and Nature's Path to Alaska Airlines and municipalities.

ORGANIZATION SYSTEMS RENEWAL (OSR)

Starting with the 2012-2013 academic year, OSR joined the Bainbridge Graduate Institute and is offering the Master of Arts in Organizational Leadership through BGI.

Founded in 1979, Organization Systems Renewal offers a rigorous Master's degree program that prepares students to design and lead systemic organizational change. The 22-month OSR program is designed around a nontraditional, closed-cohort learning community that fosters transformational learning through knowledge development, skill building, application, and personal development. OSR has offered Master's degrees in organizational development and leadership for over thirty years.

DIVERSITY AS A VALUE

We are committed to diversity and inclusion in our student body, staff, faculty and board.

Our students, and the society they will serve and lead, require the very best education this institution can provide. Among the educational resources the Institute has to offer is a diverse student body. Students educate each other, in the classroom and in many informal settings; they challenge one another's assumptions, they broaden one another's range of experience and they teach one another to see the world from varied perspectives. Although the Institute should and does seek diversity of many kinds, racial and cultural diversity must be part of the mix. We cannot otherwise teach our students all that they need to know about the diverse society and the multinational economy in which they lead their lives.

FACULTY ACADEMY

FACULTY ACADEMY

BGI's Faculty Academy is comprised of distinguished faculty and practitioners from around the world. They share a passion for and expertise in environmentally and socially responsible business, grounded solidly in their respective disciplines. In the 2013-2014 school year, the Faculty Academy consists of academics with extensive teaching and/or business experience and practitioners with extensive business experience.

ACADEMIC LEADERSHIP

JILL BAMBURG, Director of Curriculum Development, Co-Founder

MBA Core

Strategy

MBA, Stanford University

BA, Washington University

MARY KAY CHESS, PhD, Associate Academic Dean for MBA and Continuing Education

Management

Leadership and Personal Development

PhD, California Institute of Integral Studies

MSW, West Virginia University

BA, Edinboro University

JOHN GARDNER, PhD, Provost and Dean of Academic Affairs

Sustainable Food and Agricultural Systems

PhD, University of Nebraska

MS, Kansas State University

BS, Kansas State University

JOHN KORIATH, PhD, Director of Multi-Media Learning

Leadership and Personal Development

PhD, Arizona State University

MA, United States International University

BA, Heidelberg College

GIFFORD PINCHOT, President, Co-Founder

Creativity and Innovation

AB, Yale University

COLLEEN PONTO, EdD, Associate Academic Dean for MA in Organizational Leadership (OSR)

Organizational Leadership

EdD, Seattle University

MA, Antioch University

BS, University of Washington

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Digital Influence
Using the Social Web for Social Change

ELYN ANDERSSON

Digital Influence
Using the Social Web for Social Change
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 BA, University of Montana

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 MA, The Ohio State University
 BS, The Ohio State University

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 MA, The Fielding Institute
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BA, Santa Clara University

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BA, University of Nebraska, Lincoln

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ME, Harvey Mudd College
BS, Harvey Mudd College

BRIAN WELLER

Ultimate Study Skills
HDipAD, Birmingham College of Art and
Design (now Birmingham City University)
DipAD, Birmingham College of Art and
Design (now Birmingham City University)

KEVIN WILHELM

Sustainable Business
MBA, University of Denver
BA, Macalester College

MARSHA WILLARD, PhD

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

CHANGE AGENTS IN RESIDENCE (CAIRs)

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

CAIRs in the 2012-2013 academic year included:

- Rob Bernard, chief environmental strategist for Microsoft
- Jay Coen Gilbert, Co-Founder, B Lab
- Tim Crews, Director of Research and a Research Ecologist at the Land Institute
- Richard Kidd, US Army Senior Energy Executive
- Frederick L. Kirschenmann, Distinguished Fellow for the Leopold Center for Sustainable Agriculture at Iowa State Univ; President of Stone Barns Center for Food and Agriculture
- Amory Lovins, Co-Founder and CEO of the Rocky Mountain Institute
- Jessica McGlyn, Director of the World Business Council
- Donna Morton, Co-Founder and CEO, First Power
- Carol Sanford, award-winning author of “Responsible Business”
- Gina Warren, VP of Diversity and Inclusion, Nike
- Joe Whinney, founder and CEO of Theo Chocolate
- Dr. Lowell Wood, Scientist and Technologist
- Jamie Workman, Water Policy Advocate

OSR VISITING FACULTY

The OSR Visiting Faculty are pillars that enrich the OSR MA in Organizational Leadership program by bringing knowledge and experience straight from the fields and practices in which they are engaged. The visiting faculty are experts in some of the following fields:

- Organization Development
- Leadership
- Systems Thinking
- Living Systems
- Appreciative Inquiry
- Design
- Teamwork
- Other practice areas

Some of the visiting faculty come from private practices where they are engaged in consulting, writing and speaking. Others come from universities where they teach at the top of their fields, and others come from a varying set of private and public companies.

The visiting faculty experience is one of the most powerful in the OSR Program. It allows our students to learn directly from the experts in a hands-on, interactive session that can span several hours to several days.

OSR visiting faculty include:

- Geoffrey Bellman
- Barbara Braham, PhD
- Fritjof Capra
- John Carter, PhD
- Veronica Hopper Carter, PhD
- Victoria Castle
- Steve Cato, PhD, MBA
- Raphael Cushnir
- Cat Gilliam
- Bill Grace, PhD
- Simone LaDrumma
- James Lucal, PhD
- Leticia Nieto, PsyD
- Hugh O’Doherty, EdD
- Linda Seagraves
- Farouk Seif, PhD
- Matt Smith
- Don Swartz, OSR Program Founder
- Linda Booth Sweeney, EdD

For further details on OSR visiting faculty, please see the OSR website at osr-nw.org.

DISTINGUISHED CONSULTING FACULTY

PhD-level academics with international reputations in fields related to sustainable business.

JOHN EHRENFELD, ScD

ScD, Massachusetts Institute of Technology
BS, Massachusetts Institute of Technology

H. THOMAS JOHNSON, PhD

PhD, University of Wisconsin
MBA, Rutgers University
AB, Harvard University

LORINDA ROWLEDGE, PhD

PhD, University of Oregon
MA, University of Oregon
BA, University of Calgary

ELISABET SAHTOURIS, PhD

PhD, Dalhousie University
MS, Indiana University
BFA, Syracuse University

INSTITUTE GOVERNANCE

Bainbridge Graduate Institute is a Washington State non-profit corporation (a 501c(3) tax-exempt organization, IRS Section 170(b)(2)(iii) for both federal and state tax purposes). BGI's governance is delegated by the Board of Trustees to the President and by the President to the appropriate officers of the Institute. The President is the Chief Executive Officer of the Institute. In matters of academic administration, the channel of obligation is from the Board of Trustees to the President and from the President to the Provost and Dean of Academic Affairs, thence to the program administrators and faculty. Please check the web site (www.bgi.edu) to see the current membership of the Board of Trustees.

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C. Sherman Severin, PhD, Trustee Emeritus, Co-Founder, Founding Member

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Gifford Pinchot III

Executive Assistant
Linda Desrosiers

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Associate Academic Dean for MBA and Continuing Education
Mary Kay Chess, PhD

Associate Academic Dean for MA in Organizational Leadership (OSR)
Colleen Ponto, EdD

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Director of Curriculum Development
Jill Bamburg, MBA

Core Faculty
Director of Multi-Media Learning
John Koriath, PhD

Core Faculty
Instructional Systems Project Manager
Stephen Cahill, MBA

Director of Library & Information Services
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Student Program Associate
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Admissions and Outreach Coordinator
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Accountant
Taika Gebretsadik

Accounts Payable and Student Accounts Coordinator
Valerie Stenstrom

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Office Services Supervisor
Stephanie Stucker

CENTER FOR INCLUSIVE ENTREPRENEURSHIP (CIE)

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Mike Skinner, JD

Director of Strategic Initiatives
Jon Kroman, JD

Business Advisor (South Seattle)
Kerrie Carbary

Business Advisor (Central Seattle)
Julie Chan

Business Advisor (North Seattle)
Paula Ward

ACADEMIC PROGRAMS

CHAPTER 2



Ideation

sign

OVERVIEW

BGI's programs are designed to produce successful leaders, change agents, managers, entrepreneurs and social innovators who create value for themselves and others by contributing to the health of ecosystems and communities. Students come from diverse personal and professional backgrounds, including large and small for-profit enterprises, nonprofit organizations and government agencies at the local, state and federal levels. Underlying all of our programs is a focus on sustainable business practices, social justice, systems thinking and innovation.

OUR LEARNING COMMUNITY

A deep commitment to pursuing a balanced triple bottom line of people, planet and profit infuses both BGI's pedagogy and its community. Our shared vision of changing business for the better by spreading ecological and social sustainability throughout business practices animates our professional, academic and interpersonal relationships.

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

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

FACULTY AND PEDAGOGY

BGI's Faculty Academy is comprised of distinguished faculty and practitioners from around the world. They share a passion for and expertise in environmentally and socially responsible business, grounded solidly in their respective disciplines. In the 2013-2014 academic year, the Faculty Academy consists of academics with extensive teaching and/or business experience and practitioners with extensive business experience.

Instructional activity at BGI combines traditional instruction and course work with applied projects, research and field experience, typically in teams dealing with real-world business challenges. Based on principles of adult learning, faculty design instructional activities to emphasize students' active engagement with the content and create incentives for interactive dialogue with instructors and peers. The goal of instruction is to stimulate critical thinking, analysis and application of theory to challenging business situations.

Curriculum design and delivery methods are selected based on content, topic, learner needs, learning objectives, optimal pedagogy and computer technology capabilities. Fluency with basic software programs as well as online collaboration, leadership and teamwork are essential competencies for business leaders and managers.

Students are expected to build and demonstrate mastery of knowledge and competencies defined by learning objectives, which requires active participation in learning activities rather than passive listening to lectures. Given the importance of high performance teamwork to managerial and leadership roles, a large percentage of learning activities and assignments require collaboration and teamwork. Students are evaluated on both individual and team performance.

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

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

CREDIT HOUR DEFINITION

BGI uses the quarter system and therefore awards quarter credits. Credit hours are based on a calculation of synchronous faculty lecture/directed activity at a ratio of 1:1; lab hours at a ratio of 1:2; and practicum hours at a ratio of 1:3.

Please note that every credit hour requires a minimum of 10 **synchronous** contact hours (face-to-face and/or virtual session hours); 20 lab hours; 30 practicum hours; or a combination thereof. For example, a 3-credit BGI course that involves no lab or practicum will consist of 30 hours of synchronous class time (face-to-face and/or online). Individual courses vary relative to the use of synchronous faculty lecture/directed activity, lab and practicum.

Students should expect at least 2 hours of asynchronous learning (readings, written assignments, group activities) for every hour of required synchronous class time.

DISTANCE LEARNING: ONLINE DELIVERY

BGI's Online Learning Community

The BGI Community Commons (The Commons) is the virtual hub of our learning community. It provides a place for discourse between class sessions and for informal interaction among students and faculty about community issues, shared interests and opportunities in the wider world. The Commons also includes a virtual library, giving students access to both required reading and a range of journal databases. Finally, The Commons includes a number of features that support the administration of the program.

The Commons combines two open-source platforms: Moodle, an open-source Learning Management System (LMS) used by over 2,000 educational institutions worldwide; and WordPress, a Content Management System that contains all important BGI information about administration and community.

Online Virtual Classroom

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

Distance Learning Orientation

Students entering BGI's MBA, MA and Certificate programs receive training on The Commons, on the virtual classroom and on use of the library. Entering students receive an email with sign-up instructions after they have enrolled. In addition, individual assistance is provided through IT support.

EQUIPMENT REQUIREMENTS AND RECOMMENDATIONS

Apple iPad2 Tablet

All BGI students are required to purchase an iPad for use in all BGI programs. BGI will reimburse students who are enrolled in any of BGI's MBA and Certificate programs. BGI will reimburse receipts that clearly show purchase of an Apple iPad2 or better device up to \$399.00 USD. Any other purchases, including tax, are not reimbursable expenses.

Laptop

We require that all students have a computer with fast internet access (cable, DSL or better). Students will be making extensive use of iPads in many of their classes. Please note that the iPad is designed to add functionality, but is not a replacement for a computer or laptop. Having your own computer or iPad in class and at intensives makes work and communication much easier. Wireless internet access is available in all BGI classrooms. Wireless internet access is available in all BGI classrooms. General recommendations for a laptop: Mac or PC with wireless capabilities; recent operating system (OSX for Mac, Windows XP or later for PC); Microsoft Office (Word, Excel, PowerPoint).

Headsets

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

Wireless headsets (w/mic):

- Sennheiser RS 120 (~\$100 online)
- Logitech H 800 (~\$70 online)
- Logitech G930 (~\$110 online) (w/surround sound!) Bluetooth Headsets (w/mic): (less sound)

Bluetooth Headsets (w/mic): fidelity, broader applications)

- Outdoor Technology DJ Slims (over the ear) (~\$70 online)
- Sony DR BT50 (~\$150 online)

LIBRARY AND INFORMATION SERVICES

The BGI library is a vital part of the community of students, faculty and staff. Its purpose is to provide access to the world of knowledge and information. Our virtual library is available to BGI students and faculty wherever they are, 24/7.

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

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

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

STUDY ABROAD

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

Study tours are generally 10-14 days in length and focus on sustainability and social justice issues within the areas visited. Students can elect to participate in the study tour for credit, as an auditor or as continuing education. Study tour destinations are selected each year through a student-led process. Past study tours have gone to Vancouver, Canada, to Cuba and to China.

MBA PROGRAMS — OVERVIEW

Bainbridge Graduate Institute offers unique MBA programs in Sustainable Business and Sustainable Systems. Our innovative programs prepare graduates to create and manage successful, dynamic enterprises that build a better world.

Today, most MBA students receive little exposure to social and environmental issues in their program of study and consequently can be led to believe that these issues are peripheral to business success. Our programs provide the core competencies of more traditional MBA programs while infusing sustainability throughout the program.

We offer MBA programs in two formats designed for working professionals and adult learners.

The **MBA in Sustainable Business** (Metro MBA) is offered at BGI's Seattle Learning Site near Pioneer Square, with additional elective courses available in the hybrid IslandWood/online format. Courses are conducted chiefly in person, with distance learning technology used as an additional resource where helpful for course management and inclusion of guest speakers. Course schedules vary from weekly evening classes over the full quarter, to more intensive seminar courses that combine evening and weekend class meetings, to hybrid format elective courses. The Metro MBA format combines our emphasis on cultivating a learning community with the additional interaction and flexibility afforded by in-person class sessions with variable schedules. Students can complete the MBA in Sustainable Business program in the the Standard 27-month (9 quarters) timeframe or the Accelerated 18-month (six quarters) timeframe.

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

BGI uses the quarter system. Students in the Hybrid MBA program attend class during the fall, winter and spring quarters, while students in the Metro MBA program attend classes in the summer quarter as well. A typical quarter in the Hybrid MBA program consists of weekly online distance learning class sessions and three weekend intensives. A typical quarter in the Metro MBA program consists of evening and weekend face-to-face class meetings.

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

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

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

CREDIT TRANSFER BETWEEN MBA PROGRAMS

Credits earned in courses in the MBA in Sustainable Business program may be transferable to the MBA in Sustainable Systems program. Credits earned in courses in the MBA in Sustainable Systems program may be transferable to the MBA in Sustainable Business program. Transfer of credits between MBA programs is subject to approval by the Associate Academic Dean for MBA and Continuing Education. The eligibility period during which credits earned in one BGI MBA program may be applied to satisfy requirements in another BGI MBA program is five years from the time those credits were earned.

NON-MATRICULATED STUDENT OPPORTUNITIES

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

MBA IN SUSTAINABLE BUSINESS - Metro Program

PROGRAM HIGHLIGHTS

LEARNING COMMUNITY

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

ORIENTATION

Orientation for students entering the MBA in Sustainable Business program in Fall 2013 will be on Saturday, September 28, 2013 at the Seattle Learning Site, 220 Second Avenue South, Suite 400, Seattle. Orientation will include a welcome of new students in an Opening Circle, introductions, team-building exercises, first course introduction and overview. Attendance at orientation is required.

CHANGE AGENTS IN RESIDENCE (CAIR)

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

INDUSTRY CONCENTRATIONS

Industry Concentrations, which are an optional part of the student experience, represent a core strategic initiative for BGI aimed at 1) deepening student learning by tackling real-world challenges, 2) building industry-relevant student/alumni services and 3) collaborating with pioneering companies in leading the transformation toward sustainability.

Pursuing an Industry Concentration gives BGI students the opportunity for focused learning and greater impact in selected critical industries. Industry Concentrations allow interested students to come together for industry-specific discussions, mentoring from industry leaders and access to industry internships and placements.

Within the MBA in Sustainable Business program, BGI currently offers industry concentrations in three areas:

- Sustainable Built Environment
- Sustainable Energy Solutions
- Sustainable Food and Agricultural Systems

Requirements for completion of an Industry Concentration for students entering BGI's MBA in Sustainable Business program in the 2013-2014 academic year are:

1. Successful completion of the MBA curriculum.
2. Successful completion of one of the three Industry Concentration Certificates: Sustainable Built Environment; Sustainable Energy Solutions; Sustainable Food and Agricultural Systems. Please see pages 49-55 for details on these Certificate programs. Please note that these programs are offered in the hybrid IslandWood/online format only.

CONCENTRATION IN FINANCE

MBA in Sustainable Business students may elect to pursue a Concentration in Finance through a three-course elective series. Please see page 40 for descriptions of the Finance courses (FIN 561, 562 and 563). To fulfill the Concentration in Finance, students must complete all three courses for credit. The Concentration in Finance will appear on the student's final transcript. Students may also elect to take individual courses within the series, but will not be granted a transcripted Functional Concentration. Please note that these courses are offered in the hybrid IslandWood/online format only.

KAIZEN

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

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

STUDY ABROAD

During the summer quarter, BGI offers a study abroad opportunity. Study tours are generally 10-14 days in length and focus on sustainability and social justice issues within the areas visited. Students can elect to participate in the study tour for credit or as an auditor. Past study tours have gone to Vancouver BC, Cuba and China.

FACILITIES

Seattle Learning Site, Seattle, WA

Class sessions for the MBA in Sustainable Business program and summer class sessions for Certificate program are held at BGI's Seattle Learning Site. This is also the location for Sustainability Seminars, the OSR Master of Arts in Organizational Leadership program, some for-credit elective courses and many workshops that are offered to all BGI students. The Seattle Learning Site is located in the Masins Building at 220 Second Avenue South, near Pioneer Square in Seattle.

IslandWood, Bainbridge Island, WA

Some courses and class sessions - especially elective courses - in the MBA in Sustainable Business program may be held at the IslandWood learning site. Please see page 31 for further information on IslandWood.

MBA IN SUSTAINABLE BUSINESS - Metro Program

PROGRAM GOALS

Our MBA in Sustainable Business program goals are based on and support our mission “to prepare students from diverse backgrounds to build enterprises that are financially successful, socially responsible and environmentally sustainable.” The competencies expected of all students graduating from our MBA program derive from the program goals.

Bainbridge Graduate Institute aspires to:

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

PROGRAM LEARNING OUTCOMES

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

CORE BUSINESS FUNCTIONS

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

BUSINESS AND SUSTAINABILITY

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

ENTREPRENEURSHIP, INTRAPRENEURSHIP AND INNOVATION

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

LEADERSHIP & MANAGEMENT IN THE CONTEXT OF CHANGE

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

MBA IN SUSTAINABLE BUSINESS - Metro Program

DEGREE REQUIREMENTS

Students must complete all of the required courses listed below with a grade of CR (equivalent to an A or B), for a total of 60 credits. See **Grades** on page 97 for details on BGI's grading scale.

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

MBA CORE (all courses required - 24 credits)

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

SUSTAINABLE BUSINESS (all courses required - 12 credits)

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

ENTREPRENEURSHIP AND INTRAPRENEURSHIP (all courses required - 6 credits)

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

LEADERSHIP & MANAGEMENT (all courses required - 6 credits)

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

ALP 551-553*	Action Learning Practicum I-III (9 credits total) - with instructor permission
ELC 561	Digital Influence (3 credits)
ELC 568	Creativity and Innovation (3 credits)
ELC 569	Right Livelihood Quest (3 credits) - various locations
MGT 566	Dal LaMagna Series on Responsible Capitalism (3 credits)
MGT 566I	International Study Tour (3 credits) - Summer 2014 location TBA
MGTC 551	Foundations of Sustainable Business (3 credits)
MGTC 552	Systems Thinking in Action (3 credits)
MGTC 567	Social Justice and Business (3 credits)
FIN 561**	Capital Markets and the Financial System (3 credits)
FIN 562**	Capital Structure of the Firm (3 credits)
FIN 563**	Financial Analysis (3 credits)
SBEC 561-4***	Sustainable Built Environment courses (3 credits each)
SESC 561-4***	Sustainable Energy Solutions courses (3 credits each)
SFAC 561-4***	Sustainable Food and Agricultural Systems courses (3 credits each)

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

** Finance electives offered in the IslandWood/online hybrid format only.

*** MBA in Sustainable Business students may also fulfill elective requirements through individual courses in the Certificate in Sustainable Built Environment, Certificate in Sustainable Energy Solutions and Certificate in Sustainable Food and Agricultural Systems programs or by completing a full 12-credit Certificate program. See pages 49-55 for more information on these programs. These courses are offered in the IslandWood/online hybrid format only.

MBA IN SUSTAINABLE BUSINESS - Metro Program

EXPLANATION OF COURSE NUMBERING SYSTEM

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

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

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

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

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

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

- MGTC: Certificate in Sustainable Business
- SBEC: Certificate in Sustainable Built Environment
- SESC: Certificate in Sustainable Energy Solutions
- SFAC: Certificate in Sustainable Food and Agricultural Systems

COURSE SEQUENCES AND SCHEDULES

Detailed course sequences and schedules by program and cohort are available on the Registration & Records page on The Commons. Please also see pages 56-7 for a full listing of courses offered in 2013-2014.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions. Students planning to transfer BGI 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 BGI's MBA and Certificate programs, with Registrar and faculty approval.

MBA IN SUSTAINABLE BUSINESS - Metro Program

COURSE DESCRIPTIONS

MBA CORE (all courses required - 24 credits)

- ACCT 553M Financial and Managerial Accounting**
Classical financial and managerial accounting. Preparing and using financial information in the decision making process. (3 credits)
- FIN 554M Finance**
Introduction to finance from an entrepreneurial perspective. Risk and return. Sources and costs of capital. Forecasting cash requirements. Cost-benefit analysis. Capital budgeting. (3 credits)
- ECON 555M Principles of Economics**
History of economic systems. Basic micro- and macroeconomics. Market dynamics. The effect and management of externalities. Economic thinking and business decisions. (3 credits)
- MGMT 558M Management: Organizational Systems**
This course examines systems embedded in organizations and those of which the organization is a part. Systems in the organizational environment influence the way people behave, the options available for action, the relationships that form, the learning that is possible and in many cases, the meaning that people apply to their work. Systems shape the flow of information, the rewards, the strategic development process, budgeting, hiring, power and other elements of organizations. (3 credits)
- MGMT 560M Business Modeling and Decision Analysis**
An introduction to quantitative analysis and decision-making methods and tools, including explorations of elementary statistics, optimization theory (linear programming) and decision theory (under conditions of uncertainty or risk). (3 credits) Prerequisites: ACCT 553M and FIN 554M or faculty permission
- MGMT 563M Strategy and Implementation**
Analytical and non-analytical approaches to strategy development. Evaluation of strategic alternatives. Implementation issues. The Balanced Scorecard. (3 credits)
- MGMT 564M Operations Management**
Operations and supply chain management. Operation management thinking and design. Quality and worker participation. Culture of Continuous Improvement. Local and regional economies. Innovation. (3 credits) Prerequisites: ACCT 553M and FIN 554M or faculty permission
- MKTG 561M Marketing and Sales**
Marketing strategy frameworks and tactics. Marketing and competitive research. Business environmental scanning. Word-of-mouth strategies and Internet-based approaches. Introduction to selling and sales management. (3 credits)

SUSTAINABLE BUSINESS SEMINARS (all courses required - 12 credits)

- ACCT 553S Seminar: Triple Bottom Line Accounting for Sustainability**
This course focuses on the development of a triple bottom line (TBL) accounting system for a firm. It explores the limitations of current accounting systems, emerging non-financial and integrated reporting regimes and organizational issues and opportunities around implementation. (2 credits) Prerequisite: ACCT 553M or equivalent
- FIN 554S Seminar: Finance for Sustainability**
This course examines topics related to the need for reliable sources of funding for sustainability ventures and activities. It begins with a consideration of both conventional and non-conventional methods of calculating ROI on sustainability-related investments and looks at a variety of approaches to structuring deals that support positive social and environmental results. (1 credit) Prerequisite: FIN 554M or equivalent

SUSTAINABLE BUSINESS SEMINARS *continued*

- ECON 555S Seminar: Economics of Sustainability**
This course is essentially an introductory course in contemporary ecological economics, including social as well as environmental considerations. It begins with the notion that an economic system is embedded in a social system, which is embedded in a finite ecosystem – and addresses the multiple market failures of conventional capitalism along with a wide range of business and public policy alternatives. (2 credits) Prerequisite: ECON 555M or equivalent
- MGMT 558S Seminar: Managing for Sustainability**
This course focuses on the organizational change issues associated with the broad-based movement of an organization in the direction of sustainability. It addresses the issues systemically, culturally, and practically. (1 credit) Prerequisite: MGMT 558M or equivalent
- MGMT 560S Seminar: Business Modeling and Decision Analysis for Sustainability**
This course focuses on the application of quantitative and analytical techniques to the challenges of doing business sustainably. It includes an exploration of which metrics to use, how to collect the data to address them, how to analyze the data to support business decisions, and how to develop powerful visuals that help to build the business case. (1 credit) Prerequisite: MGMT 560M or equivalent
- MGMT 563S Seminar: Strategy and Sustainability**
This course focuses on sustainability as a platform for creativity, innovation and competitive advantage for both new and established firms. It also includes a mini-course on design thinking and several sessions on integrating sustainability into existing organizations. (2 credits) Prerequisite: MGMT 563M or equivalent
- MGMT 564S Seminar: Sustainable Operations**
This course focuses on green supply chain management and other aspects of sustainable operations, including labor practices, energy management and end-of-life disposal issues. Using the product life cycle as its overarching frame – and design as its fundamental point of leverage – this course explores the many ways in which sustainability can be incorporated into contemporary lean production systems. (2 credits) Prerequisite: MGMT 564M or equivalent
- MKTG 561S Seminar: Marketing and Sustainability**
This course focuses on current directions in sustainable marketing, including product development, integrated marketing communication strategies, including social media, recent psychological research on changing human behavior and issues related to cultural context. (1 credit) Prerequisite: MKTG 561M or equivalent

ENTREPRENEURSHIP & INTRAPRENEURSHIP (all courses required - 6 credits)

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

LEADERSHIP & MANAGEMENT (all courses required - 6 credits)

- LPD 511 through LPD 516 Leadership and Personal Development**
A series of six one-credit courses that meet in small groups throughout the program. Ongoing interpersonal development processes to support the personal awareness and leadership capacity required to be effective and creative change agents for sustainability. (1 credit per course for a total of 6 credits)

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

- ALP 551-553 Action Learning Practicum I-III**
Requires instructor permission. See page 38 for course descriptions.
- ELC 561 Digital Influence**
Understanding how to use influence and persuasion in a sustainable and ethical manner is important to everyone involved in business, even if you are not in the marketing department. This class discusses how to use these skills online as well as not, asking the students to answer the question: "how can we use these skills to create positive change?" Students will gain tools to influence and persuade as well as to take command of their digital presence. At the end of the course, students will be proficient in online communication and the current psychology of ethical influence. (3 credits)
- ELC 566I International Study Tour**
International study tour focusing on topics in sustainability and social justice. Taught by BGI faculty. Includes pre- and post-tour activities. (3 credits)
- ELC 568 Creativity & Innovation**
Principles and practices of creativity. Individual and group creativity. Generating and screening ideas. Translating personal values into career and vocation. (3 credits)
- ELC 569 Right Livelihood Quest**
A special course that pushes the frontiers of knowledge in the area of Leadership and Personal Development. Within the context of this course, Right Livelihood means expressing one's Life Purpose, vocation, meaning, through one's work and one's life. It means knowing who one is, why one is here – in the biggest possible scope – and aligning one's life to one's vocation, purpose, and values. It is a journey of ongoing refinement of one's calling, self-expression, meaning, and contribution. The core question that the course is oriented around is, "Why are you here?" Students explore this question through a guided inquiry, oriented around the proprietary Why Me?™ Framework. (3 credits)
- MGT 566 Dal LaMagna Series on Responsible Capitalism**
A special course that pushes the frontiers of knowledge in some aspect of sustainable business. Topics developed and taught each year by faculty. (3 credits)
- MGTC 551 Foundations of Sustainable Business**
The business case for sustainability. Current conceptual frameworks, sustainability assessments and reporting initiatives. Sustainability as a driver of strategy, innovation and profit. (3 credits)
- MGTC 552 Systems Thinking in Action**
Use of systems thinking to understand the ecological, economic and social dynamics of business sustainability. Emphasizes causal loop diagrams, feedback loop stories/analysis and the basics of stock and flow models. (3 credits)
- MGTC 567 Social Justice & Business**
Role of business in community and society. The use of business to create wealth and reduce poverty. Globalization. Stakeholder engagement. Community economic development. Public-private partnerships. Microcredit. Social entrepreneurship. (3 credits)
- FIN 561 Capital Markets and the Financial System**
This course focuses on the operation of global capital markets, their relationship to the global economy, their central role in the recent/current economic crisis, and implications for public policy and ethics. The course will look at the history of capital markets, recent developments in financial engineering, and alternative capital regimes that have been proposed to address market failures and abuses. (3 credits)
- FIN 562 Capital Structure of the Firm**
This course explores topics relevant to both entrepreneurial and corporate finance, including: the cost, sources and appropriate uses of debt, equity and internal capital; specialized financial vehicles, business valuation; venture capital agreements and initial public offerings (IPOs); and the accountability of boards. There is a special emphasis on appropriate sources of funds for social enterprises and other "for-benefit" opportunities. (3 credits)

ELECTIVES *continued*

- FIN 563 Financial Analysis**
This course offers a strong introduction to both conventional financial statement analysis and socially responsible investment (SRI) analysis. The financial focus is on using financial accounting information to evaluate the economic strengths and weaknesses of a firm, while the SRI focus is on using information from multiple sources to evaluate the firm's performance on various ESG (environmental, social, governance) metrics. (3 credits)
- SBEC 561-564 Certificate in Sustainable Built Environment**
(see page 50 for course descriptions)
- SESC 561-564 Certificate in Sustainable Energy Solutions**
(see page 52 for course descriptions)
- SFAC 561-564 Certificate in Sustainable Food and Agricultural Systems**
(see page 54 for course descriptions)
- MGT 599 Independent Study**
Research and readings conducted one-on-one with a core faculty member. Variable credits as contracted with faculty member and approved by the Dean of Academic Affairs. PLEASE NOTE: Independent Study courses are offered in exceptional cases only.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program PROGRAM HIGHLIGHTS

OVERVIEW

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

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

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

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



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

ORIENTATION

The first year of the hybrid MBA in Sustainable Systems program begins with a five-day orientation at Channel Rock, an off-the-grid eco-retreat center on Cortes Island, British Columbia, Canada. Attendance at orientation is required.

LEARNING COMMUNITY

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

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

CHANGE AGENTS IN RESIDENCE (CAIR)

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

ACTION LEARNING PRACTICUM

Action learning is a central component of BGI's curriculum. Action Learning Practicum (ALPs) are designed to bring real value to an organization, as well as to meet program requirements. We believe that working with community and business organizations not only deepens students' educational experience but also provides a context for coursework beyond traditional syllabus expectations by immersing students in the challenges businesses face every day as they try to implement sustainability practices.

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

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

INDUSTRY CONCENTRATIONS

Industry Concentrations, which are an optional part of the student experience, represent a core strategic initiative for BGI aimed at 1) deepening student learning by tackling real-world challenges, 2) building industry-relevant student/alumni services and 3) collaborating with pioneering companies in leading the transformation toward sustainability. The Industry Concentrations at BGI are co-created by the Industry Advisory Councils, thought leaders, faculty, BGI alumni and current MBA and certificate students.

Joining an Industry Concentration gives BGI students the opportunity for focused learning and greater impact in selected critical industries. Students enrolled in an Industry Concentration work with BGI's faculty and a committed Industry Advisory Council to analyze challenges and implement on-the-ground solutions to sustainability within a particular industry. Industry concentrations allow interested students to come together for industry-specific discussions, mentoring from industry leaders and access to industry internships and placements.

The Industry Advisory Council is made up of corporate executives, thought leaders, industry association leaders and entrepreneurs, together with faculty and alumni representatives.

The role of the Industry Advisory Council is to:

- advise BGI on strategy and plan for developing industry concentrations
- counsel BGI on design of concentration offerings
- identify high leverage opportunities for impact in moving the industry toward sustainability.

Many Industry Advisory Council members also support BGI programs and students by sponsoring Action Learning Projects and Practicum (ALPs), giving presentations (virtual or in person), visiting campus, supporting and mentoring students and sponsoring research or initiatives.

Requirements for completion of an Industry Concentration for students entering BGI's MBA in Sustainable Systems program in the 2013-2014 school year are:

1. Successful completion of the MBA curriculum.
2. Successful completion of the yearlong Action Learning Practicum (ALP) with a focus on one of the three Industry Concentration areas.
3. Successful completion of one of the three Industry Concentration Certificates (Sustainable Built Environment, Sustainable Energy Solutions, Sustainable Food and Agricultural Systems).

Within the MBA in Sustainable Systems program, BGI currently offers industry concentrations in three areas:

- Sustainable Built Environment
- Sustainable Energy Solutions
- Sustainable Food and Agricultural Systems

KAIZEN

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

FACILITIES

IslandWood, Bainbridge Island, WA

Monthly residential class sessions for the MBA in Sustainable Systems (Hybrid MBA), the Certificate in Sustainable Built Environment, the Certificate in Sustainable Energy Solutions and the Certificate in Sustainable Food and Agricultural Systems programs are held at the IslandWood learning site, a LEED gold-certified facility that is a model of energy efficiency and sustainable design. In addition, class sessions for the MBA in Sustainable Business (Metro MBA) program may occasionally be held at IslandWood. 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 online at www.islandwood.org.

Seattle Learning Site, Pioneer Square, Seattle, WA

Class sessions for the MBA in Sustainable Business and MA in Organizational Leadership programs and summer class sessions for Certificate programs are held at BGI's Seattle Learning Site at 220 Second Avenue South, Suite 400, near Pioneer Square in Seattle. This is also the location for Sustainability Seminars, some for-credit summer elective courses and many workshops that are offered to all BGI students.

Channel Rock, Cortes Island, British Columbia

For incoming MBA in Sustainable Systems students, the academic year starts with a required 5-day orientation at Channel Rock, our Cortes Island retreat center in British Columbia, Canada. Owned by BGI co-founders Gifford and Elizabeth Pinchot, Channel Rock is a model of sustainable design—140 acres of wilderness featuring solar power, a large organic garden and sustainably designed accommodations and meeting rooms. Proof of travel medical insurance is required for the Channel Rock retreat. A passport is required to travel between Canada and the United States.

Travel, Accommodations and Meals

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

MBA in Sustainable Systems students are required to stay at IslandWood during the intensives unless they obtain prior written permission to stay off-campus from the Academic Associate Dean for MBA and Continuing Education.

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

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM GOALS

Our MBA program goals are based on our mission “to prepare students from diverse backgrounds to build enterprises that are financially successful, socially responsible and environmentally sustainable.” The competencies expected of all students graduating from our MBA program derive from the program goals.

Bainbridge Graduate Institute aspires to:

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

PROGRAM LEARNING OUTCOMES

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

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

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM GOALS AND CURRICULUM

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

	FIRST YEAR				SECOND YEAR				Electives	
	Capitalism in Context (COR 510)	Values and Value Creation (COR 520)	Means and Measures (COR 530)	Leadership & Personal Development (LPD 511, 512, 513)	Action Learning Practicum (ALP 551, 552, 553)	Management I and II (MGT 578, 579)	Leadership & Personal Development (LPD 514, 515, 516)	Finance Sequence (FIN 561, 562, 563)	Industry Concentrations (SBEC 561-3, SESC 561-3, SFAC 561-3)	Additional Electives (ELC 561, 566, 566I, 568, 569)
Understand the capacity and operation of natural systems, recognize the impact of business on those systems and seek opportunities to apply new business thinking to design, mitigation and restoration strategies.										
Articulate the underlying assumptions and consequences of the prevailing economic system and work with relevant stakeholders to build just and sustainable economic alternatives that achieve better value for all.										
Seek opportunity in the world's major problems and design creative ways to engage business in addressing these challenges while creating value for the enterprise, its stakeholders and the common good.										
Master the traditional business disciplines of finance, accounting, marketing, sales, operations, management and economics and apply them in a broader, interdisciplinary approach to the design of responsive and innovative business solutions.										
Generate both business performance and sustainable social change through principled and inclusive relationships, appropriate organizational structures and effective participation in face-to-face and virtual teams.										
Cultivate the self-awareness, humility, integrity and cross-cultural competence to lead effectively, authentically and collaboratively.										
Communicate clearly and persuasively in writing, speaking and online media.										

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

CURRICULUM

FIRST YEAR: AN INTEGRATED MBA CORE

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

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

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

The integrated first-year curriculum maps against BGI's course offerings in the previous hybrid MBA in Sustainable Business – and the traditional MBA Core – approximately as shown in the table below.

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

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

SECOND YEAR: FLEXIBILITY AND DEPTH

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

- **A year-long Action Learning Practicum (ALP 551-553; 9 credits) in one of two areas:**
 - Social Entrepreneurship
 - Organizational Leadership
- **Two three-credit courses in Management**
 - MGT 578: Management I: Engaging Complex Organizational Systems
 - MGT 579: Management II: Managing in a Changing World
- **Four elective courses (12 credits)** which may be used to fulfill the requirements of a functional specialization in Finance or to pursue general student interests, including interests in Industry Concentrations – Sustainable Food and Agricultural Systems, Sustainable Built Environment and/or Sustainable Energy Solutions. Electives are expected to change from year to year, and additional electives will be added to the catalog prior to the beginning of the academic year.

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

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

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

DEGREE REQUIREMENTS

Students must complete all courses with a grade of CR (equivalent to an A or B), for a total of 60 credits. See **Grades** on page 97 for details on BGI's grading scale.

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

PROGRAM PLAN: 2-YEAR MBA in SUSTAINABLE SYSTEMS

First Year

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

Second Year

Fall Quarter (10 credits)		Credits
MGT 578	Management I: Engaging Complex Organizational Systems	3
ALP 551	Action Learning Practicum I (ALP I)	3
One Elective*:		3
FIN 561	Finance: Capital Markets and the Financial System	
SBEC 561	Sustainable Built Environment: Understanding the Context for Change	
SESC 561	Sustainable Energy Solutions: Understanding the Context for Change	
SFAC 561	Sustainable Food and Agricultural Systems: The World Must Be Fed	
LPD 514	Leadership and Personal Development D	1
Winter Quarter (10 credits)		
MGT 579	Management II: Management in a Changing World	3
ALP 552	Action Learning Practicum II (ALP II)	3
One Elective*:		3
FIN 562	Finance: Capital Structure	
SBEC 562	Sustainable Built Environment: Platforms and Constraints	
SESC 562	Sustainable Energy Solutions: Identifying Opportunities	
SFAC 562	Sustainable Food and Agricultural Systems: Emerging Agricultural Alternatives	
LPD 515	Leadership and Personal Development E	1
Spring Quarter (10 credits)		
ALP 553	Action Learning Practicum III (ALP III)	3
Two Electives*:		6
FIN 563	Finance: Financial Analysis	
ELC 561	Digital Influence	
SBEC 563	Sustainable Built Environment: The Business Case for Building Green	
SESC 563	Sustainable Energy Solutions: Creating New Ventures	
SFAC 563	Sustainable Food and Agricultural Systems: Getting to Scale	
LPD 516	Leadership and Personal Development F	1
TOTAL CREDITS		60

*Additional electives will be available each year.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM PLAN: 3-YEAR MBA in SUSTAINABLE SYSTEMS

First Year

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

Second Year

Fall Quarter (4 credits)		Credits
One Elective*:		3
FIN 561	Finance: Capital Markets and the Financial System	
SBEC 561	Sustainable Built Environment: Understanding the Context for Change	
SESC 561	Sustainable Energy Solutions: Understanding the Context for Change	
SFAC 561	Sustainable Food and Agriculture: The World Must Be Fed	
LPD 514	Leadership and Personal Development D	1
Winter Quarter (4 credits)		
One Elective*:		3
FIN 562	Finance: Capital Structure	
SBEC 562	Sustainable Built Environment: Platforms and Constraints	
SESC 562	Sustainable Energy Solutions: Identifying Opportunities	
SFAC 562	Sustainable Food and Agriculture: Emerging Agricultural Alternatives	
LPD 515	Leadership and Personal Development E	1
Spring Quarter (4 credits)		
One Elective*:		3
FIN 563	Finance: Financial Analysis	
ELC 561	Digital Influence	
SBEC 563	Sustainable Built Environment: The Business Case for Building Green	
SESC 563	Sustainable Energy Solutions: Creating New Ventures	
SFAC 563	Sustainable Food and Agriculture: Getting to Scale	
LPD 516	Leadership and Personal Development F	1

Third Year

Fall Quarter (6 credits)		Credits
MGT 578	Management I: Engaging Complex Organizational Systems	3
ALP 551	Action Learning Practicum I (ALP I)	3
Winter Quarter (6 credits)		
MGT 579	Management II: Management in a Changing World	3
ALP 552	Action Learning Practicum II (ALP II)	3
Spring Quarter (6 credits)		
ALP 553	Action Learning Practicum III (ALP III)	3
One Elective*:		3
ELC 561	Digital Influence	

TOTAL CREDITS 60

*Additional electives will be available each year.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

EXPLANATION OF COURSE NUMBERING SYSTEM

BGI's graduate courses are numbered 500 to 599 inclusive. BGI's MBA, MA in Organizational Leadership and Certificate programs are open to graduate and post-baccalaureate students who have met BGI's admission requirements.

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

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

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

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

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

- MGTC: Certificate in Sustainable Business
- SESC: Certificate in Sustainable Energy Solutions
- SBEC: Certificate in Sustainable Built Environment
- SFAC: Certificate in Sustainable Food and Agricultural Systems

Courses in the OSR Master of Arts in Organizational Leadership (MAOL) program are designated by the 3-letter code OSR.

COURSE SEQUENCES AND SCHEDULES

Detailed course sequences and schedules by program and cohort are available on the Registration & Records page on The Commons. Please also see pages 56-7 for a full listing of courses offered in 2013-2014.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions. Students planning to transfer BGI 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 BGI's MBA and Certificate programs, with Registrar and faculty approval.

MBA IN SUSTAINABLE SYSTEMS - Hybrid Program

PROGRAM COURSE DESCRIPTIONS - FIRST YEAR CORE COURSES

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

UPPER LEVEL REQUIREMENTS

- ALP 551** **Action Learning Practicum I (ALP I)**
Students are required to participate in a practicum track for three quarters during the second or third year of their program. The curriculum is designed to provide students with the option to select one of three areas of focus:
- Organizational Leadership
 - Social Entrepreneurship
- In the first quarter of the practicum, students will:
- Identify a problem worthy of their time and research
 - Research the issue or opportunity and identify the target population, and
 - Consider possible solutions or alternatives
 - Determine a practicum project for the balance of the year
- (3 credits)
- ALP 552** **Action Learning Practicum II (ALP II)**
Students are required to continue to participate in a practicum track for the second of three quarters during the second or third year of their program. The curriculum is designed to provide students with the option to select one of three areas of focus:
- Organizational Leadership
 - Social Entrepreneurship
- In the second quarter of the practicum, students will:
- Engage in a specific issue with stakeholders
 - Apply skills and tools learned in the first quarter to real world issues
 - Gather data and incorporate it into a plan
- (3 credits) Prerequisite: ALP 551
- ALP 553** **Action Learning Practicum III (ALP III)**
Students are required to continue to participate in a practicum track for the third of three quarters during the second or third year of their program. The curriculum is designed to provide students with the option to select one of three areas of focus:
- Organizational Leadership
 - Social Entrepreneurship
- In the third quarter of the practicum, students will:
- Continue to engage in a specific issue with stakeholders
 - Continue to apply skills and tools learned earlier in the year to real world issues
 - Finalize plans for launch and/or implementation
- (3 credits) Prerequisites: ALP 551 and ALP 552

UPPER LEVEL REQUIREMENTS (continued)

- MGT 578 Management I: Engaging Complex Organizational Systems**
This is the introductory management course taken by all BGI students. Topics include project management skills; working effectively in virtual and global teams; communication and influence skills; product, talent and stakeholder gap analysis; approaches for designing viable project plans, deliverables and metrics; sponsorship and partnership identification and retention. (3 credits)
- MGT 579 Management II: Management in a Changing World**
This is the second course in the Management series. While each section will differ by context, we advocate that the management challenges for every sector (business start-up, large organization change and community) require a common set of skills and competencies. It covers community, entrepreneurial and organizational dynamics, including management within systems, complexity, power and politics; system and functional structures; adaptive leadership and generative management skills; stakeholder assessment and communication skills related to project management and staff relations; motivational and relationship theories; diversity perspectives; fiscal accountability; and talent management, including recruitment, training and retention of employees, teams and clients. (3 credits) Prerequisite: MGT 578 or instructor permission

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

- LPD 511 Leadership and Personal Development A (LPD A)**
Leadership and Personal Development meets each quarter over two years. The curriculum is designed to deepen community building and leadership skills through learning objectives that grow personal awareness as well as build capacity to lead individuals and teams. We cultivate experience as a text from which to learn to live and lead authentically. The course design continues to evolve based on current leadership and personal development research. (1 credit) Prerequisite: Orientation
- LPD 512 Leadership and Personal Development B (LPD B)**
This is the second course of the first year. In this quarter we deepen the focus on the inner world of the leader, primarily through the work of Kegan/Lahey, while continuing the exploration and integration of the principles of creating frameworks of possibility (Zander). Additionally, we deepen the inquiry and practice into deep, active, and compassionate listening skills and approaches, strategic questions, and the ways others experience leadership in our presence. (1 credit) Prerequisite: LPD 511
- LPD 513 Leadership and Personal Development C (LPD C)**
This is the third course of the first year. In this quarter we integrate the work from the previous two quarters as well as enhance interpersonal relationships and skills, conducting difficult learning conversations, understanding conflict and collaboration models individually and in teams. In preparation for the Action Learning Practicum in the second year, we explore leadership and creativity. We also analyze the steps of innovation: imagination, creativity, innovation. (1 credit) Prerequisites: LPD 511-512
- LPD 514 Leadership and Personal Development D (LPD D)**
This is the first course of the second year. In this quarter we integrate the work from the previous year as well as consider interpersonal relationships and skills, understanding conflict and collaboration models individually and in teams, and using appreciative inquiry to empower others. In support of the Practicum courses in the second year, we continue to explore leadership through the essential stories leaders tell. (1 credit) Prerequisites: LPD 511-513
- LPD 515 Leadership and Personal Development E (LPD E)**
In this, the penultimate quarter of LPD, we introduce leadership archetypes and examine the developmental model of Leadership Agility; consider coaching to achieve excellence; and we work on Personal Development Plans. (1 credit) Prerequisites: LPD 511-514
- LPD 516 Leadership and Personal Development F (LPD F)**
The focus of the final quarter is Transitions. We review the past two years with an eye on the critical leadership lessons learned through the program. We investigate two models that demonstrate transitions and possibility: Otto Scharmer's "Theory U" and William Bridges' "Transitions" model. Students practice their leadership skills by leading each of the three intensives. Students' final Personal Development Plan is refined and finalized to include their next steps in the world after BGI. (1 credit) Prerequisites: LPD 511-515

UPPER LEVEL ELECTIVES

- FIN 561 Capital Markets and the Financial System**
This course focuses on the operation of global capital markets, their relationship to the global economy, their central role in the recent/current economic crisis, and implications for public policy and ethics. The course will look at the history of capital markets, recent developments in financial engineering, and alternative capital regimes that have been proposed to address market failures and abuses. (3 credits)
- FIN 562 Capital Structure of the Firm**
This course explores topics relevant to both entrepreneurial and corporate finance, including: the cost, sources and appropriate uses of debt, equity and internal capital; specialized financial vehicles, business valuation; venture capital agreements and initial public offerings (IPOs); and the accountability of boards. There is a special emphasis on appropriate sources of funds for social enterprises and other “for-benefit” opportunities. (3 credits)
- FIN 563 Financial Analysis**
This course offers a strong introduction to both conventional financial statement analysis and socially responsible investment (SRI) analysis. The financial focus is on using financial accounting information to evaluate the economic strengths and weaknesses of a firm, while the SRI focus is on using information from multiple sources to evaluate the firm’s performance on various ESG (environmental, social, governance) metrics. (3 credits)
- ELC 561 Digital Influence**
Understanding how to use influence and persuasion in a sustainable and ethical manner is important to everyone involved in business, even if you are not in the marketing department. This class discusses how to use these skills online as well as not, asking the students to answer the question: “how can we use these skills to create positive change?” Students will gain tools to influence and persuade as well as to take command of their digital presence. At the end of the course, students will be proficient in online communication and the current psychology of ethical influence. (3 credits)
- ELC 566I International Study Tour**
International study tour focusing on topics in sustainability and social justice. Taught by BGI faculty. Includes pre- and post-tour activities. (3 credits)
- ELC 568 Creativity & Innovation**
Principles and practices of creativity. Individual and group creativity. Generating and screening ideas. Translating personal values into career and vocation. (3 credits)
- ELC 569 Right Livelihood Quest**
A special course that pushes the frontiers of knowledge in the area of Leadership and Personal Development. Within the context of this course, Right Livelihood means expressing one’s Life Purpose, vocation, meaning, through one’s work and one’s life. It means knowing who one is, why one is here – in the biggest possible scope – and aligning one’s life to one’s vocation, purpose, and values. It is a journey of ongoing refinement of one’s calling, self-expression, meaning, and contribution. The core question that the course is oriented around is, “Why are you here?” Students explore this question through a guided inquiry, oriented around the proprietary Why Me?™ Framework. (3 credits)
- MGT 599 Independent Study**
Research and readings conducted one-on-one with faculty. Variable credits as contracted with faculty and approved by the Dean of Academic Affairs.
- SBEC 561-564 Certificate in Sustainable Built Environment**
(see page 50 for course descriptions)
- SESC 561-564 Certificate in Sustainable Energy Solutions**
(see page 52 for course descriptions)
- SFAC 561-564 Certificate in Sustainable Food & Agricultural Systems**
(see page 54 for course descriptions)

Additional electives will be offered and defined closer to the year in which they will be offered.

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

Organization Systems Renewal (OSR) at Bainbridge Graduate Institute (BGI) offers a unique Master of Arts in Organizational Leadership (MAOL), the only one of its kind in the country. This two-year, cohort-based program provides you the opportunity to achieve excellence in the field of Organization Development and as a designer and leader of change within your organization and community.

HISTORY

The roots of the OSR Master's program are rich and deep. The program was founded with the help of pioneers in the field of whole systems approaches to organizational change, including Gordon Lippitt, Ronald Lippitt, Eva Schindler-Rainman, Oscar Mink and Virginia Satir.

Founded in 1979, Organization Systems Renewal offers a rigorous Master's degree program that prepares students to design and lead systemic organizational change. The 22-month OSR program is designed around a nontraditional, closed-cohort learning community that fosters transformational learning through knowledge development, skill building, application, and personal development. OSR has offered Master's degrees in organizational development and leadership for over thirty years.

Starting with the 2012-2013 academic year, OSR joined the Bainbridge Graduate Institute and offers the Master of Arts in Organizational Leadership through BGI.

INTERDISCIPLINARY INTERCONNECTIONS

Academic knowledge focuses on systems, organizations, design, change, intervention, leadership, group dynamics, inquiry, global and multicultural perspectives. Skill development and application sessions help you translate theory into practical action. MAOL students study the interconnections between personal, social, business, government, ecological and global challenges. MAOL students learn to understand and address these challenges from a systems perspective, focusing on a preferred future as the means for moving beyond current realities.

COHORT-BASED

MAOL students join a cohort of students who begin coursework at the same time and travel through the program together until its completion. Cohorts meet once each month for seven consecutive quarters. Campus sessions, ranging from 3-5 days, are held over weekends in Seattle. Two week-long residential sessions are held at Pilgrim Firs (<http://www.pilgrimfirs.org/>) near Port Orchard, Washington.

CORE VALUES OF THE MAOL PROGRAM

- We promote teaching and learning that is student-centered and engages the whole person.
- We create and nurture a learning community.
- We operate collaboratively and engage in co-learning with students, colleagues and partners.
- We practice inquiry and critical thinking, and avoid an expert model of teaching or consulting.
- We model systemic thinking and a designer's perspective.
- We foster an innovative and entrepreneurial spirit.
- We are honest and open with students, colleagues and partners.

ADMISSION REQUIREMENTS

Please see pages 78-80 or the BGI website at www.bgi.edu for admission requirements for the MAOL program.

TUITION AND FEES

Please see page 60 or the BGI website at www.bgi.edu for details on 2013-2014 tuition and fees for the MAOL program.

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

PROGRAM LEARNING OUTCOMES

MAOL graduates will be able to design and lead system-wide organizational change with confidence and will be able to:

- **Improve performance.** Engage the whole organizational system to clarify purpose and align resources toward a preferred and sustainable future.
- **Reframe “problem solving.”** Using systems and design thinking, identify the key issues and dynamics of complex organizational systems and then intervene by “disturbing” the system to achieve desired results that are sustainable by impacting culture.
- **Design and lead change.** Use ambiguity, tension, chaos, and creative engagement as resources to lead participants of the whole system to co-create a preferred future that pulls, rather than pushes, them to realize their shared vision.
- **Facilitate productive communication.** Design and lead effective meetings, contract for clear and clean feedback, and work with conflict as energy to be aligned.
- **Develop collaboration.** Help their organization achieve results greater than the sum of the individual contributions by learning to be better together.
- **Engage diverse perspectives.** Grow an organization that is more adaptable, resilient, creative, and sustainable by having participants fully present and respecting the diverse gifts they each bring.
- **Build organizational culture.** Embrace individual and organizational learning, encourage individuals to fully “show up” in their work with their mind, heart and body.
- **Use of self as an instrument for change.** Intervene in human systems with the competence and confidence to shift systems to higher levels of functionality, health and wholeness.
- **Contribute to a just and humane world.** Be of service by appreciating, attending to and ethically serving your own community and the world at large.

PROGRAM DESIGN

Many people support your learning journey as an MAOL student, starting with you.

- **Take charge of your learning.** Create your own learning experience based on principles of adult learning theory: self-direction, learning goals, relevance to life experience and practical application.
- **Learning in community.** The MAOL program offers a dynamic, interactive and collaborative interplay of student and faculty perspectives. Faculty advisors participate in all sessions as co-learners with you.
- **Prominent visiting presenters.** Engage with leading thinkers and practitioners connected to the field of organizational change.
- **Design teams.** A portion of the curriculum is designed and delivered by student-led design teams. In year two, students participate in consulting teams that serve an external client during the fall quarter.
- **Collaborative learning groups.** During each weekend session 11 students and their faculty advisor meet to support each other’s learning.
- **Mentoring Councils.** You will create your own mentoring council to help support, clarify and challenge your learning. The committee consists of your faculty advisor, a peer advisor from the cohort and field advisors from the external community.
- **Theory paper and consultation project.** During the summer quarter, you will research a theory base related to your individual program goals. During the second year of the program, you will engage in a consultation project as a way to demonstrate your ability to move theory into practice in an organizational setting.

FACILITIES

Two week-long residential sessions for the MAOL program are held off-site at Pilgrim Firs, 3318 Lake Flora Road, Port Orchard, Washington (<http://www.pilgrimfirs.org/>). Campus sessions, ranging from 3–5 days, are held over weekends at BGI’s Seattle Learning Site in the Masins Building at 220 Second Avenue South. This is also the location for the MBA in Sustainable Business program classes and many workshops and BGI community events that are open to all BGI students.

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

DEGREE REQUIREMENTS

The OSR Master's program requires a total of 60 credits taught through 25 courses over 21 months. All courses are required and must be taken in sequence. Students must complete all of the required courses listed below with a grade of CR (equivalent to an A or B). See **Grades** on page 60 for details on BGI's grading scale.

Course No.	Course Title	Credits
OSR 501	Foundations of the OSR Learning Journey	3 credits
OSR 511	Systems – An Overview of Theory and Perspectives	2 credits
OSR 512	Skills – Designing, Leading and Participating in Meetings	3 credits
OSR 513	Design – An Introduction to Principles and Practice	2 credits
OSR 514	Leadership – Theory and Personal Mastery	2 credits
OSR 515	Organizations – Group Dynamics and Team Development	2 credits
OSR 516	Organizations – Theory and Culture as a Foundation for Inquiry	2 credits
OSR 517	Change – Theory and Ethical Interventions	2 credits
OSR 531	Skills – Design Team: Design and Deliver a Learning Experience	3 credits
OSR 550	Individual – Year One Learning Synthesis	4 credits
OSR 551	Skills – The Consultative Approach to Change	5 credits
OSR 552	Systems – Applying Living Systems Theory	2 credits
OSR 553	Design – Creating the Future by Design	2 credits
OSR 554	Leadership – Leadership for Systemic Organizational Change	2 credits
OSR 555	Change – The Theory and Practice of Appreciative Inquiry	2 credits
OSR 556	Change – Social Innovation in the World	2 credits
OSR 557	Change – Transition, Renewal, and Life-long Learning	2 credits
OSR 561	Skills – Consulting Team: Consult with an External Client	3 credits
OSR 562	Skills – Organization Systems Renewal Project	3 credits
OSR 571	Individual – Reflective Inquiry for Personal Development I	2 credits
OSR 572	Individual – Reflective Inquiry for Personal Development II	2 credits
OSR 573	Individual – Reflective Inquiry for Personal Development III	2 credits
OSR 574	Individual – Reflective Inquiry for Personal Development IV	2 credits
OSR 575	Individual – Reflective Inquiry for Personal Development V	2 credits
OSR 576	Individual – Reflective Inquiry for Personal Development VI	2 credits

Total: 60 credits

EXPLANATION OF COURSE NUMBERING SYSTEM

BGI's graduate courses are numbered 500 to 599 inclusive. Courses in the Master of Arts in Organizational Leadership program are designated by the 3-letter code OSR.

COURSE SCHEDULES

Monthly class sessions range from 3–5 days and are held over weekends. Detailed course schedules are available on the OSR website at osr-nw.org and on the Schedule & Calendars page on The Commons.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

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

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

OSR 20 PROGRAM PLAN: 2013-2015

The OSR Master of Arts in Organizational Leadership program requires a total of 60 credits taught through 25 courses over 21 months. All courses are required and must be taken in sequence. Students must complete all of the required courses listed below with a grade of CR (equivalent to an A or B). See **Grades** on page 60 for details on BGI’s grading scale.

		Credits
FALL 2013 (7 credits)		
OSR 501	Foundations of the OSR Learning Journey	3
OSR 511	Systems – An Overview of Theory and Perspectives	2
OSR 571	Individual – Reflective Inquiry for Personal Development I	2
WINTER 2014 (9 credits)		
OSR 512	Skills – Designing, Leading and Participating in Meetings	3
OSR 513	Design – An Introduction to Principles and Practice	2
OSR 514	Leadership – Theory and Personal Mastery	2
OSR 572	Individual – Reflective Inquiry for Personal Development II	2
SPRING 2014 (8 credits)		
OSR 515	Organizations – Group Dynamics and Team Development	2
OSR 516	Organizations – Theory and Culture as a Foundation for Inquiry	2
OSR 517	Change – Theory and Ethical Interventions	2
OSR 573	Individual – Reflective Inquiry for Personal Development III	2
SUMMER 2014 (7 credits)		
OSR 550	Individual – Year One Learning Synthesis	4
OSR 531	Skills – Design Team: Design and Deliver a Learning Experience	3
FALL 2014 (9 credits)		
OSR 551	Skills – The Consultative Approach to Change	5
OSR 552	Systems – Applying Living Systems Theory	2
OSR 574	Individual – Reflective Inquiry for Personal Development IV	2
WINTER 2015 (11 credits)		
OSR 553	Design – Creating the Future by Design	2
OSR 554	Leadership – Leadership for Systemic Organizational Change	2
OSR 555	Change – The Theory and Practice of Appreciative Inquiry	2
OSR 561	Skills – Consulting Team: Consult with an External Client	3
OSR 575	Individual – Reflective Inquiry for Personal Development V	2
SPRING 2015 (9 credits)		
OSR 556	Change – Social Innovation in the World	2
OSR 557	Change – Transition, Renewal, and Life-Long Learning	2
OSR 562	Skills – Organization Systems Renewal Project	3
OSR 576	Individual – Reflective Inquiry for Personal Development VI	2
TOTAL CREDITS		60

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

PROGRAM COURSE DESCRIPTIONS

OSR 501 Foundations of the OSR Learning Journey

As the first course in an integrated seven-quarter program, students come together to cross the threshold into their learning journey. Students are introduced to the core concepts of the program's interdisciplinary curriculum. The concept of a learning community is introduced and the container for the community is intentionally formed. Students are introduced to the theory and principles of organization development, adult learning, and andragogy. In addition, students begin their individual learning journey through a variety of exercises designed to engage the whole person and facilitate coming to know self. Particular attention is paid to connecting with core values and aspirations as a foundation for connecting with their great work. Required. (3 credits)

OSR 511 Systems – An Overview of Theory and Perspectives

An overview of systems theory and the shift from the mechanistic paradigm to one of holism and interrelatedness that focuses on the development of systems thinking habits and skills. Key systems concepts and principles such as interdependence, context, boundaries, feedback, structure, and mental models are explored. Students learn how to see systems and apply systems thinking tools and skills in their everyday lives to address the many complex challenges found in their family, community, and organizational systems. Required. (2 credits)

OSR 512 Skills – Designing, Leading and Participating in Meetings

Students gain hands-on experience and receive real-time feedback in designing, leading, and participating in meetings to ensure that objectives are met while encouraging involvement of others. Special attention is paid to crafting key questions to appropriately engage group members as well as learning visual tools for working with group input. Students also learn how to give and receive clear feedback that can be received and acted upon. Course concepts are connected to professional applications. Required. (3 credits)

OSR 513 Design – An Introduction to Principles and Practice

Students explore and experience design and design thinking as an intentional co-creating process of being and acting in the world. The design approach invokes creative thinking and encourages innovative action. This is necessary for leading intentional change, where organizational shifts are in sync with the system's larger context. The course provides students the theoretical framework and practical skills essential for helping clients imagine, conceptualize, and implement their preferred future. Creative change is explored in conjunction with the notion of "serving others" in a manner that can facilitate personal and organizational change and renewal. Required. (2 credits)

OSR 514 Leadership – Theory and Personal Mastery

Leadership development is a core skill component and the instrument of systemic organizational change. Students are introduced to the evolution of leadership theory and styles, such as situational, shared, servant, steward, feminine, and adaptive leadership. Leadership is distinguished from authority and recognized as an action that complements followership; both require courage - following the heart in the face of fear. Thus development of leadership and followership capability is rooted in personal learning, awareness, emotional intelligence, and mastery. Required. (2 credits)

OSR 515 Organizations – Group Dynamics and Team Development

This course lays a theoretical and practical foundation in group dynamics and team development. Students gain knowledge, awareness, and skills in working with task, relationship, and process issues in teams. The exploration of team development models helps to understand and inform work in small groups. Students also explore the structure and function of teams, including defining characteristics, when and how to use teams, and how to bring forth high performance. Required. (2 credits)

OSR 516 Organizations – Theory and Culture as a Foundation for Inquiry

Students explore the classical theories of organizations as a way to understand the historical roots of contemporary organizational practices. They become familiar with seminal organizational theorists whose philosophies, values, and practice surface in issues such as change, effectiveness, and participation. Special emphasis is given to organizational culture as a key concept within organizational theory. Students learn how to use their understanding of theory and culture as a foundation for organizational inquiry. They broaden their understanding of inquiry to see how it can be used to enhance organizational learning and generate the energy for positive change. Required. (2 credits)

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

PROGRAM COURSE DESCRIPTIONS *continued*

OSR 517 Change – Theory and Ethical Interventions

Students will explore contemporary organizational change models and theories to learn more about their strengths and limitations in creating real and sustainable change in organizations. Students will learn to distinguish between first and second order change and change that is planned and unplanned. Intervention is a process to intentionally “disturb” the system in order to improve the functioning and performance of the system. Ethical issues will be explored, particularly the importance of ascertaining and working at the appropriate depth of intervention. Required. (2 credits)

OSR 531 Skills – Design Team: Design and Deliver a Learning Experience

Students deepen their learning about design and team process within an atmosphere of training and development. This course provides an opportunity for students to participate on small teams assigned the task of designing and delivering a learning module for an internal client, the OSR cohort. This team experience is a forum for strengthening design, leadership, and team membership skills. It also provides students a rich and challenging setting to learn about themselves and how they show up and function in teams. Design Team activities take place in two or three consecutive quarters. Required. (3 credits)

OSR 550 Individual – Personal Growth and Development Through Mentoring

This course spans the final four quarters of the OSR program and will guide each student through the formation of a Mentoring Council, the design and leadership of three (3) formal Mentoring Council meetings and the strategies and methods for maximizing the Mentoring Council experience. Students will be coached to engage their Mentoring Council in creative and effective ways in order to meet learning commitments. The Mentoring Council serves to support and challenge the student in achieving professional and academic goals. In consultation with Mentoring Council members, students will develop a Learning Commitment and an OSR Project. Council members include a faculty advisor, peer advisor, alumni advisor, and field advisor. Required. (4 credits)

OSR 551 Skills – The Consultative Approach to Change

Students participate in and deepen their knowledge of the full consultative process: entry, contracting, data collection/interpretation, feedback, recommendations, and implementation. Participating on teams, students work in a real consultative engagement with an external client. Teams consult to issues and opportunities specific to the innovation, renewal, health, and wholeness of human systems. Additionally, students explore the role of the self as consultant/helper, learning how personal values, self-awareness, and ethical principles are essential to any consultative relationship. This course is the final in-depth and hands-on opportunity for students to practice their competency in designing and conducting organizational development interventions before they implement their OSR Project. Part of this course is conducted off-site. Required. (5 credits)

OSR 552 Systems – Applying Living Systems Theory

This course integrates living systems theory and systems thinking and their application to working with human social systems. A leader, change agent, or intervener must develop new skills to create the conditions for a social system to emerge into a new whole. Students explore how to design and create the conditions for a social system to self-organize to a new and higher level of functioning by “coming along side” the emerging system to midwife it into this higher state of complexity and functionality. Required. (2 credits)

OSR 553 Design – Creating the Future by Design

Students develop an understanding of “design thinking” and how it can be used to help organizations create the future. Exploration of theory, models, and methods associated with design thinking helps students understand how to apply this perspective at an organizational, group, and individual level. Emphasis is placed on methods featuring a participatory and whole systems approach. Students will have an opportunity to experience aspects of design thinking models and methods as a way to strengthen their application skills. Required. (2 credits)

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

PROGRAM COURSE DESCRIPTIONS *continued*

- OSR 554 Leadership – Leadership for Systemic Organizational Change**
This course focuses on the practice of adaptive leadership in complex adaptive systems as developed by Ron Heifetz and explores the qualities of leadership and followership needed for a systemic and holistic approach to designing and leading change. Skills focus on discernment of the adaptive challenge facing an organizational system as opposed to technical problems, advancing the purpose of the organization, orchestrating tension in service of systemic change, listening to and communicating the “song beneath the words,” leveraging informal versus formal leadership, differentiating self from roles, being on the dance floor and in the balcony, thinking politically, and giving the work back to the group. Required. (2 credits)
- OSR 555 Change – The Theory and Practice of Appreciative Inquiry**
Appreciative Inquiry is a participative and powerful method for creating change in social systems. Rooted in social constructionism and the power of image, it involves a systematic discovery and mobilizing of what gives a social system life in human, ecological, and economic terms. Because appreciative inquiry represents a major shift in how organizational development practitioners work with organizations, students will learn the theory and practice of this approach, particularly as it relates to taking an intentional “stance” from which one engages the world. Required. (2 credits)
- OSR 556 Change – Social Innovation in the World**
After studying change at the individual, group, and organizational level, this course looks at change on the global level. Examples of global change can be found in business, the economy, technology, the environment, and social issues such as poverty, disease, and education. Students explore what it takes to be ethical designers of change in the face of such complex issues. In particular, students gain a working knowledge of the expansive territory of culture. Understanding, and designing for, intercultural differences is essential to the success of working on a global level. Required. (2 credits)
- OSR 557 Change – Transition, Renewal, and Life-long Learning**
As the final course in an integrated seven-quarter program, focus is on group endings and managing transitions at the individual level. The learning is highly experiential and personal in that this course includes the adjournment of the learning community. Design considerations for group endings are examined. Students reflect on their OSR journey via their Exit Statement and development a continuance plan for life-long learning. Required. (2 credits)
- OSR 561 Skills – Consulting Team: Consult with an External Client**
Students deepen their learning about design, consultative skills, and team process within an atmosphere of process consultation. This course provides an opportunity for students to participate on a small team assigned the task of consulting to an external client. Students study a specific body of knowledge vital to their understanding and practice of the consultation process. Consulting Team activities take place in one or two consecutive quarters. Required. (3 credits)
- OSR 562 Skills – Organization Systems Renewal Project**
The Organization Systems Renewal (OSR) Project is the capstone project in which the students demonstrate proficiency of OSR program-related core competencies as well as fulfillment of the student’s goals in their Learning Commitment. The OSR Project is conducted under the supervision of the student’s faculty advisor. An OSR Project requires program advisor sign-off before the student begins work. Required. (3 credits)
- OSR 571 Individual – Reflective Inquiry for Personal Development I**
OSR 572 Individual – Reflective Inquiry for Personal Development II
OSR 573 Individual – Reflective Inquiry for Personal Development III
The 57x series is a sustaining and distinctive thread throughout the entire two-year journey. The first year sequence focuses intention and attention on students’ intra- and inter-personal dynamics within the learning community and on declaring their “work to do in the world.” Students practice accessing and increasing self-awareness about their personal history, their current stage of personal development, and their desired future. They engage creatively in learning about themselves, discovering their preferences, evoking their dreams and aspirations, and becoming clear about their gifts and talents. Required. (2 credits each)

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP

PROGRAM COURSE DESCRIPTIONS *continued*

OSR 574 Individual – Reflective Inquiry for Personal Development IV

OSR 575 Individual – Reflective Inquiry for Personal Development V

OSR 576 Individual – Reflective Inquiry for Personal Development VI

The second year sequence of this 57x series shifts intention and attention from internal to external and from the student declaring to claiming their “work to do in the world.” In a formal learning commitment – a key element of the program – students define their vocation (interpreted as the intersection between deep gladness and contribution to the world) and design their own plan of action to declare and claim it. Students reflect on how they are showing up in their external environments, where they are experiencing their learning edge as well as their “deep gladness,” and how their theory of practice and learning commitments are aligning with their values and deep purpose. Students reflect more deeply on their external engagements while building their capacity to reflect “in action” as well as “on their action.” Required. (2 credits each)

EXPLANATION OF COURSE NUMBERING SYSTEM

BGI’s graduate courses are numbered 500 to 599 inclusive. Courses in the Master of Arts in Organizational Leadership program are designated by the 3-letter code OSR (Organization Systems Renewal).

CERTIFICATE PROGRAMS OVERVIEW

In addition to its MBA programs, BGI offers the following graduate-level Certificate programs:

- Certificate in Sustainable Built Environment (12 credits)
- Certificate in Sustainable Energy Solutions (12 credits)
- Certificate in Sustainable Food and Agricultural Systems (12 credits)

Each of these programs offers graduate-level credit.

TUITION AND RELATED COSTS

A non-refundable certificate program application fee is due at the time of application to the program. Upon acceptance to the program, a tuition deposit is required to guarantee a place in the program. The deposit may be applied to the first quarter tuition upon registration. This fee is non-refundable should the accepted applicant later choose not to enroll. Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class. Tuition and fees for 2013-2014 are listed on page 60 and on the BGI website at www.bgi.edu. Expenses for books, course materials, parking and other course-related costs are not included in tuition. Tuition and fees are subject to change.

BGI CERTIFICATE CREDIT TRANSFER

Credits earned by students in the Certificate programs in Sustainable Built Environment, Sustainable Energy Solutions and Sustainable Food and Agricultural Systems are transferrable as elective credits to both the MBA in Sustainable Business and MBA in Sustainable Systems programs.

Admission to the Certificate programs does not constitute admission to the MBA programs. Certificate students or alumni may apply for admission to BGI MBA programs following the same procedures for all MBA applicants. A maximum of 12 credits from Certificate programs may be applied to MBA degree requirements if the student is admitted to an MBA program.

The eligibility period for which BGI certificate course credits may be applied to satisfy MBA program course requirements is five years from the time those credits were earned. Please note that, due to the difference in tuition rates for Certificate programs (\$410/credit) and for MBA programs (\$924/credit), a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program. Fees are published on page 60 and on the BGI website at www.bgi.edu.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

Colleges and universities reserve the right to accept or reject credits earned at other institutions. Students planning to transfer BGI 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 BGI's MBA and Certificate programs, with Registrar and faculty approval.

EXPLANATION OF CERTIFICATE COURSE NUMBERING SYSTEM

Graduate courses are numbered 500 to 599 inclusive. Certificate in Sustainable Built Environment courses are designated by the 4-letter code SBEC. Certificate in Sustainable Energy Solutions courses are designated by the 4-letter code SESC. Certificate in Sustainable Food and Agricultural Systems courses are designated by the 4-letter code SFAC.

CLASS SCHEDULES AND FACILITIES

Monthly in-person Certificate class sessions are held at IslandWood during Fall, Winter and Spring quarters and at the Seattle Learning Site during Summer quarter. See page 31 for more information on these facilities. Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class. See the 2013-2014 Academic Calendar on page 115 for monthly class dates. Specific class times and locations are also available on The Commons at Students > Schedule and Calendars and on individual course pages.

Students are responsible for arranging their own transportation to/from IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at www.wsdot.wa.gov/ferries. Taxis are available at the ferry landing for transportation to IslandWood.

CERTIFICATE IN SUSTAINABLE BUILT ENVIRONMENT

The Certificate in Sustainable Built Environment program is a four-course sequence offering an integrated exploration of green building and the broader movement toward a more sustainable built environment. The first course looks at issues and opportunities in the arenas of both commercial and residential construction, new construction and retrofits, and projects at both the individual building and whole community scale. During this first quarter, students will become equipped with the basics necessary to navigate this landscape.

The second quarter will drill down deeper into policy, law, certifications and metrics, all of which form both the constraints on the field and the basis for innovation. Quarter three presents the essentials for understanding and making the business case for Green Building, bidding and contracting, financing and marketing green building projects. Finally, students will undertake a practicum in the fourth quarter, applying knowledge and skills gained during first three quarters to real world projects.

COURSE DESCRIPTIONS

SBEC 561 Understanding the Context for Change

This course provides an introduction to green building and a broad look at the current state of the industry in the US. It explores the systemic, philosophical and historical forces that have given rise to the field, and examines the technological, political, and economic forces shaping its current and future development. Making liberal use of field trips, guest speakers and student experiences, the course provides a solid introduction to current trends favoring a shift to a more sustainable built environment. (3 credits)

SBEC 562 Platforms and Constraints

This course discusses the policy, law, certifications and metrics that provide both the platform and the constraints for the move to a more sustainable built environment. Embedded in the course is an optional eight-hour LEED Green Associate training program that leads to certification (fee applies). Using field trips and experiential exercises, as well as more traditional assignments, the course gives students a solid base for navigating compliance issues as well as a platform for finding opportunities for innovation. (3 credits) Prerequisite: SBEC 561

SBEC 563 The Business Case for Building Green

This course provides students with the tools needed to successfully develop and communicate the business case for building green. Students will learn how to analyze costs, both capital and operating, and how to develop bids and contracts. The course also explores options for structuring and financing new and existing projects, and acquaints students with the various ways of marketing green building projects. It will also examine Green Leasing strategies and how they can help improve building performance after commissioning. (3 credits) Prerequisites: SBEC 561-562

SBEC 564 Action Learning Practicum

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

- Identify a real or potential building project worthy of time and research
- Analyze and describe each step of the project from concept to development to occupancy
- Make the business case for the project
- Present the project to a panel comprised of representatives from the design, construction, real estate and financial communities

(3 credits) Prerequisites: SBEC 561-563

ORIENTATION

Orientation for students entering the Certificate in Sustainable Built Environment program in Fall 2013 will be held on September 28 at BGI’s Seattle Learning Site at 220 Second Avenue South, Suite 400. Attendance at the Certificate program orientation is required.

PROGRAM REQUIREMENTS

To be awarded a Certificate in Sustainable Built Environment, Certificate students must complete all courses with a grade of CR (equivalent to an A or B), for a total of 12 credits. See **Grades** on page 97 for details on BGI’s grading scale.

PLEASE NOTE: Students in the MBA in Sustainable Systems (Hybrid MBA) program who are seeking a Certificate in Sustainable Built Environment are required to complete SBEC 561-563 in sequence with a grade of CR. However, MBA in Sustainable Systems students are not required to complete SBEC 564, as successful completion of MBA courses ALP 551-553 with a grade of CR provides the necessary Action Learning Practicum (ALP) credits, provided the student’s focus within ALP 551-553 is in the field of Sustainable Built Environment. MBA in Sustainable Business (Metro MBA) students seeking a Certificate in Sustainable Built Environment must complete SBEC 561-564, as there is no required ALP course within the MBA in Sustainable Business program.

COURSE SEQUENCE: Fall 2013 Start

QUARTER	COURSE	CREDITS
Fall 2013	SBEC 561: Understanding the Context for Change	3
Winter 2014	SBEC 562: Platforms and Constraints	3
Spring 2014	SBEC 563: The Business Case for Building Green	3
Summer 2014	SBEC 564: Action Learning Practicum	3
TOTAL CREDITS		12

INSTRUCTIONAL METHODS

BGI’s Certificate in Sustainable Built Environment program uses a combination of monthly in person “intensives” and distance learning instruction. Classes meet in person on three weekends each quarter, with both synchronous and asynchronous distance learning instruction between monthly class sessions. This hybrid program design allows students from across the United States to participate in the Certificate program while continuing to live and work in their current place of residence.

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

NON-MATRICULATED STUDENT OPPORTUNITIES

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

CLASS SCHEDULES AND LOCATIONS

Monthly in-person class sessions in the Certificate in Sustainable Built Environment program are held at IslandWood during Fall, Winter and Spring quarters and at the Seattle Learning Site during Summer quarter. Please see page 31 for more information on these facilities. Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class.

Please see the 2013-2014 Academic Calendar on page 115 for monthly class dates. Specific class times and locations are also available on The Commons at Students > Schedule and Calendars and on individual course pages.

Students are responsible for arranging their own transportation to and from IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot.wa.gov/ferries. Taxis are available at the ferry landing for transportation to IslandWood.

CERTIFICATE IN SUSTAINABLE ENERGY SOLUTIONS

The Certificate in Sustainable Energy Solutions program is a unique four-course sequence offering an integrated and sustainability-oriented approach to the business administration in the realm of Sustainable Energy Solutions. Using Systems Thinking as an overarching lens, the program will give the historic and political context and present the scientific foundations and vocabulary for electricity, fossil fuels and renewables. Additionally, the program presents the economics of alternative energy systems from a utility perspective and consumer, national and new venture perspectives.

During the first quarter, students will become equipped with the basics necessary to navigate in this arena. The second quarter will survey all available technologies, providing students with an overview of each. Quarter three provides the framework within which students take a concept or idea for a new venture through business modeling, prototyping, customer validation, and finally, to making the “pitch.” Finally, students will undertake a practicum in quarter 4, applying knowledge and abilities gained during quarters one, two and three.

COURSE DESCRIPTIONS

- SESC 561 Understanding the Context for Change**
This course presents the context within which Alternative and Renewable Energy options have emerged and grown as well as the current status of the industry in the US and the world. It explores the systemic and historical forces that have given birth to this field and examines the present state of the industry, including the philosophical underpinnings, the politics, and trends -- technological, political and economic. Using both experiential exercises and more traditional assignments, students will be immersed in key concepts, language, science, all foundational for charting a career in Sustainable Energy Solutions. (3 credits)
- SESC 562 Identifying Opportunities**
This course presents a survey of all existing conventional and alternative technologies, their current state of development, rate of success and failure, financing possibilities and potential future. It also presents a possible platform for launching a project during quarter 3, Creating New Ventures. (3 credits) Prerequisite: SESC 561
- SESC 563 Creating New Ventures**
This course provides the framework within which students take a concept or idea for a new venture through business modeling, prototyping, customer validation, and finally, to making the “pitch.” Students will draw from the various technologies and associated issues and opportunities surveyed in quarter 2. (3 credits) Prerequisites: SESC 561-562
- SESC 564 Action Learning Practicum**
This practicum is designed to enable students to apply the concepts and tools learned during quarters one, two and three in an integrated real world project. This project may be a continuation of the project outlined in the third quarter, or it may be a more implementation-oriented project for a client outside the school. In this practicum, students will:
- Complete a refined iteration of the New Venture they worked on during the third quarter
- OR
- Identify another real or potential energy-related project worthy of time and research
 - Complete – and to the extent possible – execute a formal implementation plan for the project
 - Design – and if possible, execute – a stakeholder engagement plan for the project
 - Make the business case for the project to the relevant audience(s)
 - Present the project to the client, the class and a representative group of experts
- (3 credits) Prerequisites: SESC 561-563

ORIENTATION

Orientation for students entering the Certificate in Sustainable Energy Solutions program in Fall 2013 will be held on September 28 at BGI's Seattle Learning Site, 220 Second Avenue South, Suite 400. Attendance at the certificate program orientation is required.

PROGRAM REQUIREMENTS

To be awarded a Certificate in Sustainable Energy Solutions, Certificate students must complete all courses with a grade of CR (equivalent to an A or B), for a total of 12 credits. See **Grades** on page 97 for details on BGI's grading scale.

PLEASE NOTE: Students in the MBA in Sustainable Systems (Hybrid MBA) program who are seeking a Certificate in Sustainable Energy Solutions are required to complete SESC 561-563 in sequence with a grade of CR. MBA in Sustainable Systems students are not required to complete SESC 564, as successful completion of MBA courses ALP 551-553 with a grade of CR provides the necessary Action Learning Practicum credits, provided the student's focus within ALP 551-553 is in the field of Sustainable Energy Solutions. MBA in Sustainable Business (Metro MBA) students seeking a Certificate in Sustainable Energy Solutions must complete SESC 561-564, as there is no required ALP course within the MBA in Sustainable Business program.

COURSE SEQUENCE: Fall 2013 Start

QUARTER	COURSE	CREDITS
Fall 2013	SESC 561: Understanding the Context for Change	3
Winter 2014	SESC 562: Identifying Opportunities	3
Spring 2014	SESC 563: Creating New Ventures	3
Summer 2014	SESC 564: Action Learning Practicum	3
TOTAL CREDITS		12

INSTRUCTIONAL METHODS

BGI's Certificate in Sustainable Energy Solutions program uses a combination of monthly in-person "intensives" and distance learning instruction. Classes meet in person on three weekends each quarter, with both synchronous and asynchronous distance learning instruction between monthly class sessions. This hybrid program design allows students from across the United States to participate in the Certificate program while continuing to live and work in their current place of residence.

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

NON-MATRICULATED STUDENT OPPORTUNITIES

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

CLASS SCHEDULES AND LOCATIONS

Monthly in-person class sessions in the Certificate in Sustainable Energy Solutions program are held at IslandWood during Fall, Winter and Spring quarters and at the Seattle Learning Site during Summer quarter. Please see page 31 for more information on these facilities. Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class.

Please see the 2013-2014 Academic Calendar on page 115 for monthly class dates. Specific class times and locations are also available on The Commons at Students > Schedule and Calendars and on individual course pages.

Students are responsible for arranging their own transportation to and from IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot.wa.gov/ferries. Taxis are available at the ferry landing for transportation to IslandWood.

CERTIFICATE IN SUSTAINABLE FOOD AND AGRICULTURAL SYSTEMS

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

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

COURSE DESCRIPTIONS

SFAC 561 The World Must Be Fed

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

SFAC 562 Emerging Agricultural Alternatives

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

SFAC 563 Getting to Scale

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

SFAC 564 Action Learning Practicum

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

In this practicum, students will:

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

Prerequisites: SFAC 561-563 (3 credits)

ORIENTATION

Orientation for students entering the Certificate in Sustainable Food and Agricultural Systems program in Fall 2013 will be held on September 28 at BGI's Seattle Learning Site, 220 Second Avenue South, Suite 400. Attendance at the certificate program orientation is required.

PROGRAM REQUIREMENTS

To be awarded a Certificate in Sustainable Food and Agricultural Systems, Certificate students must complete all courses with a grade of CR (equivalent to an A or B), for a total of 12 credits. See **Grades** on page 97 for details on BGI's grading scale.

PLEASE NOTE: Students in the MBA in Sustainable Systems (Hybrid MBA) program who are seeking a Certificate in Sustainable Food and Agricultural Systems are required to complete SFAC 561-563 in sequence with a grade of CR. However, MBA in Sustainable Systems students are not required to complete SFAC 564, as successful completion of MBA courses ALP 551-553 with a grade of CR provides the necessary Action Learning Practicum credits, provided the student's focus within ALP 551-553 is in the field of Sustainable Food and Agricultural Systems. MBA in Sustainable Business (Metro MBA) students seeking a Certificate in Sustainable Food and Agricultural Systems must complete SFAC 561-564, as there is no required ALP course within the MBA in Sustainable Business program.

COURSE SEQUENCE: Fall 2013 Start

QUARTER	COURSE	CREDITS
Fall 2013	SFAC 561: The World Must Be Fed	3
Winter 2014	SFAC 562: Emerging Agricultural Alternatives	3
Spring 2014	SFAC 563: Getting to Scale	3
Summer 2014	SFAC 564: Action Learning Practicum	3
TOTAL CREDITS		12

INSTRUCTIONAL METHODS

BGI's Certificate in Sustainable Food and Agricultural Systems program uses a combination of monthly in-person "intensives" and distance learning instruction. Classes meet in person on three weekends each quarter, with both synchronous and asynchronous distance learning instruction between monthly class sessions. This hybrid program design allows students from across the United States to participate in the Certificate program while continuing to live and work in their current place of residence.

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

NON-MATRICULATED STUDENT OPPORTUNITIES

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

CLASS SCHEDULES AND LOCATIONS

Monthly in-person class sessions in the Certificate in Sustainable Energy Solutions program are held at IslandWood during Fall, Winter and Spring quarters and at the Seattle Learning Site during Summer quarter. Please see page 31 for more information on these facilities. Certificate students attending classes at IslandWood are required to have an IslandWood meal plan for the days when they are in class.

Please see the 2013-2014 Academic Calendar on page 115 for monthly class dates. Specific class times and locations are also available on The Commons at Students > Schedule and Calendars and on individual course pages.

Students are responsible for arranging their own transportation to and from IslandWood. The ferry schedule for Seattle/Bainbridge Island is available at: www.wsdot.wa.gov/ferries. Taxis are available at the ferry landing for transportation to IslandWood.

2013-2014 COURSE LIST BY QUARTER

Note: Course schedule is subject to change. Check The Commons for updates.

FALL QUARTER 2013

Course Number	Program *	Course Title
ALP 551	SS-H	Action Learning Practicum I
COR 510	SS-H	Capitalism in Context
ECON 555M	SB-M	Principles of Economics
FIN 561	SS-H	Capital Markets and the Financial System
LPD 511	SS-H, SB-M	Leadership and Personal Development A
LPD 514	SS-H, SB-M	Leadership and Personal Development D
MGMT 558S	SB-M	Seminar: Managing for Sustainability
MGMT 560M	SB-M	Business Modeling and Decision Analysis
MGMT 563S	SB-M	Seminar: Strategy for Sustainability
MGT 566	SB-M	Dal LaMagna Series
MGT 578	SS-H	Management I: Engaging Complex Organizational Systems
MKTG 561M	SB-M	Marketing and Sales
OSR 501	OSR 20	Foundations of the OSR Learning Journey
OSR 511	OSR 20	Systems – An Overview of Theory and Perspectives
OSR 551	OSR 19	Skills – The Consultative Approach to Change
OSR 552	OSR 19	Systems – Applying Living Systems Theory
OSR 571	OSR 20	Individual – Reflective Inquiry for Personal Development 1
OSR 574	OSR 19	Individual – Reflective Inquiry for Personal Development 4
SBEC 561	C-SBE	Sust Built Environment: Understanding the Context for Change
SESC 561	C-SES	Sust Energy Solutions: Understanding the Context for Change
SFAC 561	C-SFA	Sust Food and Agricultural Systems: The World Must Be Fed

WINTER QUARTER 2014

Course Number	Program *	Course Title
ACCT 553M	SB-M	Financial and Managerial Accounting
ALP 552	SS-H	Action Learning Practicum II
COR 520	SS-H	Values and Value Creation
ECON 555S	SB-M	Seminar: Economics of Sustainability
LPD 512	SS-H, SB-M	Leadership and Personal Development B
LPD 515	SS-H, SB-M	Leadership and Personal Development E
MGMT 560S	SB-M	Seminar: Business Modeling and Decision Analysis for Sustainability
MGMT 564M	SB-M	Operations Management
MGMT 564S	SB-M	Seminar: Sustainable Operations
MGT 579	SB-H	Management II: Management in a Changing World
MKTG 561S	SB-M	Seminar: Marketing for Sustainability
OSR 512	OSR 20	Skills – Designing, Leading and Participating in Meetings
OSR 513	OSR 20	Design – An Introduction to Principles and Practice
OSR 514	OSR 20	Leadership – Theory and Personal Mastery
OSR 553	OSR 19	Design – Creating the Future by Design
OSR 554	OSR 19	Leadership – Leadership for Systemic Organizational Change
OSR 555	OSR 19	Change – The Theory and Practice of Appreciative Inquiry
OSR 561	OSR 19	Skills – Consulting Team: Consult with an External Client
OSR 572	OSR 20	Individual – Reflective Inquiry for Personal Development 2
OSR 575	OSR 19	Individual – Reflective Inquiry for Personal Development 5
SBEC 562	C-SBE	Sust Built Environment: Platforms and Constraints
SESC 562	C-SES	Sust Energy Solutions: Identifying Opportunities
SFAC 562	C-SFA	Sust Food and Agricultural Systems: Emerging Agricultural Alternatives

**2013-2014
COURSE LIST
BY QUARTER**

SPRING QUARTER 2014

Course Number	Program *	Course Title
ACCT 553S	SB-M	Seminar: Triple Bottom-Line Accounting for Sustainability
ALP 553	SS-H	Action Learning Practicum III
COR 530	SS-H	Means and Measures
ELC 561	SS-H, SB-M	Digital Influence
FIN 563	SS-H	Financial Analysis
LPD 513	SS-H, SB-M	Leadership and Personal Development C
LPD 516	SS-H, SB-M	Leadership and Personal Development F
MGMT 558M	SB-M	Management: Organizational Systems
MGMT 558S	SB-M	Seminar: Managing for Sustainability
MGT 569	SB-M	Entrepreneurship and Intrapreneurship I
OSR 515	OSR 20	Organizations – Group Dynamics and Team Development
OSR 516	OSR 20	Organizations – Theory and Culture as a Foundation for Inquiry
OSR 517	OSR 20	Change – Theory and Ethical Interventions
OSR 556	OSR 19	Change – Social Innovation in the World
OSR 557	OSR 19	Change – Transition, Renewal, and Life-Long Learning
OSR 562	OSR 19	Skills – Organization Systems Renewal Project
OSR 573	OSR 20	Individual – Reflective Inquiry for Personal Development 3
OSR 576	OSR 19	Individual – Reflective Inquiry for Personal Development 6
SBEC 563	C-SBE	Sust Built Environment: The Business Case for Building Green
SESC 563	C-SES	Sust Energy Solutions: Creating New Ventures
SFAC 563	C-SFA	Sust Food and Agricultural Systems: Getting to Scale

SUMMER QUARTER 2014

Course Number	Program *	Course Title
ELC 566I	SS-H, SB-M	International Study Tour
ELC 568	SS-H, SB-M	Creativity and Innovation
MGMT 563M	SB-M	Strategy and Implementation
MGMT 563S	SB-M	Strategy for Sustainability
MGT 570	SB-M	Entrepreneurship and Intrapreneurship II
OSR 531	OSR 20	Skills – Design Team: Design and Deliver a Learning Experience
OSR 550	OSR 20	Individual – Personal Growth and Development through Mentoring
SBEC 564	C-SBE	Sust Built Environment: Action Learning Practicum
SESC 564	C-SES	Sust Energy Solutions: Action Learning Practicum
SFAC 564	C-SFA	Sust Food and Agricultural Systems: Action Learning Practicum

*** PROGRAMS**

Program	Program Title	Format	Location
SB-M	MBA in Sustainable Business	Metro	Seattle
SB-H	MBA in Sustainable Business	Hybrid	IslandWood/online
SS-H	MBA in Sustainable Systems	Hybrid	IslandWood/online
C-SBE	Certificate in Sustainable Built Environment	Hybrid	IslandWood/online
C-SES	Certificate in Sustainable Energy Solutions	Hybrid	IslandWood/online
C-SFA	Certificate in Sustainable Food & Agricultural Systems	Hybrid	IslandWood/online

COURSE EQUIVALENCIES

COURSE EQUIVALENCIES

The following table lists course equivalencies within BGI's MBA, MAOL and Certificate programs. Please see page 19 for more information on transferring between BGI's MBA programs and page 49 for more information on transferring BGI Certificate credits to BGI MBA programs.

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

Course No.	Course Number: Title
ECON 555M	equivalent to MGT 555: Economics I: Neoclassical and Ecological Economics
ENTRE 561	equivalent to MGT 561: Marketing and Sales
ENTRE 569	equivalent to MGT 569: Entrepreneurship and Intrapreneurship I
ENTRE 570	equivalent to MGT 570: Entrepreneurship and Intrapreneurship II
MGT 553	equivalent to ACCT 553M: Financial and Managerial Accounting
MGT 554	equivalent to FIN 554M: Finance
MGT 558	equivalent to MGT 578: Mgmt I: Engaging Complex Organizational Systems
MGT 558	equivalent to MGMT 558M: Management: Organizational Systems
MGT 559	equivalent to MGT 579: Management II: Management in a Changing World
MGT 560	equivalent to MGMT 560M: Business Modeling and Decision Analysis
MGT 561	equivalent to MKTG 561: Marketing and Sales
MGT 563	equivalent to MGMT 563M: Strategy and Implementation
MGT 564	equivalent to MGMT 564M: Operations Management
ELC 561	equivalent to MGT 566: Dal LaMagna Series on Responsible Capitalism
ELC 566I	equivalent to MGT 566: Dal LaMagna Series on Responsible Capitalism
ELC 568	equivalent to MGT 568: Creativity and Right Livelihood
FIN 561	equivalent to MGT 566: Dal LaMagna Series on Responsible Capitalism
FIN 562	equivalent to FIN 554M: Finance
MGT 571	equivalent to LPD 511: Leadership and Personal Development A
MGT 572	equivalent to LPD 512: Leadership and Personal Development B
MGT 573	equivalent to LPD 513: Leadership and Personal Development C
MGT 574	equivalent to LPD 514: Leadership and Personal Development D
MGT 575	equivalent to LPD 515: Leadership and Personal Development E
MGT 576	equivalent to LPD 516: Leadership and Personal Development F
MGTC 551	equivalent to MGT 551: Foundations of Sustainable Business
MGTC 552	equivalent to MGT 552: Systems Thinking in Action
MGTC 561	equivalent to MGT 561: Marketing and Sales
MGTC 567	equivalent to MGT 567: Social Justice and Business
MGTC 569	equivalent to MGT 569: Entrepreneurship and Intrapreneurship I
MGTC 570	equivalent to MGT 570: Entrepreneurship and Intrapreneurship II
OSR 521	equivalent to OSR 571: Individual-Reflective Inquiry for Personal Development I
OSR 522	equivalent to OSR 572: Individual-Reflective Inquiry for Personal Development II
OSR 523	equivalent to OSR 573: Individual-Reflective Inquiry for Personal Development III
SBEC 561	equivalent to MGT 566: Dal LaMagna Series on Responsible Capitalism
SBUS 530	equivalent to MGT 551: Foundations of Sustainable Business
SBUS 531	equivalent to MGT 552: Systems Thinking in Action
SESC 561	equivalent to MGT 566: Dal LaMagna Series on Responsible Capitalism
SFAC 561	equivalent to MGT 566: Dal LaMagna Series on Responsible Capitalism



TUITION, FEES AND PAYMENT

CHAPTER 3



**TUITION, FEES &
PAYMENT PLANS**

TUITION & FEES 2013-2014

Tuition and fees for 2013-2014 are detailed below and on the BGI website at www.bgi.edu. Expenses for books, readings and course materials, parking and other course-related costs are not included in tuition. Tuition and fees are subject to change.

2013-2014 Tuition & Fee Details	
PROGRAM	Tuition Cost
OSR 19 MAOL program (six quarters)	\$6,653/quarter (program total of \$39,918)
OSR 20 MAOL program (seven quarters)	\$6,900/quarter (program total of \$48,300)
MBA programs (all)	\$924 per credit
Certificate programs (all)	\$410 per credit
OSR MAOL Supplemental Fee	Cost
OSR 19 MAOL Supplemental Fee (covers all required reading material and residential costs for off-site sessions)	\$700/quarter (program total of \$4200)
OSR 20 MAOL Supplemental Fee (covers all required reading material and residential costs for off-site sessions)	\$600/quarter (program total of \$4200)
IslandWood Room and Board per Quarter	Cost per Quarter
Single Room with Meals	\$2,400
Double Room with Meals	\$1,950
Triple Room with Meals	Not Available
Quad Room with Meals	\$1,320
Quint Room with Meals	\$1,185
Meals Only *	\$690
Saturday lunches/snacks (Certificate students)	\$100
<i>* PLEASE NOTE: "Meals Only" (no lodging) with permission of the Associate Academic Dean for MBA.</i>	
Orientation Fee	One-time Cost
MBA in Sustainable Systems (Hybrid MBA)	\$1300 **
MBA in Sustainable Business (Metro MBA)	\$0
OSR MAOL	\$0
Certificate programs	\$0
<i>** Refunded with a minimum of one week's notice.</i>	
Incidental Fees	Cost
Schedule Adjustment (Add/Drop) per class	\$25
Incomplete (per class each quarter)	\$200
Incomplete Extension	\$100
Leave of Absence: MAOL	\$150 one-time cost
Leave of Absence: MBA	\$150 one-time cost
Leave of Absence: Certificate	\$75 one-time cost
Reinstatement	\$0
Late Payment Fee	\$100
Interest on Past Due Accounts	1% of balance
Payment Plan Fee	\$20 per month
Late Registration Fee	\$100
Loan Registration Fee	\$35
Loan Origination Fee	\$200
Dishonored Checks	\$50
Graduation Fee MBA and MAOL	\$95
Graduation Fee Certificate	\$45
Transcripts	\$10
Transcripts Rush	\$25
Credit Transfer from Certificate to MBA	\$250 per credit
LEED Green Associate Exam Prep Course *	\$600*

* optional eight-hour LEED Green Associate training program embedded in SBEC 562; fee is based on number of students; \$600 is maximum charge.

PAYMENT OPTIONS

QUARTERLY

Full tuition and fees are due by the quarterly due date. This option incurs no additional fees. Quarterly due dates are shown on the 2013-14 Calendars on pages 113-5, and are as follows:

QUARTER	TUITION/FEES DUE DATE
Fall 2013	September 3, 2013
Winter 2014	December 3, 2013
Spring 2014	March 4, 2014
Summer 2014	May 27, 2014

Please note that course fees for courses such as ELC 566I: International Study Abroad may have special due dates, which will be disclosed in advance when the course is arranged. Tuition for these courses will be due in accordance with the schedule above.

MONTHLY

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

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

TUITION DISCOUNTS FOR GROUPS

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

TUITION DISCOUNTS FOR COUPLES

A 5% couple discount is available to married or partnered students when both spouses or partners are attending BGI at the same time. This discount is not available to students receiving institutional financial aid.

In order to be eligible, married couples must present a copy of their marriage certificate and partnered couples must provide a copy of their state domestic partnership registration or proof of shared financial obligations. Financial obligations must be demonstrated by the existence of at least two of the following conditions (A, B or C):

- A. Have common or joint ownership of residence, e.g., house, condominium or mobile home
- B. Share at least two of the following:
 - Joint ownership of a motor vehicle
 - Joint checking account
 - Joint credit account
 - Residential lease that identifies both students as tenants.
- C. Designated as each other's primary beneficiaries on at least one of the following:
 - Will
 - Retirement plan
 - Life insurance policy

TUITION DISCOUNTS FOR IMMEDIATE FAMILY MEMBERS

A 5% family discount is available when two or more siblings and/or parents within the same immediate family are attending BGI at the same time. This discount is not available to students receiving institutional financial aid.

FINANCIAL AID OVERVIEW

BGI participates with federal, state and private agencies to make various financial aid programs available to students. Financial assistance (financial aid) awarded through BGI may consist of a combination of institutional scholarships and grants, state aid programs, federal and private loans and/or part-time work-study opportunities for those who qualify.

Students wishing to apply for financial assistance are required to complete the Free Application for Federal Student Aid (FAFSA) and the BGI Institutional Application for Financial Aid. Applying for financial aid is a detailed process that requires careful completion of forms, attention to deadlines and quick response if additional information is requested by BGI. Please understand that aid cannot be calculated until the financial aid application packet is complete. It is the student's responsibility to check that their application has been received in its entirety.

Please direct all financial aid questions to:

Financial Aid Administrator
financialaid@bgi.edu
Phone: 206.780.6227

Submit all written correspondence and financial aid materials to:

Bainbridge Graduate Institute
Financial Aid Office
RE: Confidential/FA
220 Second Avenue South, Suite 400
Seattle, WA 98104

Or fax to:

866.887.6244
Bainbridge Graduate Institute
Financial Aid Office
RE: Confidential/FA

It is the responsibility of all students receiving financial aid to read the following policies. Financial aid policies and procedures are subject to change and may change without notice. For the most up-to-date financial aid information, please visit the BGI website at www.bgi.edu.

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

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

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

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

ESTIMATED COST OF ATTENDANCE (COA) BUDGET

The cost of attendance budget, also referred to as the cost of education, is an estimate of the total amount of money it will cost a student to attend school per academic year. In addition to helping a student project his/her total education costs, the cost of attendance budget is also used to determine the maximum amount of financial aid a student is allowed to receive for a particular period of enrollment.

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

The cost of attendance (COA) budget varies, depending on the program of study and the length of enrollment. The table below shows a listing of estimated COA budgets per academic year for full-time BGI students. These costs are effective Fall 2012 and are subject to change.

Program	COA	Tuition	Lodging	Books	Supplies	Living Expenses	Transportation	Loan Fees
MBA Sustainable Systems 2-yr	\$50,585	\$27,720	\$3,960 ¹	\$600	\$600	\$16,000	\$1,500	\$205
MBA Sustainable Systems 3-yr	\$39,497	\$16,632	\$3,960 ¹	\$600	\$600	\$16,000	\$1,500	\$205
MBA Sustainable Business	\$44,357	\$25,872	N/A	\$600	\$600	\$16,000	\$1,080 ³	\$205
MA Organizational Leadership	\$47,285	\$27,600	\$375 ²	\$2,025		\$16,000	\$1,080 ³	\$205
Certificate programs (hybrid)	\$23,525	\$ 4,920	N/A	\$300	\$600	\$16,000 ⁴	\$1,500	\$205

¹ Based on quad occupancy and full meals at IslandWood

² Pilgrim Firs room and board

³ Average cost based on public transportation

⁴ Includes Saturday lunches and snacks at IslandWood for Fall/Winter/Spring quarters (\$100/quarter)

FINANCIAL ASSISTANCE

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

TYPES OF FINANCIAL ASSISTANCE

INSTITUTIONAL GRANTS

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

SCHOLARSHIPS

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

BGI Scholarships for MBA, MA and Certificate Students

BGI offers various scholarships, most based on financial need and leadership in sustainability. Some are offered to both MBA and Certificate students, some only to new students, and some to students in particular programs only (e.g., MA in Organizational Leadership). Students complete one application and essay for the Capa Diversity, Pinchot Leadership, Sustainability Innovator, Sustainability Intrapreneuer and Sustainability Entrepreneur Scholarships. The Leadership Spirit award has a separate application and essay prompt.

Basic Eligibility Requirements

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

SCHOLARSHIPS *continued*

Scholarships Available

In 2013-2014, BGI has a total of \$300,000 available to award in scholarships, as follows:

Scholarship	Amount	Application Deadline
Capa Diversity Scholarship	\$1,000-\$4,000	August 1, 2013
Pinchot Leadership Scholarship	\$1,000-\$4,000	August 1, 2013
Sustainability Innovator Scholarship	\$1,000-\$10,000	August 1, 2013
Sustainability Entrepreneur Scholarship	\$1,000-\$10,000	August 1, 2013
Sustainability Intrapreneur Scholarship	\$1,000-\$10,000	August 1, 2013
OSR Leadership Spirit Scholarship		August 30, 2013

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

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

HOW TO APPLY FOR BGI SCHOLARSHIPS

Capa Diversity Scholarship, Pinchot Leadership Scholarship and/or Sustainability Innovator, Entrepreneur or Intrapreneur Scholarships

To apply for the Capa Diversity, Pinchot Leadership and/or Sustainability Innovator, Entrepreneur or Intrapreneur Scholarships, please submit the following to financialaid@bgi.edu:

1. Completed Scholarship Application (available online at <http://www.bgi.edu/files/BGI-Scholarship-Application-2013-2014.pdf>)
2. One- to two-page essay addressing the below prompt:
BGI prepares you to create positive change in our world. In what ways does an education centered around sustainability and leadership prepare you for your future? Please discuss your accomplishments and/or ambitions in one or more of the following areas:
 - Diversity
 - Leadership
 - Innovation
 - Entrepreneurship
 - Intrapreneurship

Each applicant will submit one scholarship essay and application to be eligible for BGI scholarships. Submissions will be evaluated for one or more of the following awards: The Capa Diversity Scholarship, The Pinchot Leadership Scholarship and/or the Sustainability Innovator, Entrepreneur or Intrapreneur Scholarship.

The Certificate Scholarship

To apply for The Certificate Scholarship, please submit the following documents to financialaid@bgi.edu:

1. Completed Scholarship Application (available online at <http://www.bgi.edu/files/BGI-Scholarship-Application-2013-2014.pdf>)
2. One- to two-page essay addressing the below prompt:
BGI prepares you to create positive change in our world. In what ways does an education centered around sustainability and leadership prepare you for your future? Please discuss your accomplishments and/or ambitions in one or more of the following areas:
 - Sustainable Energy Solutions
 - Sustainable Food and Agricultural Systems
 - Sustainable Built Environment

The OSR Leadership Spirit Scholarship

To apply for the OSR Leadership Spirit Scholarship, please submit answers to the following questions no later than August 30, 2013. Submissions can be emailed to admissions@bgi.edu. Recipients will be notified of scholarship decision no later than September 6, 2013.

1. In what way(s) do you look forward to expanding your leadership capacity during the OSR program? (150 word limit)
2. Whole person learning, encompassing mind, body, heart, and spirit, is a foundation of the OSR Program. Which of these areas will provide the biggest challenge for you during the program and why? (150 word limit)

BGI SCHOLARSHIP DETAILS

The Capa Diversity Scholarship

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

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

Requirements: The Capa Diversity Scholarship is available to students in all BGI programs in the 2013–2014 academic year. Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of half-time enrollment while receiving this award.

Award Amount: \$1,000–\$4,000, disbursed per credit over the duration of your program. Scholarships are applied to tuition and fees only.

The Pinchot Leadership Scholarship

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

Scholarships are awarded to individuals demonstrating excellence in leadership who believe their experience and prior achievements will inform their BGI education. Successful applicants have experience with activities, events or organizations which reflect leadership in creative and/or effective community engagement.

Requirements: The Pinchot Leadership Scholarship is available to students in all BGI programs in the 2013–2014 academic year. Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of half-time enrollment while receiving this award.

Award Amount: \$1,000–\$4,000, disbursed per credit over the duration of your program. Scholarships are applied to tuition and fees only.

The Sustainability Innovator Scholarship

The Sustainability Innovator Scholarship recognizes academic achievement and professional accomplishment with a demonstrated desire to affect change in the field of sustainability. Eligible applicants must demonstrate outstanding educational merit and leadership potential.

Scholarships are assessed on financial need, academic capability, leadership experience and demonstrated interest in moving the bar on sustainability. Innovator recipients agree to provide quarterly reports that may be published on behalf of BGI.

Requirements: The Sustainability Innovator Scholarship is available exclusively to students who are either applying to or newly enrolled in a BGI MBA program at Bainbridge Graduate Institute in the 2013–2014 academic year. Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of half-time enrollment while receiving this award.

Award Amount: \$1,000–\$10,000, disbursed per credit over the duration of your program. Scholarships are applied to tuition and fees only.

The Sustainability Entrepreneur Scholarship

The Sustainability Entrepreneur Scholarship recognizes students who demonstrate initiative and excel in business acumen. Eligible applicants possess an entrepreneurial spirit and an innovative vision for the future of sustainability.

Applicants who are or plan to be self-supporting entrepreneurs are encouraged to apply. This scholarship is assessed on financial need, business acumen and a defined business concept that moves the needle in sustainability.

Requirements: The Sustainability Entrepreneur Scholarship is available exclusively to students who are either applying to or newly enrolled in an MBA program at Bainbridge Graduate Institute in the 2013–2014 academic year. Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of half-time enrollment while receiving this award.

Award Amount: \$1,000–\$10,000, disbursed per credit over the duration of your program. Scholarships are applied to tuition and fees only.

The Sustainability Intrapreneur Scholarship

The Sustainability Intrapreneur Scholarship recognizes current and future leaders of change within corporations, non-profits or government agencies. Eligible applicants see opportunities within existing organizations and possess leadership capabilities to influence changes for sustainability.

Applicants should express a mature understanding of the impact of change that starts within a corporation, non-profit or government agency. This scholarship is assessed on financial need, leadership capacity and demonstrated initiative regarding sustainability measures.

Requirements: The Sustainability Entrepreneur Scholarship is available exclusively to students who are either applying to or newly enrolled in an MBA program at Bainbridge Graduate Institute in the 2013–2014 academic year. Scholarship recipients must maintain Satisfactory Academic Progress and a minimum of half-time enrollment while receiving this award.

Award Amount: \$1,000–\$10,000, disbursed per credit over the duration of your program. Scholarships are applied to tuition and fees only.

The Certificate Scholarship

The Certificate Scholarship recognizes students from each of BGI's three graduate Certificate programs and their ambition to pursue sustainability through the lens of energy solutions, the built environment, or food and agriculture. Eligible applicants are current or future change agents in some facet of sustainability related to their industry specific program.

Scholarships are awarded to individuals who demonstrate a passion towards sustainable business and desire to create change in the energy, built environment, or food and agriculture fields.

Requirements: The Certificate Scholarship is available to students applying for a Certificate at Bainbridge Graduate Institute in the 2013 – 2014 academic year. Scholarship recipients must maintain Satisfactory Academic Progress.

Award Amount: \$750, disbursed per credit over the duration of the program. Scholarships are applied to tuition and fees only.

The OSR Leadership Spirit Scholarship

The OSR Leadership Spirit Scholarship recognizes students who engage whole person learning. Eligible applicants should demonstrate interest in organizational leadership and systems and design thinking.

Requirements: The OSR Leadership Spirit Scholarship is available exclusively for Master of Arts in Organizational Leadership candidates. In order to be considered for the scholarship, applicants must have a complete Application for Admission including the Institutional Financial Aid Application on file on or before August 30th, 2013.

Award Amount: \$6,000, disbursed per credit over the duration of your program. Scholarships are applied to tuition only.

FEDERAL WORK-STUDY PROGRAM

Our work-study program offers students the opportunity to gain valuable work experience while earning money for graduate school. Students can enhance their current learning as well as their future professional prospects by integrating classroom concepts with real-world work experience. Work study opportunities are limited and can be requested upon enrollment.

Available to MBA, MAOL and Certificate students, eligibility for this program is based on financial need. Students are offered jobs (usually on-campus) which pay at least the federal minimum wage. The number of hours to be worked during a quarter is determined by the amount awarded by the program. The average work schedule ranges from ten to twenty hours per week.

LOANS

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

Federal (Title IV) Loans

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

There are borrowing limits on all of the loans described above. For further information and details on the grants, scholarships and loans previously described, please visit the BGI website at www.bgi.edu or contact the Financial Aid Office.

MILITARY EDUCATION BENEFITS

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

APPLYING FOR FINANCIAL ASSISTANCE

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

All students who wish to be considered for financial aid assistance must establish financial aid eligibility on an annual basis. The financial aid year varies between programs as listed below. Determining financial aid eligibility includes completing the application process as outlined below and meeting the Satisfactory Academic Progress standards outlined on pages 70-2 in this catalog. Students must be enrolled at least half-time to be eligible for most types of financial aid.

ELIGIBILITY REQUIREMENTS

General eligibility requirements for federal financial aid are as follows. Students must:

- Be a U.S. citizen or an eligible non-citizen;
- Have a valid Social Security number;
- Possess a high school diploma, or a General Education Development (GED) certificate;
- If male, be registered with the Selective Service;
- Be enrolled at least half-time per quarter and maintain satisfactory academic progress in an eligible degree program at a school participating in federal financial aid programs (see below for more information);
- Demonstrate financial need (except for some loan programs);
- Sign a statement on the FAFSA certifying federal student aid will be used only for educational purposes;
- Not owe a refund on a federal student grant;
- Not in default on federal student loan;
- Not have borrowed in excess of the maximum allowed for federal loans;
- Not convicted for a drug offense that occurred while you were enrolled in school and receiving federal student aid.

FINANCIAL AID INFORMATION

Half-time Status

Students must be enrolled at least half-time in order to be eligible for federal financial aid. BGI defines full-time for all programs as 6 credits and half-time as 3 credits. Students must therefore maintain a credit load of at least 3 credits to remain eligible for federal financial aid.

WHEN TO APPLY

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

1. Obtain a PIN from the U.S. Department of Education. This is necessary for completing the FAFSA online. A PIN can be requested at www.pin.ed.gov.
2. Complete the Free Application for Federal Student Aid (FAFSA) or the Renewal FAFSA online at www.fafsa.ed.gov. Students must include BGI's federal school code (041612) on the application.
3. Complete the BGI Institutional Financial Aid Application. The BGI Institutional Financial Aid Application is available online at www.bgi.edu and on The Commons. Return the Institutional Financial Aid Application to the Financial Aid Office.

WHAT HAPPENS NEXT?

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

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

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

FINANCIAL AID REFUND REDISTRIBUTION POLICY

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

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

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

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

RETURN TO TITLE IV FUNDS POLICY

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

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

FINANCIAL AID INFORMATION

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

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

This policy does not apply to Federal Work Study funds that have been earned by students.

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

FINANCIAL AID REFUND POLICY

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

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

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

LOAN DEFERMENT

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

**FINANCIAL AID
INFORMATION:
Satisfactory Academic
Progress (SAP)**

SATISFACTORY ACADEMIC PROGRESS (SAP)

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

Students must meet two academic standards in order to maintain SAP:

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

SAP is assessed at the end of each quarter, following grade submission. Quarterly assessment of SAP is based on the successfully completed percentage of total attempted credit hours, as detailed in the table below.

A grade of CR (equal to A or B letter grade) constitutes successful completion of a course. Grades that are considered unsuccessful include: NC (equal to C through F letter grades); I (Incomplete), WD (Withdrawal); and HW (Hardship Withdrawal). See Grades on page 97 of the catalog for further details on BGI’s grading scale.

MINIMUM QUARTERLY CREDIT COMPLETION RATES

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

Program	Minimum Quarterly Completion Rate
MBA in Sustainable Systems (2-year)	MBA in Sustainable Systems (2-year) students must successfully complete at least 67% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
MBA in Sustainable Systems (3-year)	MBA in Sustainable Systems (3-year) students must successfully complete at least 57% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
MBA in Sustainable Business (9-quarter)	MBA in Sustainable Business (9-quarter) students must successfully complete at least 57% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
Master of Arts in Organizational Leadership (MAOL)	MAOL students must successfully complete at least 66% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
Certificate in Sustainable Built Environment	Certificate in Sustainable Built Environment students must successfully complete 100% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
Certificate in Sustainable Energy Solutions	Certificate in Sustainable Energy Solutions students must successfully complete 100% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.
Certificate in Sustainable Food and Agricultural Systems	Certificate in Sustainable Food and Agricultural Systems students must successfully complete 100% of the total credit hours they attempt each quarter in order to maintain Satisfactory Academic Progress.

**FINANCIAL AID
INFORMATION:
Satisfactory Academic
Progress (SAP)**

SATISFACTORY ACADEMIC PROGRESS (SAP) *continued*

MAXIMUM TIME FRAME FOR DEGREE COMPLETION

BGI students are expected to finish their program within the maximum time frame, which is defined as 150% of the required number of credits for the program, as detailed below.

Program	Maximum Time Frame for Degree Completion
MBA in Sustainable Systems MBA in Sustainable Business	MBA students can receive financial aid for up to 90 attempted credit hours (150% of the required 60 credits).
Master of Arts in Organizational Leadership (MAOL)	MAOL students can receive financial aid for up to 90 attempted credit hours (150% of the required 60 credits).
Certificate in Sustainable Built Environment Certificate in Sustainable Energy Solutions Certificate in Sustainable Food and Agricultural Systems	Certificate students can receive financial aid for up to 18 attempted credit hours (150% of the required 12 credits).

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

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

Courses dropped before the schedule adjustment deadline will not be used to determine SAP status. See Calendars on pages 113-5 and at www.bgi.edu for schedule adjustment deadlines.

STUDENTS NOT MEETING SAP STANDARDS

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

WARNING		
Situation	Action	Reinstatement
A student has not successfully met SAP requirements at the end of the quarter. See above for SAP requirements by program.	The student will be placed on Warning for one quarter, allowing them the chance to improve their academic standing. The student will meet with an academic advisor to develop a plan to complete the course work. The student will be notified of the Warning via their BGI email address. The student is still eligible for financial aid when on Warning.	If the student successfully meets SAP requirements in the quarter during which they are on Warning, the Warning status will subsequently be removed. If the student again fails to meet SAP requirements, the student will be placed on Suspension (see below).
SUSPENSION		
Situation	Action	Reinstatement
The student does not meet SAP requirements in the quarter during which they are on Warning.	The student is placed on Suspension. The student will meet with an academic advisor to develop a plan to complete the course work. The student will be notified of the Suspension via their BGI email address. The student is not eligible to receive financial aid while on suspension.	SAP APPEAL: The student on Suspension may file an appeal to be placed on Probation. See below for details on SAP appeals. If the student successfully meets SAP requirements in the quarter during which they are on Suspension, the Suspension status will be removed and the student becomes eligible for financial aid in the following quarter.

TUITION, FEES & PAYMENT

**FINANCIAL AID
INFORMATION:
Satisfactory Academic
Progress (SAP)**

STUDENTS NOT MEETING SAP STANDARDS *continued*

PROBATION		
Situation	Action	Reinstatement
The student on Suspension has submitted an SAP Appeal and the appeal has been granted by the Financial Aid Office.	The student will be placed on Probation for one quarter. The student will meet with an academic advisor to develop a plan to complete the course work. The student is eligible to receive financial aid while on Probation.	If the student successfully meets SAP requirements in the quarter during which they are on Probation, the Probation status will subsequently be removed. If the student fails to meet SAP requirements while on Probation, the student will again be placed on Suspension and will again have the right to appeal the Suspension.
ACADEMIC TERMINATION		
Situation	Action	Reinstatement
Student fails to resolve the Suspension within one year.	Student is no longer considered an enrolled student.	Student must reapply for admission if s/he wishes to continue the degree program.

SAP APPEALS

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

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

STEPS TO COMPLETE AN SAP APPEAL

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

1. Complete the Satisfactory Academic Progress Appeal form, available at <http://www.bgi.edu/admissions/financial-aid/>.
2. Provide a written explanation of the extenuating circumstance(s) that occurred during the prior quarter of attendance that prevented successful completion of all classes.
3. Provide supporting documentation. The Financial Aid Office will only review the materials that the student provides. It is the student's responsibility to thoroughly document the appeal. Appeals submitted without supporting documentation will take longer to review or will be denied.

The student will receive written notification of the decision from the Financial Aid Office via their BGI email address. If the student's appeal is denied, the student may appeal that decision by contacting the Provost and Dean of Academic Affairs.

Please note that, if a student is waiting for a decision regarding an appeal and tuition and fees are due, the student must pay tuition and fees. Please see Payment Options on page 61 for more information.



ADMISSION AND ENROLLMENT

CHAPTER 4

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

MBA PROGRAM ADMISSION

BGI's admission process is designed to select applicants with strong academic backgrounds, capabilities, work and leadership experience and personal and professional goals aligned with our mission. Our objective is to admit students who will contribute to the diversity of our learning community.

Prospective students often demonstrate their commitment to BGI during pre-admission communications addressing BGI's mission, program, learning community, faculty, classes, career planning and academic advising. This usually involves in-depth discussions with faculty and administrators, interviews with current students and alumni, campus visits and class observation.

MBA APPLICATION AND ADMISSION REQUIREMENTS

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

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

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

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

Application includes:

- Completed online application form
- Application fee
- Baccalaureate degree from an accredited institution
- Official transcripts from each institution attended where academic credits were received. *Applicants' correspondence with BGI (résumé, application, etc.) should be in agreement regarding all schools attended. (See policy below regarding foreign transcripts).*
- Two letters of recommendation from educational and/or professional contacts
- A two- to three-page essay in standardized required format addressing applicant's personal and professional goals and how the BGI learning experience can help achieve those goals
- Résumé or CV
- Proof of graduate-level abilities in the form of one of the following items:
 - GMAT or GRE scores (BGI's institution code is 4236)
 - Transcripts showing completion of MBAmath.com with an average score of at least 80%
 - Applicants with three or more years of related industry managerial experience may request consideration from the Provost and Dean of Academic Affairs, in writing, that their experience provides proof of ability to succeed academically
 - Existing Master's degree or higher (e.g., PhD, MD, JD)
- A personal interview with the Provost and Dean of Academic Affairs or Associate Academic Dean
- Proficiency with computer technology and software
- English language proficiency (as required – see page 76 for more information)
- At least two years of work experience (recommended)

TRANSCRIPT INSTRUCTIONS

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

Official transcripts must document:

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

Official transcripts must be:

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

Bainbridge Graduate Institute
Attn: Admissions
220 Second Avenue South, Suite 400
Seattle, WA 98104

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

FOREIGN TRANSCRIPTS (including Canada)

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

Undergraduate Degree Transcripts

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

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

Non-Degree Coursework

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

Coursework Evaluation: BGI does not require FIS/WES evaluation of non-degree coursework.

Study Abroad Programs

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

Coursework Evaluation: BGI does not require FIS/WES evaluation of study abroad coursework.

ENGLISH LANGUAGE PROFICIENCY

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

INTERNATIONAL STUDENTS

BGI recognizes the value of having a diverse and international student body.

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

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

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

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

MBA APPLICATION DEADLINES AND DECISION NOTIFICATIONS

Applicants for 2013-2014 admission will be considered in three admission phases: Early Decision, Standard Admission and Late Admission. Please see the BGI website, www.bgi.edu, for specific dates. All BGI admission decisions are final and are usually made within one to two weeks of a completed interview.

Early Decision (MBA in Sustainable Systems program only)

Early Decision applications are accepted for the MBA in Sustainable Systems program only. Application during the Early Decision admission period guarantees that applicants will be considered for open seats in the entering class. Applications are reviewed and decisions made on an ongoing basis. Accepted students:

- Will be invited to participate in special events in advance of program start
- Will receive a choice of orientation sessions
- Will pay the standard orientation fee

Standard Admission

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

Late Admission

Applications completed after the Standard Admission deadline will be reviewed on a case-by-case basis. Consideration is not guaranteed after the Standard Admission deadline. MBA in Sustainable Systems students admitted after the Standard Admission deadline will be charged late fees as outlined on the BGI website at www.bgi.edu. Applications for the MBA in Sustainable Systems program received after the Late Admission deadline are subject to prior approval by the Provost and Dean of Academic Affairs.

Late applicants to the MBA in Sustainable Systems and MBA in Sustainable Business programs who are unable to meet admission requirements before the start of orientation may be granted conditional acceptance pending a completed application packet at the Provost and Dean of Academic Affairs's discretion. Late applicants must complete all application requirements prior to the start of their second quarter or a registration hold will be placed on them until they are able to meet these requirements. Students can request an extension from the Provost.

Wait List

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

UPON ADMISSION

If admitted, the applicant must complete and submit the Enrollment Form and a \$550 tuition deposit to hold a place in the program. The tuition deposit is not a fee and will be deducted from the student's first quarter tuition.

Once the student's Enrollment Form and tuition deposit have been received, the Director of Academic and Student Affairs will send the student a Welcome Packet with information on registering for classes, joining the online community and signing up for new student orientation.

TUITION DEPOSIT

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

CONDITIONAL ADMISSION

In some circumstances, applicants may be granted conditional admission. These students must submit any required documents or meet the required conditions within the first term of study or by the date noted in the acceptance letter, whichever is first. Failure to meet any conditions will result in registration holds.

FRAUDULENT APPLICATIONS

If fraudulent, exaggerated or forged documents are discovered, the application will be denied.

DEFERMENT AND REAPPLICATION

Upon acceptance, applicants can defer their enrollment for up to one year. After one year, the applicant must reapply to the MBA program. To reapply, a previous applicant must submit an entirely new application packet in accordance with current application requirements, with the exception of any GMAT, GRE or MBAmath scores, recommendations or transcripts that may remain on file with BGI.

Additional course work completed after the first admission decision must be documented with official transcripts. Applicants may reapply only once.

MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP (MAOL) ADMISSION

MAOL APPLICATION AND ADMISSION REQUIREMENTS

Selection criteria — we are looking for a fit regarding:

- Ability to engage in self-directed and reflective learning;
- Engagement in whole person learning and personal growth;
- Experience working with groups, organizations and/or change;
- Opportunity to apply learning in organizational settings;
- Critical thinking and clear written/oral communication skills;
- Willingness to collaborate in a learning community;
- Commitment to full participation in the 22 months of the OSR Master's program.

Application includes:

- Completed online application form
- Application fee
- Bachelor's degree from an accredited institution. If your bachelor's degree was from a non-traditional institution where letter grades were not issued, you are required to take the MAT, GMAT or GRE.
- 3.00 GPA in the last 90 quarter/60 semester credits recommended. Strong applicants with a lower GPA are encouraged to apply and may be admitted on a probationary basis.
- Official transcripts from the last two years of the baccalaureate degree and any post-baccalaureate course work. A completed undergraduate degree must be verified prior to enrollment. Exceptions to the policy are noted with the degree requirements. *Applicants' correspondence with BGI (résumé, application, etc.) should be in agreement regarding all schools attended. (See policy below regarding foreign transcripts).*
- Two letters of recommendation from individuals who can speak to your qualifications for this program.
- Three- to five-page double-spaced, typed essay to help determine the fit between your goals and those of the OSR Graduate Program. Include the following in your essay:
 - Describe for us your personal, professional and educational history. Tell us how this relates to your current educational and career goals.
 - What is the difference you hope to make in the world with a degree in Organization Systems Renewal? What are your opportunities to apply your learning in an organizational setting while you are in OSR? What is your experience working with organizational change?
 - Tell us about your interest in learning and collaborating in a cohort community.
 - What is your financial plan to support your participation in the OSR program? What personal and organizational support do you have for undertaking the OSR program at this time? What time commitments will you be giving up so that you can make room for the OSR program in your life?
 - Outline the personal and organizational support you have for undertaking the program at this time.
- Résumé or CV
- Interview
- English language proficiency (as required – see page 79 for more information)

TRANSCRIPT INSTRUCTIONS

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

Official transcripts must document:

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

**ADMISSION &
ENROLLMENT:
OSR MAOL Program**

Official transcripts must be:

- Issued and embossed by each school's registrar
- Sealed by each of the issuing schools (opened or tampered envelopes are not acceptable)
- Sent directly from the issuing school to BGI at:
Bainbridge Graduate Institute
Attn: Admissions
220 Second Avenue South, Suite 400
Seattle, WA 98104

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

FOREIGN TRANSCRIPTS (including Canada)

Degrees and Studies Outside the United States, including Canada		
	Official Transcripts Required	NACES Evaluation Required
Undergraduate Degree	Yes	Yes
Non-Degree Coursework	Yes	No
Study Abroad Programs	No	No

Undergraduate Degree Transcripts

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

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

Non-Degree Coursework

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

Coursework Evaluation: BGI does not require NACES evaluation of non-degree coursework.

Study Abroad Programs

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

ENGLISH LANGUAGE PROFICIENCY

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

INTERNATIONAL STUDENTS

BGI recognizes the value of having a diverse and international student body.

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

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

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

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

APPLICATION DEADLINES & DECISION NOTIFICATIONS

Classes begin September 30, 2013. Applications are received and reviewed on a rolling basis and space is limited.

TUITION DEPOSIT

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

CERTIFICATE PROGRAMS ADMISSION

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

When a Certificate program reaches capacity, admitted students will be wait-listed for the next available start date.

Students in the Certificate in Sustainable Built Environment, Certificate in Sustainable Energy Solutions and Certificate in Sustainable Food and Agriculture Systems may be eligible for payment plans and for Federal Financial Aid. For information on the tuition, fees and financial aid, please see Chapter 3 or visit our website at www.bgi.edu.

CERTIFICATE APPLICATION AND ADMISSION REQUIREMENTS

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

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

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

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

A complete application includes:

- Completed online application form
- Application fee
- Baccalaureate degree from an accredited institution
- Official transcripts from each institution attended
Applicants' correspondence with BGI (résumé, application, etc.) should be in agreement regarding all schools attended. See policy below regarding foreign transcripts.
- Two letters of recommendation from educational or professional contacts
- A two- to three-page essay in standardized required format addressing applicant's personal and professional goals and how the BGI learning experience can help achieve those goals
- Résumé or CV
- Proof of graduate-level abilities in the form of **one** of the following items:
 - GMAT or GRE scores (BGI's institution code is 4236)
 - Transcripts showing completion of MBAmath.com with an average score of at least 80%
 - Applicants with three or more years of related industry managerial experience may request consideration from the Provost and Dean of Academic Affairs, in writing, that their experience provides proof of ability to succeed academically.
 - Existing Master's degree or higher (e.g., PhD, MD, JD)
- A personal interview with the Provost and Dean of Academic Affairs or Associate Academic Dean
- Proficiency with computer technology and software
- English language proficiency (as required - see page 83 for more information)
- At least 2 years of work experience (recommended)

TRANSCRIPT INSTRUCTIONS

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

Official transcripts must document:

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

Official transcripts must be:

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

Bainbridge Graduate Institute
Attn: Admissions
220 Second Avenue South, Suite 400
Seattle, WA 98104

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

FOREIGN TRANSCRIPTS (including Canada)

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

Undergraduate Degree Transcripts

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

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

Non-Degree Coursework

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

Coursework Evaluation: BGI does not require FIS/WES evaluation of non-degree coursework.

Study Abroad Programs

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

Coursework Evaluation: BGI does not require FIS/WES evaluation of study abroad coursework.

ENGLISH LANGUAGE PROFICIENCY

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

INTERNATIONAL STUDENTS

BGI recognizes the value of having a diverse and international student body.

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

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

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

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

APPLICATION DEADLINES AND DECISION NOTIFICATIONS

BGI evaluates applications and makes decisions on an ongoing basis until the class is full. Once the class is full, applicants have the option of being waitlisted. Applicants for winter or spring quarters are considered on a space available basis. Please contact the Admissions Office to find out if space is available.

If admitted, the applicant must complete and submit the Enrollment Form and a \$250 tuition deposit to hold a place in the program.

TUITION DEPOSIT

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

CREDIT TRANSFER TO BGI MBA PROGRAMS

Certificate students are awarded graduate credits and a certificate upon successful completion of courses in these programs. The credits earned in the Certificate in Sustainable Business program are applicable to either of the BGI MBA programs should the certificate student later apply for, and be admitted to, one of the MBA programs. Certificate program credits must be applied to the MBA program within five (5) years of completing the program to be considered transferable. Please note that, due to the difference in tuition rates for Certificate programs (\$410/credit) and for MBA programs (\$924/credit), a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program. Fees are published on page 60 and on the BGI website at www.bgi.edu.

REGISTRATION PROCEDURES

All BGI students are responsible for understanding current BGI course offerings, tuition and fees, deadlines and academic policies.

Updates to course offerings, tuition and fees, deadlines and academic policies are posted on The Commons. The Registrar will send registration reminders each quarter. Students are also responsible for maintaining current contact information. Address and phone number changes can be made through the Student Information System.

Students in the Master of Arts in Organizational Leadership and Certificate programs will automatically be registered for courses based on their program. Course schedule information is available on The Commons under Students > Schedule & Calendars.

Students in the MBA in Sustainable Business and MBA in Sustainable Systems programs will self-register on the Student Information System. Registration instructions are published on The Commons in the Welcome Center and on the Registration & Records page. Registration deadlines are available in the Calendars section of the catalog, on the BGI website at www.bgi.edu and on The Commons under Students > Schedule & Calendars. Please note that a late fee may be assessed if registration is received after the registration deadline. Please see www.bgi.edu for a complete listing of fees.

Final registration for BGI courses requires:

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

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

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

IDENTIFICATION (ID) CARDS

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

Students will need to provide a digital high resolution headshot to the Registrar within one week of their first classroom meeting. Student ID cards will only be produced once per quarter. Requests coming in after the quarterly due date will be processed after the beginning of the next academic quarter. A fee will be charged for replacement cards. Fees are published on the BGI website at www.bgi.edu.

DEFINITION OF FULL-TIME AND PART-TIME STUDENTS

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

TRANSFER CREDITS

As stated previously in this catalog, students must earn 60 quarter credits to earn an MBA in Sustainable Business or an MBA in Sustainable Systems. Of the 60 required credits, 42 must be earned at BGI. Exceptions to this policy must be approved by the Provost and Dean of Academic Affairs and the Registrar. In order to apply for a transfer of credits from other institutions, students must fill out an Transfer of Credit Request and Evaluation form and submit a copy of the syllabus for the course and an official transcript from the institution that shows credit for the course. This form can be found on The Commons at Students > Registration & Records. The Evaluation of Transfer Credit must be approved by the Provost and Dean of Academic Affairs and the Registrar before credit is applied to a student's record.

Transfer credits are not accepted for the OSR MA in Organizational Leadership program.

REGISTRATION

Courses taken as part of a program for which a degree was awarded are not eligible for transfer credit. Those courses may be used to satisfy BGI program requirements, but additional electives or Independent Study would need to be taken to fulfill the required number of credits for the 60-credit MBA degree. For further details, please see Waiver of Required Courses - Prior Academic Experience policy on page 93.

Credits earned in the certificate program are conditionally applicable to the MBA program; however, certificate students are not automatically matriculated into the degree program. Certificate program students and graduates are welcome to apply for admission to the MBA program following the same application and admission procedures for all MBA program applicants. A \$150 transfer fee will be assessed per credit for credits transferred from the certificate program to the MBA program.

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

BGI does not award credit for non-academic learning or life experience. Students may request a waiver of required course(s) based on prior professional experience. Additional electives or Independent Study would need to be taken to fulfill the required number of credits for the 60-credit MBA degree. For further details, please see Waiver of Required Courses - Prior Professional Experience policy on page 93.

TRANSFERRING CREDITS TO OTHER INSTITUTIONS

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

NON-MATRICULATED AND CERTIFICATE STUDENTS

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

A maximum of 24 credits as a non-matriculated student (including certificate program students) may be applied to the MBA if the student is later admitted to the MBA program. Please note that, due to the difference in tuition rates for Certificate programs (\$410/credit) and for MBA programs (\$924/credit), a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program. Fees are published on page 60 and on the BGI website at www.bgi.edu.

GRADUATION AND COMMENCEMENT

GRADUATION PROCEDURES

The awarding of degrees is not an automatic process. Students are required to apply for graduation one quarter prior to their graduation date. All MBA, MAOL and Certificate students who wish to graduate must submit an Application for Graduation to the Registrar by the quarterly deadline. The Application for Graduation can be found on The Commons at Students > Registration & Records. A non-refundable fee will be charged to your account.

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

COMMENCEMENT EXERCISES

Commencement exercises are held once per year during the last intensive of spring quarter. Students who have finished their MBA or MAOL degree or Certificate in the previous 12 months, or who have a graduation application on file, may participate in the ceremony. MBA students may participate if they will have completed 54 credits or more as of the spring quarter during which the ceremony is held. Certificate students may participate if they will have completed 9 credits or more as of the spring quarter during which the ceremony is held. Students may only participate once.

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

DIPLOMAS AND CERTIFICATES

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

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



STUDENT AND ALUMNI

CHAPTER 5



STUDENT ACTIVITIES AND STUDENT SERVICES

STUDENT ACTIVITIES

BGI offers a variety of co-created student activity programs. Activities occurring in person and virtually on The Commons are open to all students. More information on all student groups can be found on The Commons. The Commons provides a forum for announcing and organizing topics and activities of interest and also serves to document community activities through the electronic conversations of the organizers and participants.

CLUBS, STUDENT ORGANIZATIONS AND COMMITTEES

Active committees and clubs include:

Diversity and Social Justice Committee

The primary goals of the BGI Diversity and Social Justice Committee are to:

- Increase the measurable diversity of BGI
- Make BGI a happy and productive place for people of all races, cultures and other forms of diversity
- Foster an environment in which all members of the BGI community share experiences that deepen understanding and friendship between people of different origins, backgrounds and experiences.

Net Impact Committee

Net Impact's mission is to improve the world by growing and strengthening a network of new leaders who are using the power of business to make a positive net social, environmental, and economic impact. BGI's Net Impact chapter has achieved Gold standing three years in a row by meeting a rigorous set of requirements based on their activities, programming and membership reach. The group holds approximately 12 networking sessions each year and collaborates regionally on events.

Industry Connections

Industry Connections works to strengthen BGI's connections to businesses specifically in the fields of Sustainable Built Environment, Energy Solutions and Food and Agricultural Systems, Energy.

Kaizen

Kaizen is a term that means continual improvement. The Kaizen and Commons group meet once a month to discuss and improve the student experience.

The Commons

The purpose of the Commons group is to support the development of the learning community.

STUDENT SERVICES

ACADEMIC ADVISING

The Registrar provides advising regarding degree progress, academic policies, registration and graduation deadlines. Faculty and Associate Academic Deans are available for consultation on curriculum and projects.

BGI CAREER SERVICES 2013-2014

BGI supports students in defining and achieving their career aspirations. This is an integral dimension of the educational experience at BGI. Our career counseling and work transition services, as well as activities conducted during orientation and in courses such as Leadership and Personal Development, are designed to support students in exploring and applying for their ideal career position. Our goal of transforming business practice will be achieved to the extent that our students are employed and contributing to organizations and building new ventures.

STUDENT SERVICES

The core career services provided to students are:

- Career Counseling, one-on-one or in career support groups
- Networking opportunities
- Career Workshops
- Job and Internship Board located on the Career Hub

DISABILITY SERVICES

Bainbridge Graduate Institute is committed to ensuring that all students have equal access to its academic programs. Students with disabilities are entitled to reasonable accommodation services according to Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990.

Students have the right not to be discriminated against or treated with disrespect based on an actual or perceived disability.

Students with disabilities are entitled to access all Institute programs if otherwise qualified to participate. For assistance with access accommodations, please contact the Director of Academic and Student Affairs at 206.855.9559 to coordinate arrangements. Along with these rights come responsibilities. Students are expected to provide documentation of their disability, to inform the Director of Academic and Student Affairs of any accommodation needs or program barriers and to notify the office of any complaint regarding the provision of access or accommodations. In addition, all students, with and without disabilities, are required to abide by all BGI Standards of Conduct and Academic Standards.

Bainbridge Graduate Institute has rights and responsibilities as well. These include ensuring access to all programs, evaluating applicants based on ability and reviewing documentation supporting requested accommodations. The institution has the right to refuse any accommodation that would fundamentally alter an academic program or would pose an undue burden on the Institute.

PERSONAL COUNSELING RESOURCES

If there is an emergency, please dial 911 immediately.

BGI has made arrangements with referring therapists in the greater Seattle, Portland, Vancouver BC and San Francisco Bay areas to help support our community. These therapists' names and contact information are listed on The Commons. Relevant crisis hotlines and other therapists are likely to be listed in your local phone directory. Additional specific referral resources, by geographic location, are maintained on The Commons.

BGI community members who need assistance with finding resources for personal counseling should contact the Director of Academic and Student Affairs.

ALUMNI ASSOCIATION

The Bainbridge Graduate Institute's Alumni Association was formed in 2005 with the founding of the Alumni Scholarship Fund. The organization elected its first board of directors in June 2008, with representatives from the MBA and Certificate programs. Membership in the association is granted to any individual who has received an MBA or MA Organizational Leadership degree or certificate from BGI.

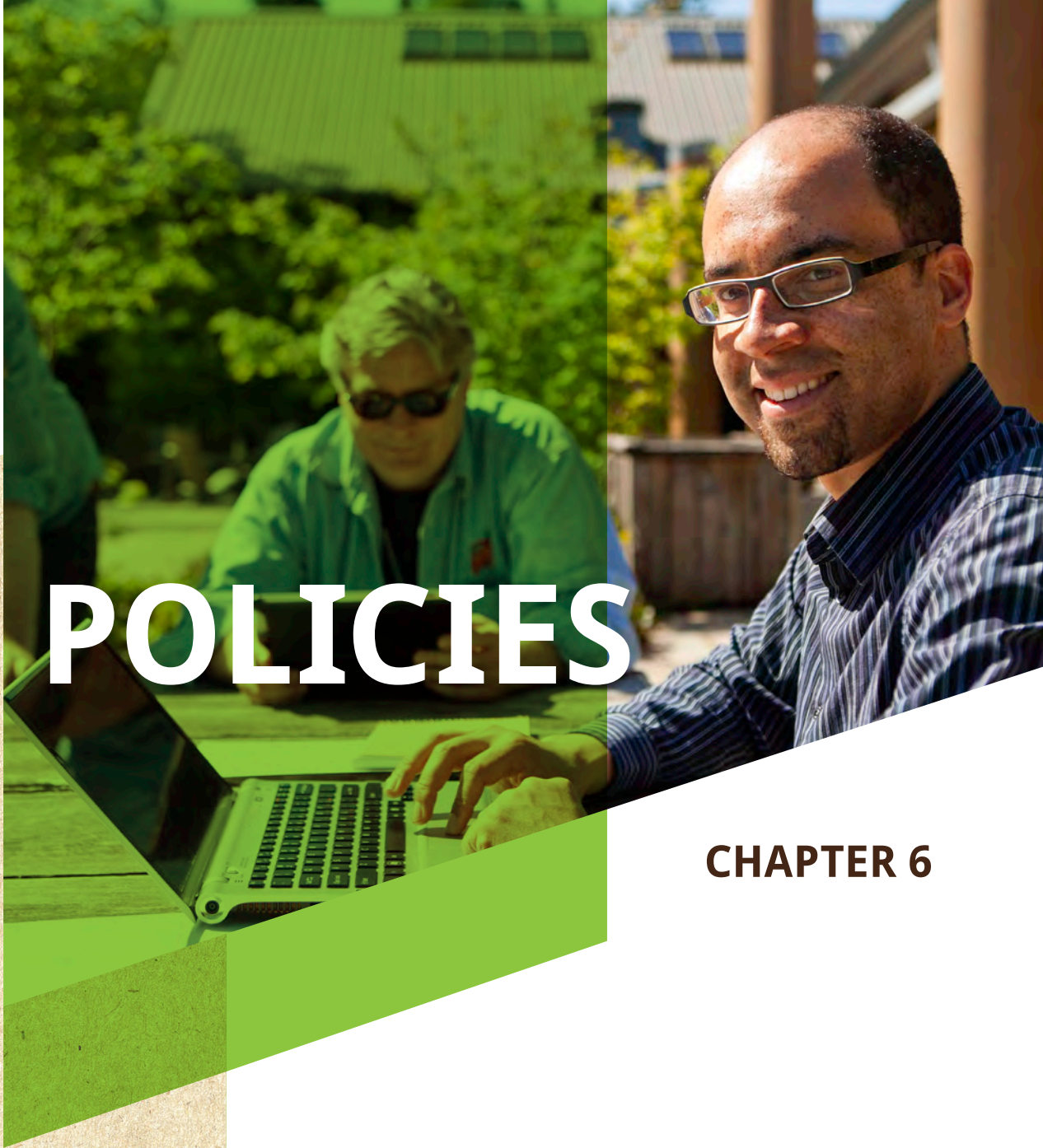
The Alumni Association Board meets monthly and is charged to work with Director of Alumni Engagement to develop programs and services in support of Alumni. Goals for the 2013-2014 academic year include:

- Distributing a monthly newsletter
- Hosting events in various locations from Seattle and Portland to San Francisco and New York
- Access to career services opportunities

Opportunities to create a stronger alumni community are facilitated through a dedicated space on the BGI Community Commons. This virtual space provides individuals and groups a place to work and communicate about issues of potential interest and importance to the broader BGI alumni community. Informal alumni groups are also active in LinkedIn and Facebook.

BGI supports the Alumni Association by helping to organize bi-annual alumni gatherings in association with Hybrid MBA program intensives. Activities are designed to allow alumni to remain connected and network with the larger BGI learning community including alumni, students, faculty, staff and distinguished guests. Alumni are active within the BGI community in hiring current students and other alumni, raising funds, hosting interns and consulting with faculty, staff and students on a number of initiatives.

With over 1000 members, the Alumni Association is expanding rapidly and looks forward to sharing in BGI's growth as it strives to effect positive change in the world.



POLICIES

CHAPTER 6



ACADEMIC & REGISTRATION POLICIES

ATTENDANCE POLICY

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

CHANGE OF REGISTRATION POLICY

Adding a course after the quarter begins is subject to space availability and faculty permission. Schedule adjustment and refund deadline dates are published in this catalog (see Calendars), on The Commons and at www.bgi.edu. If a student drops a course on or before the schedule adjustment date, no record of the course will appear on the student's transcript. If a student drops a course after the schedule adjustment date, a "WD" will appear on the student's transcript. See the **Refund Policy** on page 95 for details of the refund schedule.

Students are responsible for notifying the Registrar of any changes to their course schedules by submitting a completed Change of Registration Form (on The Commons under Students > Registration & Records) by the established deadline. A \$25 per course add/drop fee will be billed following the submission of the Change of Registration Form. Fees are published on page 60 and on the BGI website at www.bgi.edu.

CHANGE OF PROGRAM AND PROGRAM TRANSFER

Due to the difference in curriculum between the MBA in Sustainable Business and MBA in Sustainable Systems programs, transfers between the programs may only be possible in rare circumstances, and all credits earned in one program may not transfer to the other program. Transfers must be approved by the Provost and Dean of Academic Affairs. Contact the Registrar for further details.

Students wishing to transfer from a Certificate program to an MBA program must apply to the MBA program. Please see "Transfer Credits" below for further details.

TRANSFER CREDITS

As stated previously in this catalog, students must earn 60 quarter credits to earn an MBA in Sustainable Business or an MBA in Sustainable Systems. Of the 60 required credits, 42 must be earned at BGI. Exceptions to this policy must be approved by the Provost and Dean of Academic Affairs and the Registrar. To apply for a transfer of credits from another institution, a student must complete a Transfer of Credit Request and Evaluation form and submit a copy of the syllabus for the course and an official transcript from the institution that shows credit for the course. This form can be found on The Commons under Students > Registration & Records. The Transfer of Credit Request and Evaluation must be approved by the Provost and Dean of Academic Affairs and the Registrar before credit is applied to a student's record.

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

Credits earned in BGI Certificate programs are conditionally applicable to either MBA program; however, Certificate students are not automatically matriculated into the degree program. Certificate program students and graduates are welcome to apply for admission to the MBA program following the same application and admission procedures for all MBA program applicants. Please note that, due to the difference in tuition rates for Certificate programs (\$410/credit) and for MBA programs (\$924/credit), a transfer fee of \$250 per credit will be assessed for each credit transferred from the Certificate program to the MBA program. Fees are published on page 60 and on the BGI website at www.bgi.edu.

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

WAIVER OF REQUIRED COURSE(S) - PRIOR ACADEMIC LEARNING

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

To apply for a waiver of required courses based on prior academic learning at another institution, a student must complete a Request for Waiver of Required Course(s) Due to Prior Academic Learning form, submit a copy of the syllabus for the prior course and an official transcript from the institution that shows credit for the course. The waiver request form can be found on The Commons under Students > Registration & Records. The waiver request must be approved by the Dean of Academic Affairs and the Registrar before the required course waiver is granted and included on the student's transcript.

WAIVER OF REQUIRED COURSE(S) - PRIOR PROFESSIONAL EXPERIENCE

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

To apply for a waiver of required courses based on prior professional experience, students must complete a Request for Waiver of Required Course(s) Due to Prior Professional Experience (including contact information for current/former employers), submit a résumé or CV and submit a written statement that summarizes the student's professional experience and describes how that professional experience fulfills the specific learning objectives for the required course for which the student is requesting a waiver. The waiver request form can be found on the BGI Community Commons > Students > Registration & Records. The waiver request must be approved by the Provost and Dean of Academic Affairs and the Registrar before the required course waiver is granted and included on the student's transcript.

INCOMPLETE AND PARTIAL CREDIT POLICY

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

To document an Incomplete request, the student must submit a Request for an Incomplete Work Plan Contract (form available on The Commons under Students > Registration & Records) to the instructor for review *before* the end of the quarter. This allows time for negotiating the agreement before the grade submission deadline. When approved by both student and instructor, the form must be submitted to the Registrar by the student, accompanied by payment of the Incomplete fee of \$200. If the student neglects to submit an Incomplete contract before the end of the quarter, the student will receive a grade of No Credit for the course, which may be changed to an Incomplete upon receipt of the agreed-upon Incomplete Work Plan.

Incomplete work must be finished no later than the end of the subsequent quarter. The Incomplete grade converts to No Credit if the instructor does not submit an alternate grade by the grade submission due date for the subsequent quarter. Students wishing to extend an Incomplete Work Plan Contract beyond the end of the subsequent quarter must request such an extension in writing from the Dean of Academic Affairs and the Registrar prior to the grade submission due date. An Incomplete Extension fee of \$100 will be assessed for every approved quarterly extension.

Students with 6 or more Incomplete credits will be put on Academic Hold (see Academic and Financial Holds below).

Given the integrated nature of the MBA in Sustainable Systems first-year curriculum, BGI instructors may elect to award students Partial Credit for work satisfactorily completed in the nine-credit integrated first-year core courses (COR 510, COR 520, COR 530). This provision will allow students who fall behind or experience difficulty in a particular area of the curriculum to continue to matriculate while working toward completion and proficiency in the missing element(s).

In the case of the integrated curriculum, a single Incomplete contract may extend the due date for deliverables until the end of the summer following the first school year. All Incomplete work must be completed by the start of the second year.

ACADEMIC AND FINANCIAL HOLDS

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

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

Only directory information can be released if there is a hold on a student's record. Academic information and transcripts cannot be released if there are any holds on a student's file.

WITHDRAWAL POLICY

Quarterly schedule adjustment and refund deadlines are specified in the 2013-2014 Academic Calendar, published in this catalog, on The Commons and at www.bgi.edu. If a student fully withdraws by the schedule adjustment date, no record of the course will appear on the transcript. If a student fully withdraws following the schedule adjustment date, a "WD" will appear on the transcript. Only in rare circumstances will withdrawal notices be accepted after the close of the quarter in which the withdrawal is being petitioned.

Notifying the instructor does not constitute withdrawal from a course. A Change of Registration Form (on The Commons under Students > Registration & Records) must be completed by the student and submitted to the Registrar.

HARDSHIP WITHDRAWAL POLICY

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

The Notice of Hardship Withdrawal (on The Commons under Students > Registration & Records) should be completed by the student and submitted to the Registrar. Supporting documentation must accompany the Notice of Hardship Withdrawal. The Registrar reserves the right to verify the authenticity and details of the documentation.

If a Hardship Withdrawal is offered, the student will receive a grade of "HW" in the course and standard Withdrawal policy will apply. Credits and tuition related to a Hardship Withdrawal are handled on a case-by-case basis by the Registrar and Student Accounts. Refer to the **Refund Policy** on page 95 and the Academic Calendars on pages 113-5 for specific refund deadlines.

LEAVE OF ABSENCE

In most cases, students will elect to take a Leave of Absence on their own. In exceptional cases, where the Provost and Dean of Academic Affairs believes the continued presence of the student may be detrimental to the BGI learning community, the Provost may require a student to take a Leave of Absence. Fees shall continue to apply in such cases.

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

The Leave of Absence (LOA) Form can be found on The Commons under Students > Registration & Records. A Leave of Absence fee of \$150 (MBA or MAOL) or \$75 (Certificate) will be charged to cover administrative costs and to hold a position for the student. Students who are on Leave of Absence will be allowed to access The Commons at the general community level.

AUDIT POLICY

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

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

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

INSTRUCTOR CHANGE POLICY

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

PROGRAM OR COURSE CANCELLATION

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

REFUND POLICY - MAOL Program

Refunds of tuition and fees are allowed if a student withdraws from BGI or is called into military service. Tuition and fees will be refunded in accordance with the refund policy shown below. Please refer to the BGI 2013-2014 Academic Calendar for specific dates. The Calendar is published in this catalog, on The Commons and at www.bgi.edu.

Withdrawal Date	Tuition Refund	Fees Refund	Transcript
Fall/Winter/Spring: on or before first day of first session	100%	50%	no record
Summer: on or before the first Friday of the quarter	100%	50%	no record
Fall/Winter/Spring: within two weeks after first session	50%	none	no record
Summer: on or before the third Friday of the quarter	50%	none	no record
after 50% refund date	none	none	WD

REFUND POLICY - MBA and Certificate Programs

Refunds of tuition and fees are allowed if a student withdraws from BGI or is called into military service. If a student changes their credit load, a partial refund of tuition paid will be based on the revised course schedule. Tuition and fees will be refunded in accordance with the refund policy shown below. Please refer to the BGI 2013-2014 Academic Calendar for specific dates. The Calendar is published in this catalog, on The Commons and at www.bgi.edu.

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

REFUND POLICY - MBA and Certificate Programs *continued*

Please note that some fees are non-refundable. One week's cancellation notice prior to MBA orientation is required for a full refund of the orientation fee. No refund of the orientation fee will be given with less than one week's cancellation notice prior to orientation. For a full list of fees, please see the Tuition and Fees schedule on page 60 and on the BGI website at www.bgi.edu. Appeals of tuition, fees and other charges must be made to the Financial Aid Administrator.

REFUNDS FOR DROPS AND WITHDRAWALS

To receive a refund, a student must withdraw from a course within the refund periods detailed in the 2013-2014 Academic Calendar and in accordance with the Refund Policy described above. There will be no refunds for withdrawal from courses after the final refund period. If tuition is paid by financial aid, any refund will be made to the financial aid program, not to the student.

TIMEFRAME FOR PROGRAM COMPLETION

The standard time frame for completing the MBA program is two to three years, depending on the program of study chosen. All MBA students are expected to complete their program of study within five years. Extension of the time to degree completion beyond five years must be approved by the Provost and Dean of Academic Affairs.

The standard time frame for completing the MAOL program is two years (seven quarters). All MAOL students must complete their program of study within five years.

The standard time frame for completing the Certificate in Sustainable Built Environment, Sustainable Energy Solutions or Sustainable Food and Agricultural Systems is one year.

CODE OF ACADEMIC CONDUCT

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

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

- Cheat:** Take unfair advantage; seek to influence by deceit
- Lie:** Create a false or misleading impression
- Plagiarize:** Represent as one's own work, the work or opinions of someone else without proper acknowledgement.

Note that there are many other examples of plagiarism. Examples of plagiarism include:

- Copying a file from another student and using it as a template for one's own work
- Copying content or assignments written by another student

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

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

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

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

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

Students' observation of the Code of Academic Conduct at BGI is an important opportunity to enact their personal ethical values. If students are unclear about the expectations of instructors with regard to individual work, it is their responsibility to seek clarification from the instructor.

GRADES

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

BGI assigns the following grades:

CR	Credit (A through B)
NC	No Credit (C through F)
I	Incomplete
WD	Withdrawal
HW	Hardship Withdrawal
AU	Audit
P	Pass (for non-credit courses only)

Credit (CR) denotes successful completion of a course with performance at a B or better level.

No Credit (NC) indicates that a student did not satisfactorily complete required coursework. Students with a grade of No Credit may repeat the course only once. If a course is not successfully completed on a second attempt, the student will be placed on Academic Suspension.

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

Grade information will be available to the students by the grades due and posted dates, published in the Calendars section of the catalog and on the BGI website at www.bgi.edu.

GRADE APPEAL PROCESS AND PROCEDURES

Students have the right to appeal an instructor's evaluation if they disagree with the grade recorded by the instructor. Students wishing to appeal a grade should appeal first to the instructor and second to the Associate Academic Dean for their program. Within two weeks of the posting of a grade, the student must discuss their concerns with the instructor in question. If the student is not satisfied with the explanation of the grade provided by the instructor, the student may, within two weeks of the discussion with the instructor, submit a written appeal to the Associate Academic Dean, with a copy submitted to the instructor.

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

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

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

GRADE APPEAL PROCESS AND PROCEDURES *continued*

The Associate Academic Deans and Provost may be contacted at:

Mary Kay Chess, PhD, Associate Academic Dean for MBA and Continuing Education
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
Telephone: 206.855.9559
Email: marykay.chess@bgi.edu

Colleen Ponto, EdD, Associate Academic Dean for OSR MA in Organizational Leadership
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
Telephone: 206.855.9559
Email: colleen.ponto@bgi.edu

John Gardner, PhD, Provost and Dean of Academic Affairs
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
Telephone: 206.855.9559
Email: john.gardner@bgi.edu

SATISFACTORY ACADEMIC PROGRESS (SAP)

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

STUDENT RECORDS AND PRIVACY

NOTIFICATION OF STUDENTS' FERPA RIGHTS

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

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

Under FERPA, BGI students have:

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

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

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

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

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

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

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

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

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

FERPA also allows disclosure to parents if the student has violated any Federal, State or local law, or any rule or policy of BGI, governing the use or possession of alcohol or a controlled substance, if BGI determines that the student has committed a disciplinary violation regarding the use of possession and the student is under 21 at the time of the disclosure.

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

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

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

RELEASE OF INFORMATION

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

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

To authorize the release of confidential records to a third party, students contact the Registrar.

TRANSCRIPTS

A transcript is a complete record of a student's academic achievement. In accordance with FERPA, official transcripts are issued only upon the written request of the student. Unofficial transcripts are provided free of charge and are available in the student's secure folder in the Student Information System (SIS). Requests for official transcripts may be emailed, mailed or faxed to the Registrar. The Transcript Request Form is on The Commons under Students > Registration and Records. Telephone requests for official transcripts cannot be accepted. BGI does not issue copies of transcripts from other institutions. Transcript requests are usually processed within 3-10 business days via first class mail. An official rushed copy is processed in one business day plus overnight shipping. Fees for these services are available on the BGI website at www.bgi.edu.

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

THE ONLINE LEARNING COMMUNITY AND PRIVACY

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

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

ACCESS TO ONLINE DISTANCE LEARNING PLATFORM – THE COMMONS

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

INSTITUTIONAL POLICIES AND STATEMENTS

EMERGENCY OPERATIONS

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

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

DRUG AND ALCOHOL ABUSE PREVENTION POLICY

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

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

ALCOHOLIC BEVERAGES AT ISLANDWOOD

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

If an individual is charged with breaking the rules and the Associate Academic Dean determines that the charge is valid, consequences are:

- **Once:** The student will meet with the Associate Academic Dean to discuss the charge and will receive an oral and written warning, which will be placed in the student's file.
- **Twice:** The student will receive a written censure in his/her file and will be required to stay off campus at his/her own expense. No refund will be provided for IslandWood lodging. The student will no longer be allowed to consume alcohol at IslandWood.
- **Three times:** The student will be placed on probation during which time the student may be excluded from participation in BGI programs and activities.
- **Four times:** The student will face suspension and exclusion from participation in all Institute programs, academic and extracurricular.

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

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

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

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

CONSEQUENCES AND RESPONSE SEQUENCE FOR CONTRAVENTION

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

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

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

The following sequence of steps shall apply:

1. All community members are encouraged to participate in direct communication around difficult topics such as contravention of shared agreements.
2. Lack of closure around community controversy or conflict can be referred to the Ethics Working Group.
3. The Ethics Working Group can convene a meeting/council/wisdom circle, etc., as a further step to resolve the matter.
4. The Ethics Working Group may make a recommendation to the Ethics and Judicial Review Board of BGI administration who will take necessary academic, legal, etc., steps.
5. In addition to these measures, which will hopefully be sufficient to protect BGI and its

community, observation of the following social norms will hopefully be upheld by all: 1) personal integrity and responsibility, 2) avoidance of public shaming or draconian measures and 3) respect for the stated policy and process and the final authority of the administration in cases of breach of established policy.

COMPLIANCE NORMS AND AGREEMENTS

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

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

INTELLECTUAL PROPERTY RIGHTS

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

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

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

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

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

ETHICS COMMITTEE AND REVIEW BOARD

The charter for the BGI Ethics Committee and Review Board is as follows:

- Set a vision for legal, moral and ethical culture, character and practices permeating the institution;

- Recommend to the Board of Trustees and management of BGI certain ethics-related policies, protocols and practices to protect individuals, corporations, funding agencies and organizations with whom BGI interacts;
- As required, review BGI external consulting or training contracts for ethics violations or potential conflicts of interest and approve where appropriate;
- Review ethical issues with BGI-supported research, serving as a human subjects committee, or appointing such a committee;
- Analyze and advise on any alleged ethical violations relevant to BGI's standing in the community; and
- Design, establish and evolve ethics management and review system and procedures.

ETHICS GUIDING PRINCIPLES

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

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

The ethics guiding principles were compiled by the BGI Ethics Working Committee, an ongoing multi-stakeholder, student-led advisory body to the formal Ethics Committee and Review Board. The Ethics Working Committee serves as the first point of contact for community members, acting as a resource offering clarification and advice on questions of potential ethical dilemmas in addition to leading educational and culture-building activities. This committee is open to all community members and welcomes participation.

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

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

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

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

- Be faithful to your word and follow through on promises and agreements.
- Refrain from taking advantage of others when collaborating on team academic assignments.
- Take responsibility for your own actions.

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

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

Dignity Principle: Respect the dignity of all people: health, safety, privacy and human rights.

- Treat all people and parties fairly and equitably.

INSTITUTIONAL POLICIES & STATEMENTS

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

NOTICE OF NON-DISCRIMINATION POLICY

BGI admits students of any race, religion, color, gender, gender orientation, sexual orientation and national or ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the school.

BGI does not discriminate on the basis of race, color, creed, religion, gender, gender orientation, sexual orientation, socioeconomic status, marital status, disability or national or ethnic origin in administering its education policies, admission policies, scholarship and loan programs and other school-administered programs.

SEXUAL HARASSMENT POLICIES

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

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

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

PREVENTION OF DISCRIMINATION AND SEXUAL HARASSMENT

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

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

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

The full Sexual Harassment Policy and Grievance Process and Complaint Form are available in the Registrar's office and online on The Commons. If you believe you are being harassed, seek help—the earlier the better—by contacting the Director of Student Services.

AMOROUS RELATIONSHIPS AFFECTING EMPLOYEES AND STUDENTS

Amorous relationships that might be appropriate in other circumstances are absolutely not appropriate, whether consensual or otherwise, when they occur between an instructor, teaching assistant or employee of the Institute and a student or employee for whom that instructor, teaching assistant or employee has a professional supervisory responsibility. Even where negative consequences to the participants do not result, such romantic liaisons create an environment charged with potential conflict of interest and possible use of academic or supervisory

leverage to maintain or promote the relationship. Amorous relationships that the parties may view as mutual may still raise questions of favoritism as well as of an exploitative abuse of trust and power. This is particularly true when a student is enrolled in a course being taught by the involved faculty member or teaching assistant.

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

STUDENT GRIEVANCE PROCEDURE

Whenever possible, BGI encourages students to work directly and informally on any and all issues arising in the community of students, advisors, faculty, staff and administration. The filing of a formal grievance should be the last resort, rather than the first.

The appropriate sequence of escalation is as follows:

1. The student addresses the issue directly with the faculty or staff member, usually involving the student's advisor in the conversation.
2. If this does not bring satisfactory resolution, the student should address the issue with the Associate Academic Dean for their program:
 - **Mary Kay Chess, PhD, Associate Academic Dean for MBA and Continuing Education**
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
email: marykay.chess@bgi.edu
phone: 206.855.9559
 - **Colleen Ponto, EdD Associate Academic Dean for OSR MA in Organizational Leadership**
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
email: colleen.ponto@bgi.edu
phone: 206.855.9559
3. If the student feels the issue cannot be resolved directly and the student wishes to bring a grievance against an instructor or a staff member to the Provost and Dean of Academic Affairs ("Provost"), the following procedure will be followed (should the student grievant so request, the time sequence outlined below will be extended to the end of the quarter):
 - a. The Provost will inform the faculty or staff member in question of the nature of the allegation prior to conducting an investigation.
 - b. Upon investigation, if the Provost or the Provost's designee finds probable cause but the nature of the grievance is not of such a serious nature to warrant disciplinary action, the Provost will attempt to resolve the matter informally.
 - c. If the Provost or the Provost's designee finds probable cause and the nature of the grievance is of a serious nature to potentially warrant disciplinary action, the Provost shall advise the faculty or staff member and the President of the nature of the complaint and the name of the grievant.
 - d. The Provost will complete the investigation and hold a hearing within thirty (30) school days. Following the hearing, the Provost will, within twenty (20) school days, render a final decision.

STUDENT GRIEVANCE PROCEDURE *continued*

Students may appeal the decision of the Provost to the President of the Institute.

The Provost (John Gardner, PhD) and the President (Gifford Pinchot III) can be reached at 206.855.9559, or by mail or in person at:

Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104

Students not satisfied with the final disposition of the grievance process may contact BGI's accreditor, the Accrediting Council for Independent Colleges and Schools (ACICS), at 750 First Street NE, Suite 980, Washington, DC 20002, 202.336.6780.

CODE OF STUDENT CONDUCT

Students may be suspended, placed on probation or given a lesser sanction for the following actions, which must be BGI-related:

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

DISCIPLINARY PROCEDURES

COMPLAINTS

Charges of violations of the Code of Student Conduct above or the Code of Academic Conduct on pages 96-7 may be made by any member or guest of the Institute community or by any representative of any department or agency of the Institute. Charges will be in writing and will be filed with the Associate Academic Dean for the student's program:

- **Mary Kay Chess, PhD, Associate Academic Dean for MBA and Continuing Education**
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
email: marykay.chess@bgi.edu
telephone: 206.855.9559
- **Colleen Ponto, EdD Associate Academic Dean for MA in Organizational Leadership**
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
email: colleen.ponto@bgi.edu
telephone: 206.855.9559

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

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

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

The Associate Academic Deans and the Provost can be reached at:
Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
telephone: 206.855.9559

INFORMATION HEARINGS

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

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

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

After said hearing, if the Associate Academic Dean or Provost determines that the violation committed by the student warrants probation, suspension or the levying of a fine, the Associate Academic Dean or Provost will advise the student thereof. The student will then have a period

DISCIPLINARY PROCEDURES *continued*

of 15 days to request a hearing before the Judicial Board. If the student does not request such a hearing within such time, the Associate Academic Dean or Provost may either determine the sanction and advise the student in writing of the sanction, or the Associate Academic Dean or Provost may refer the matter to the Judicial Board. If the student or Associate Academic Dean or Provost requests such a hearing, the Associate Academic Dean or Provost will forward the reports and evidence concerning the case to the Judicial Board for action. Thereafter, the Associate Academic Dean or Provost will present the charges to the Judicial Board, receive the report of the finding of the Judicial Board and aid the student in compliance with any sanction decreed by the Judicial Board.

See Judicial Board on pages 109-11 for composition and appointment of the Judicial Board.

JUDICIAL BOARD HEARINGS

The Institute Judicial Board will serve the person charged with notification of the date, time and place of the hearing before the Judicial Board; the date will not be less than 30 days from the date of service. Service of the complaint will be in person or by certified mail, return receipt requested, addressed to the person. A copy of this notification will be filed in the Office of the Provost and Dean of Academic Affairs. In addition, the Judicial Board will instruct the Provost to forward to the student immediately a list of witnesses and a copy of their statements or complaints, which the complainant intends to submit against the student being charged.

If, after due notice of the complaint and the date of hearing, the student fails to appear, and the majority of the Judicial Board is satisfied that the student had appropriate notice of the complaint, date of the hearing and no valid excuse for not appearing, the Judicial Board may then hold the hearing without the student present.

Decision in all cases will be determined by a simple majority vote of the Judicial Board members present.

The Judicial Board will follow the rules governing procedures defined below. In addition, the Judicial Board may adopt any other procedural rules that are not inconsistent with these rules in order to assure a fair and impartial hearing. Within 30 days of the conclusion of the hearing, the Judicial Board will file a report containing findings of fact and conclusions as to the validity of the charges. This report, along with recommendations of disciplinary action, will be filed with the Office of the Provost and Dean of Academic Affairs. If the hearing was conducted in the absence of the individual charged, the report will so indicate.

IMPOSITION OF SANCTIONS

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

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

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

DISCIPLINARY PROCEDURES *continued*

APPEALS

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

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

The Provost and the President may be reached at:

Bainbridge Graduate Institute
220 Second Avenue South, Suite 400
Seattle, WA 98104
Telephone: 206.855.9559

ADMINISTRATIVE SUSPENSION

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

PENDING CRIMINAL PROCEEDINGS

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

JUDICIAL BOARD

COMPOSITION OF THE JUDICIAL BOARD

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

ELIGIBILITY

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

APPOINTMENT PROCESS

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

JUDICIAL BOARD *continued*

TERMS OF OFFICE

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

JURISDICTION

The Judicial Board will be the principal campus-wide committee appointed as needed with jurisdiction to hear charges of student misconduct that have as a possible penalty either probation, suspension or the levying of a fine.

After careful deliberation, the Judicial Board will recommend appropriate action to the Provost. The Provost, in turn, will impose appropriate sanctions if any individuals are found to be guilty.

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

RULES GOVERNING JUDICIAL PROCEDURES AND RIGHTS OF INDIVIDUALS CHARGED

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

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

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

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

JUDICIAL BOARD *continued*

JUDICIAL BOARD PROCEDURES

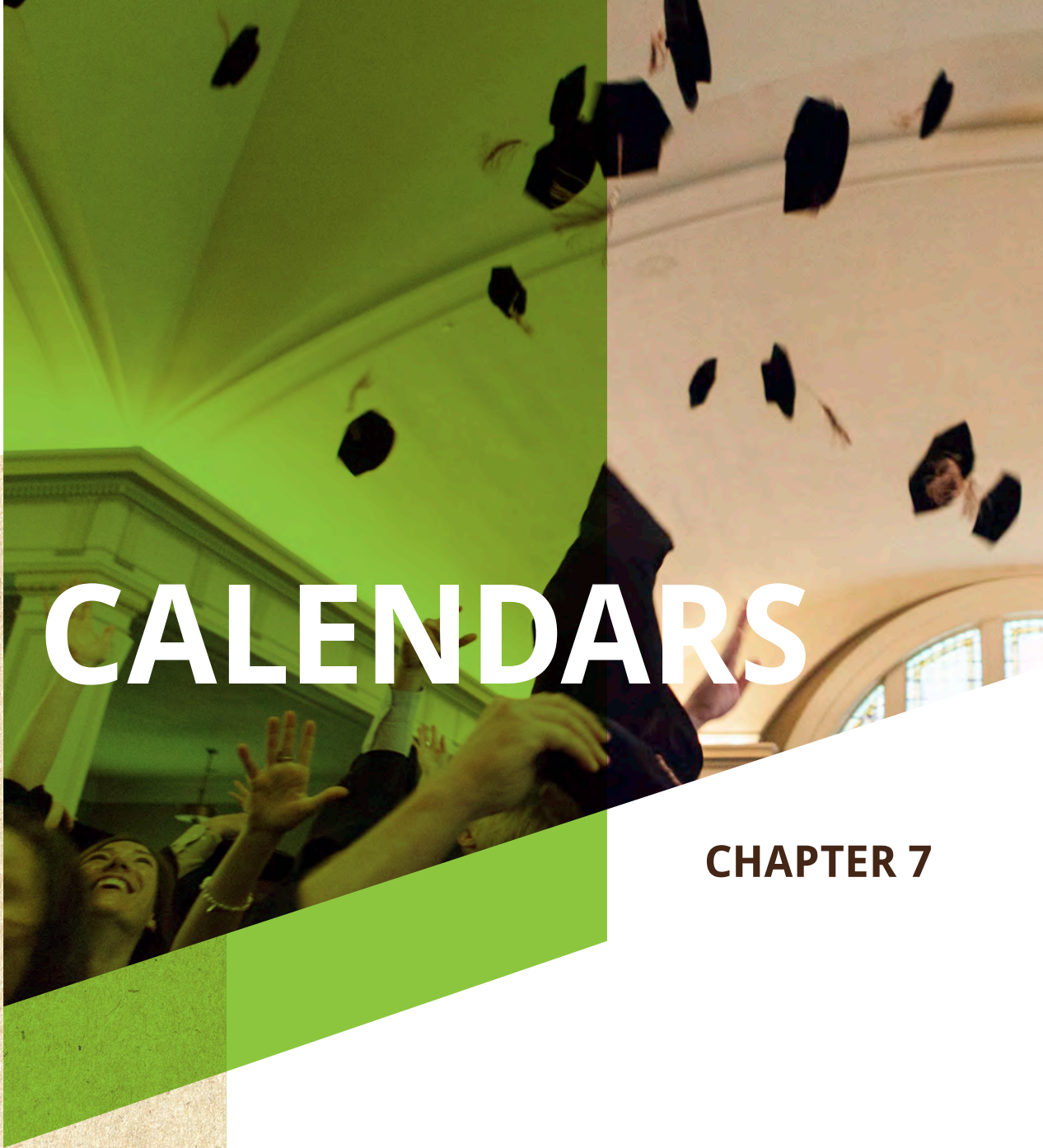
Order of Business:

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

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

UNDUE HARDSHIP POLICY

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



CALENDARS

CHAPTER 7



MBA in Sustainable Systems (Hybrid)

Hybrid MBA Orientation: Session 1
Hybrid MBA Orientation: Session 2

Aug 30–Sep 4 at Channel Rock, Cortes Island, BC, Canada
Sep 7–12 at Channel Rock, Cortes Island, BC, Canada

2013-2014	FALL Sep 30–Dec 20	WINTER Jan 6–Mar 21	SPRING Mar 31–Jun 13	SUMMER * Jun 23–Sep 12
Registration Due	Aug 20	Nov 19	Feb 18	May 13
Tuition Due	Sep 3	Dec 3	Mar 4	May 27
Quarter Begins	Sep 30	Jan 6	Mar 31	Jun 23
Last day to drop with 100% refund	Oct 4	Jan 10	Apr 4	Jun 27
First Intensive	Oct 10-13	Jan 16-19	Apr 10-13	
Schedule Adjustment: last day to add or drop with 75% refund	Oct 15	Jan 21	Apr 15	Jul 8
Last day to withdraw with 50% refund	Oct 29	Feb 4	Apr 29	Jul 22
Second Intensive	Nov 14-17	Feb 13-16	May 8-11	
Third Intensive	Dec 12-15	Mar 13-16	Jun 5-8	
Finals Period	Dec 16-20	Mar 17-21	Jun 9-13	Sep 8-12
Quarter Ends	Dec 20	Mar 21	Jun 13	Sep 12
Grades Due & Posted	Jan 3	Mar 28	Jun 20	Sep 19
Commencement			Jun 8	

*Summer Break: July 28-Aug 8, 2014 (2 weeks)

MBA in Sustainable Business (Metro)

New Student Orientation Fall 2013

Sep 28, 2013, at Seattle Learning Site, Seattle, WA

2013-2014	FALL Sep 30–Dec 13	WINTER Jan 6–Mar 21	SPRING Mar 31–Jun 6	SUMMER * Jun 23–Sep 12
Registration Due	Aug 20	Nov 19	Feb 18	May 13
Tuition Due	Sep 3	Dec 3	Mar 4	May 27
Quarter Begins	Sep 30	Jan 6	Mar 31	Jun 23
Last day to drop with 100% refund	Oct 4	Jan 10	Apr 4	Jun 27
Schedule Adjustment: last day to add or drop with 75% refund	Oct 15	Jan 21	Apr 15	Jul 8
Last day to withdraw with 50% refund	Oct 29	Feb 4	Apr 29	Jul 22
Finals Period	Dec 16-20	Mar 17-21	Jun 9-13	Sep 8-12
Quarter Ends	Dec 20	Mar 21	Jun 13	Sep 12
Grades Due & Posted	Jan 3	Mar 28	Jun 20	Sep 19
Commencement			Jun 8	

*Summer Break: July 28-Aug 8, 2014 (2 weeks)

OSR Master of Arts in Organizational Leadership

OSR 19 Calendar

2013-2014	FALL	WINTER	SPRING
	Sep 15–Dec 1	Jan 6–Mar 30	Apr 7–Jun 8
Registration Due	Aug 20	Nov 19	Feb 18
Tuition Due	Sep 3	Dec 3	Mar 4
Quarter Begins	Sep 15	Jan 6	Apr 7
Last day to drop with 100% refund	Sep 15	Jan 9	Apr 11
Monthly Session	Sep 15-20 Port Orchard OSR 551 (5cr) OSR 574 (2cr)	Jan 9-12 Seattle OSR 553 (2cr) OSR 561 (3cr) OSR 575 (2cr)	April 11-13 Seattle OSR 562 (3cr) OSR 576 (2cr)
Last day to drop with 50% refund	n/a	Jan 27	Apr 28
Monthly Session	n/a	Feb 14-16 Seattle OSR 554 (2cr)	May 16-18 Seattle OSR 556 (2cr)
Monthly Session	Nov 6-10 Seattle OSR 552 (2cr)	Mar 14-16 Seattle OSR 555 (2cr)	Jun 6-8 Seattle OSR 557 (2cr)
Quarter Ends	Dec 1	Mar 30	Jun 8
Grades Due & Posted	Dec 11	Apr 9	Jun 18
Commencement			Jun 8

OSR 20 Calendar

2013-2014	FALL	WINTER	SPRING	SUMMER
	Sep 30–Dec 15	Jan 20–Apr 6	Apr 14–Jun 22	Jul 7–Sep 7
Registration Due	Aug 20	Nov 19	Feb 18	May 13
Tuition Due	Sep 3	Dec 3	Mar 4	May 27
Quarter Begins	Sep 30	Jan 20	Apr 14	Jul 7
Last day to drop with 100% refund	Sep 30	Jan 24	Apr 18	Jul 11
Monthly Session	Sep 30-Oct 4 Port Orchard OSR 501 (3cr)	Jan 24-26 Seattle OSR 513 (2cr)	April 18-20 Seattle OSR 515 (2cr)	July - August OSR 550 (4 cr) OSR 531 (3 cr)
Last day to drop with 50% refund	Oct 19	Feb 10	May 5	Jul 25
Monthly Session	n/a	Feb 20-23 Seattle OSR 512 (3cr)	May 16-18 Seattle OSR 516 (2cr)	July - August OSR 550 (4 cr) OSR 531 (3 cr)
Monthly Session	Nov 21-24 Seattle OSR 511 (2cr) OSR 571 (2cr)	Mar 21-23 Seattle OSR 514 (2cr) OSR 572 (2cr)	Jun 12-15 Seattle OSR 517 (2cr) OSR 573 (2cr)	
Quarter Ends	Dec 15	Apr 6	Jun 22	Sep 7
Grades Due & Posted	Jan 3	Apr 16	Jul 3	Sep 17

Certificate in Sustainable Built Environment
Certificate in Sustainable Energy Solutions
Certificate in Sustainable Food and Agricultural Systems

New Student Orientation

Sep 28, 2013, at Seattle Learning Site, Seattle, WA

2013-2014	FALL Sep 30–Dec 20	WINTER Jan 6–Mar 21	SPRING Mar 31–Jun 13	SUMMER * Jun 23–Sep 12
Registration Due	Aug 20	Nov 19	Feb 18	May 13
Tuition Due	Sep 3	Dec 3	Mar 4	May 27
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First Intensive	Oct 12	Jan 18	Apr 12	
Schedule Adjustment: last day to add or drop with 75% refund	Oct 15	Jan 21	Apr 15	Jul 8
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Grades Due & Posted	Jan 3	Mar 28	Jun 20	Sep 19
Commencement			Jun 8	

*Summer Break: July 28-Aug 8, 2014 (2 weeks)

ADMINISTRATIVE HOLIDAYS (*administrative offices closed*)

Labor Day 2013: September 2, 2013

Thanksgiving: November 28–29, 2013

Winter Holiday: December 24, 2013 through January 1, 2014

Martin Luther King Day: January 20, 2014

President’s Day: February 17, 2014

Memorial Day: May 26, 2014

Independence Day: July 4, 2014

Labor Day 2014: September 1, 2014

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220 Second Avenue South, 4th Floor
Seattle, WA 98104

IslandWood
Bainbridge Island, WA

Channel Rock
Cortes Island, BC

