ASU SCHOOL of SUSTAINABILITY

ARIZONA STATE UNIVERSITY

GRADUATE HANDBOOK
2016-2017

Fall 2016 and Spring 2017 Cohorts

Master of Sustainability Leadership (MSL)

School of Sustainability
Arizona State University
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Graduation: SOSGraduation@asu.edu

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Handbook Objective

The objective of this handbook is to provide School of Sustainability (SOS) graduate students information on policies and procedures that must be adhered to for successful completion of a graduate degree at Arizona State University, specifically the School of Sustainability's (SOS) Master of Sustainability Leadership (MSL) degree. This handbook is not all-inclusive of every university policy, nor is it a complete replica of other handbooks or manuals; however, references are made to other handbooks and links provided for students to review full details on policies outside of the department.

The handbook is provided as an initial resource for answers to questions about the program, but students are also encouraged to consult with the Graduate Academic Success Coordinator (aka graduate coordinator).

The Arizona State University Academic Catalog is the primary reference to rules and regulations affecting graduate students. Each student should become familiar with the Academic Catalog and the Graduate Education website and policies. It's important to become familiar with the School of Sustainability Graduate Policies, Procedures, and Forms as well.

Once admitted to the School of Sustainability, students have access to the Master of Sustainability Leadership (MSL) Graduate Community Blackboard site, where they will be able to find this handbook and supplemental materials. Admitted students can access the site through MyASU.

Student Responsibility

It is the responsibility of each student to understand and observe all procedures and requirements specified by Graduate Education and the School of Sustainability. **It is a _requirement_ for all SOS students to read and understand this Graduate Handbook and the ASU Academic Catalog.** Faculty and staff provide academic advice and assistance; however, the ultimate responsibility for meeting degree and other requirements remains with the student. All ASU students are also required to have an active ASU email account and to check it frequently. Students may forward their ASU email to another preferred account. Please see the ASU Email Guide for details.

SOS Faculty

A list of SOS faculty and ASU Sustainability Scientists and Scholars can be found online. Each professor in the MSL Program will also include a personal introduction in his or her online course materials.

MSL Curriculum Summary

The program of study requires a minimum of 35 credit hours.

	Credit HRS
Foundations of Sustainability	1
MSL Core Courses	24
Focus Area Electives	6
Capstone Courses	4
Total Credit Hours Required	**35**

Please see *Appendix A* of this handbook for curriculum details and course descriptions.

Time Limit

Students should complete the master's degree program within two years. As a cohort-based program, students are expected to complete core courses on schedule, as outlined in the curriculum plan. In extraordinary circumstances, students may appeal for additional time to complete the program. Contact the graduate coordinator for details.

Academic Calendar and Time Zone

Students should pay careful attention to dates outlined in ASU's Academic Calendar. Start and end dates for each of the sessions are included in this calendar. Assignments and assessments will not be due on observed holidays; however, due to the accelerated nature of online courses, students should not count on taking time off from studying and working on coursework due to holidays. Also, all time frames used in class follow Arizona Mountain Standard Time (MST).

Enrollment and Leave Policies

Registration Enrollment Policy

Students are required to register or drop classes by the deadlines listed on the Academic Calendar. The School of Sustainability does not allow late drops past the university's deadline. If a student wishes to drop a class after the deadline, then the student will need to withdraw from the class. A withdrawal will result in a "W" grade on the student's transcript. A "W" grade may negatively impact students receiving student loans. A "W" grade lowers the student's pace rate, which is a measurement of classes taken versus classes successfully completed. The only way to avoid a "W" grade is to drop the class during the university's add-drop period or to enroll in a different course (a swap) to replace the course that is no longer desired.

To swap a class or to enroll in a class past the add-drop deadline, a student must complete the enrollment change request form and obtain required signatures. The form has complete details. Students may obtain signatures electronically via fax or

digital scan. The form must be submitted to the Graduate Coordinator online at OnlineMSL@asu.edu.

Continuous Enrollment Policy

ASU Graduate Policies and Procedures state that, once admitted to a graduate degree program, during every fall and spring semester, students must be registered for a minimum of one credit hour (not audit) at the graduate level during all phases of their graduate education. This includes periods when they are engaged in their capstone project or in any other way using university resources or faculty time, including the term in which they graduate.

Grades of "W" (withdrawal) or "X" (audit) are not considered valid registration for continuous enrollment purposes. "W" grades are received when students officially withdraw from a course after the course drop deadline. "X" grades are received for audit courses. Additionally, students completing work for a course in which they received a grade of "I" (incomplete) must maintain continuous enrollment as defined previously. Graduate students have one year to complete work for an incomplete grade; if the work is not complete and the grade changed within one year, the "I" grade becomes permanent. See the Satisfactory Academic Progress Policy section for more details on incomplete grades.

Leave of Absence Policy

Because of the cohort-based nature of the MSL degree, students are expected to enroll in the required courses during the appropriate semester. Students planning to discontinue enrollment for a semester or more must request approval for a leave of absence. Approval will only be granted in extraordinary circumstances, and requests should be addressed first to the Graduate Coordinator. Students may petition Graduate Education for a leave of absence for a maximum of two semesters during their entire program. This request must be filed and approved before the anticipated absence.

A student on leave is not required to pay fees, but in turn is not permitted to place any demands on university faculty or use any university resources. Students who do not enroll for a fall or spring semester without an approved leave of absence by Graduate Education are considered withdrawn from the university under the assumption that they have decided to discontinue their program. Students removed for this reason may reapply for admission to resume their degree program; the application will be considered along with all other new applications to the degree program.

Tuition and Fees

Currently, the cost of the MSL program is $710 per credit hour, with no additional program fees. Technology, Financial Aid Trust, and other mandatory university fees and textbook costs may apply. Tuition and fees are set by the Arizona Board of Regents and are subject to change.

Financial Support

Funding is never guaranteed for any of our programs. Students seeking financial support should investigate all opportunities and conduct independent research on funding opportunities beyond the School.

Financial Aid

Students are encouraged to visit the ASU Online [Financial Aid](#) website to identify student funding resources that may be available to ASU Online students. The site includes information about multiple forms of support, including scholarships.

Employer Reimbursement/Tuition Assistance

Students are encouraged to speak to their employers about eligibility for tuition assistance or reimbursement. If assistance is available, important questions to ask include:
- Does the company pay tuition up front or after grades are posted?
  - If grades are required, what percentage of the course is covered for each grade (A, B, C, etc.)? Is there a minimum grade required for reimbursement?
  - How soon will the company reimburse the student after grades are posted?
- Is there a maximum amount the company will pay for tuition per year?
  - If there is a cap, is it calculated on a calendar or fiscal year?
  - If the cap is per fiscal year, when does that year begin and end?
- Will the company pay for additional fees or expenses such as books?
- What documentation is required after the course is complete?

Student Loans

Students who are US citizens or who hold a Green Card are encouraged to apply for [federal financial aid](#) if they need funding assistance. The required form is called the FAFSA and is free to submit. The school code for Arizona State University is 001081.

Any questions related to student loans should be addressed to the [ASU Financial Aid office](#). Please note that graduate-level student loans are all unsubsidized, which means you pay interest on the loans while you are in school.

SAP Form

To remain eligible for student loans, students must meet specific GPA requirements and make academic satisfactory progress (pace rate) toward degree completion. A course withdrawal "W" on your transcript, even if it is a medical or compassionate withdrawal, will negatively impact the pace rate.

Any student who receives a financial aid hold (seen in MyASU) for GPA or pace rate violation will be instructed to contact their program's advisor to fill out a [Satisfactory Academic Progress (SAP) plan](#). The graduate coordinator will work with any student who must complete a SAP plan form. The form must be completed prior to the next term. Submitting the form after the semester begins may result in delays in receiving funds or receiving a lesser amount. The Financial Aid Office must approve

the SAP form; therefore, the graduate coordinator cannot guarantee the SAP plan will grant the student another loan disbursement.

SAP plans are reviewed on an annual basis after the spring semester. A student who is still in violation may have to fill out another SAP form with the graduate coordinator.

Harassment Policy

The University prohibits sexual harassment by employees and students and will not tolerate harassing behavior that interferes with an individual's work or educational performance or creates an intimidating, hostile or offensive working, learning or residential environment. This applies to offline and online behavior, and includes instances of cyberbullying. University harassment policies can be found online.

ASU Online Student Resources

Arizona State University provides many resources for online students, from library access to technical support. For more information, consult the Student Services website and ASU Online's New Student Orientation.

Sun Card

The Sun Card is Arizona State University's official photo ID card. To sign up for a Sun Card, complete the form at cfo.asu.edu/campus-id-card-request-form.Students must submit a color photo and pay a $25 fee for the card.

MyASU

MyASU is an interactive, customized portal to a diverse range of student services, from financial aid to academic advising to course registration. Through the site, students can access their ASU email account and courses in Blackboard. Learn more about how to access and navigate MyASU with this helpful video.

Blackboard

Blackboard is the online academic environment. Accessing and navigating Blackboard will be essential to student success. Each course will have an individual Blackboard site, and there is an overall Master of Sustainability Leadership (MSL) Graduate Community Blackboard site where students can interact across cohorts. To get the most from the program, students should check the Blackboard site frequently and participate in online discussions with the professor and with peers.

Library

ASU Online students have access to a wealth of information through the ASU Library. The Top 5 Resources for Online Students include the Library One search through MyASU, access to thousands of ebooks, a wide range of tutorials, libguides that give you librarians' picks for the best resources by subject, and instant help 24/7.

Technical Support

Students can use ASU's IT Knowledge Base and find frequently asked questions through the Service tab on MyASU. Students also have access to 24/7 technical support via chat, and getprotected.asu.edu provides information to reduce online vulnerability to viruses, malware and phishing.

Software

ASU Online students can access and use powerful software applications for free through My Apps. My Apps is accessed through MyASU.

Academic Integrity

ASU graduate students are expected to be ethical in their multiple roles as students, researchers and representatives of the School, Institute and University. When in doubt about appropriate conduct, students should consult the graduate coordinator to seek clarification. Breaches of academic integrity include, but are not limited to, the following:

- Engaging in any form of academic deceit, e.g., referring to materials, sources or devices (camera phones, text messages, crib sheets, solution manuals, materials from previous classes or commercial research services) not authorized by the instructor for use during an evaluation or assignment;

- Providing inappropriate aid to another student in connection with any evaluation or assignment;

- Engaging in plagiarism by using the ideas, words or data of another person or persons without full and appropriate attribution;

- Engaging in plagiarism by claiming credit for the ideas, words or data of another person or persons, or submitting work done by another as one's own;

- Failing to follow ethical procedures for research involving human subjects, such as violating participants' confidentiality, or failing to maintain confidential or sensitive research data in a secure location;

- Knowingly using data that do not meet appropriate standards for reliability and validity;

- Falsifying or misrepresenting hours or activities in relationship to an internship, externship, research assistantship, field experience, workshop or service learning experience;

- Repeatedly failing to meet commitments and responsibilities, such as chronically missing deadlines, or failing to provide work promised to colleagues; and

- Behaving in a way that reflects poorly on the School, Institute and University while conducting research or participating in community activities as a representative of the School.

The School of Sustainability has a zero-tolerance policy for any form of academic malfeasance. Penalties for unethical behavior range from being placed on academic probation to dismissal from the program. Additional information about academic integrity policies of the University is available on the Student Rights and Responsibilities website.

SOS Satisfactory Academic Progress Policy

Academic excellence is expected of students doing graduate work. Failure to adhere to the policies below may result in academic probation or a recommendation to Graduate Education for withdrawal from the degree program.

The following policies pertain to Master of Sustainable Leadership students:

- Minimum GPA: To be eligible for a degree, a graduate student must achieve a grade-point average of 3.00 or better in all courses numbered 500 and above, and in all work specifically included in the plan of study (see page 10). Two different grade-point averages are computed: 1) the overall graduate grade-point average in all courses numbered 500 or higher that appear on the transcript, and 2) the grade-point average in all courses that appear on the plan of study. Students must also maintain a grade-point average of 3.00 or better in all post-baccalaureate courses at ASU.

- Incomplete Grades: Incompletes are given at the discretion of the instructor of a course and should not be expected. Students granted an incomplete should complete a contract with the instructor outlining the work required and the timeline for completion. The timeline cannot exceed one calendar year. Once coursework has been fulfilled, a grade will be assigned. If the student does not complete coursework within the period stipulated by the instructor, the student may receive an unsatisfactory or failing grade for the course. In the case that the professor gives the student the full calendar year within which to complete the course, and the course is not complete within that time, the incomplete will become permanent and the student will have to re-take the course if it is a required course. The School of Sustainability permits only two incompletes on a student's transcript at any time.

- Individual Course Grades: A grade of C- or below is not allowed on any courses within a student's plan of study. If a student receives a C- or lower, he or she must re-take the course or seek approval to remove the course from the plan of study.

  Per Graduate Education policy, a grade of B or better is required for the capstone requirement. Students must earn a B or better in EMS 586, 587, and 588. If a student fails to receive this grade, they must retake the credits.

- Time Limit for Submitting a Proposal for the Culminating Experience: Students will begin preparing for the capstone during the Introduction to Capstone course, and will submit their culminating experience proposal as part of their coursework before the start of their third semester, but no later than one full semester before they plan to begin their culminating experience.

- Time Limit for Completing the Master's Degree: Students should take no more than two years to complete the master's program.

Advising

Role of the Graduate Coordinator

The graduate coordinator is available to students to help explain department and university policies and procedures. Any question about paperwork, university policies or services should be addressed first to the graduate coordinator, who will answer the question or make a referral to the appropriate university office or personnel. Students can reach the graduate coordinator at OnlineMSL@asu.edu.

Role of the Executive Coach

The executive coach provides students with tools for time management and career development, but cannot assist with academic or university inquiries. Students can find the executive coach's name and contact information in MyASU.

Plan of Study

An interactive plan of study (iPOS) must be filed online via MyASU with Graduate Education. The iPOS is a formal plan to meet degree requirements. It includes all courses to be taken and the designation of a non-thesis experience. The iPOS is an agreement that the work specified on the iPOS will be sufficient for the desired degree. The Graduate Coordinator will work with each student to develop and submit the iPOS during his or her second semester of the program. University policy will prevent students from registering if they do not have an active iPOS after earning 15 course credits.

IMPORTANT NOTE: All student program forms, regardless of where they are processed, must first be submitted to the graduate coordinator. The graduate coordinator will make an electronic copy for the student's file and ensure that forms are routed to the correct unit for processing.

Academic Probation Policy

A student may be placed on academic probation if:

1. The student's GPA in all courses numbered 500 and above and in all work specifically included in the plan of study falls below a 3.00;

2. The student's overall GPA for all post-baccalaureate courses taken at ASU falls below 3.00;

3. The student receives a C-, D, or E in a course on their plan of study;

4. The student receives anything lower than a B in a capstone course; or

5. The student fails to complete the program within specified time guidelines and does not meet milestones specified in the graduate handbook.

Students will be notified by mail when first placed on probation and will be required to complete a Probation Agreement with the Graduate Director. Students on probation must communicate monthly with the graduate coordinator to ensure

satisfactory progression. A student placed on probation will remain on probation until performance improves and requirements have been met. Students have one semester to advance to good standing before termination is considered. The graduate coordinator will notify the student in writing when he or she advances to good standing.

A student may be recommended for withdrawal from the graduate program if:

1. The student is on academic probation because his or her GPA has fallen below 3.00 in the approved plan of study or 3.00 for all post-baccalaureate courses taken at ASU, and the student fails to bring the GPA to required levels by the time the next nine credit hours are completed (continuing registration, research, and thesis/dissertation hours cannot be included in these nine hours);
2. The student receives a C- or lower grade while on academic probation for any reason;
3. The student fails to adhere to the Student Code of Conduct at any time during online or in-person interactions;
4. The student fails to meet milestones specified in the graduate handbook; or
5. The student fails to meet conditions stipulated in their Probation Agreement.

Students will be notified by mail if they are being recommended for withdrawal from the program.

A student may appeal any action concerning academic probation and withdrawal by petitioning the Graduate Director within 10 business days, using the petition form found on the MSL Graduate Community Blackboard site. Approval of petitions is not guaranteed.

Application for Graduation

The graduate coordinator and events coordinator will review graduation requirements and procedures at the start of the student's final semester. During the graduation exit session, the graduate coordinator reviews Graduate Education and SOS policies, procedures and deadlines. The events coordinator reviews procedures for the graduation ceremonies offered by Graduate Education (commencement) and SOS (convocation).

Students should apply for graduation during the semester of planned graduation and no later than the date specified in the most current version of Graduate Education's Graduation Deadlines and Procedures.

The Graduate Application for Graduation is through MyASU. Additional instructions on applying for graduation are online. Students should check and, if necessary, correct their address in MyASU prior to submitting a graduation application to ensure that the diploma is sent to the right address.

Appendix A:
Master of Sustainability Leadership Curriculum Plan

Course Structure

Description	No. of Courses	No. of Credits
Foundations of Sustainability	1	1
MSL Core Courses	12	24
Focus Area Electives	2-3	6
Capstone Courses	3	4
Total		**35**

Course Scheduling

Integration of Courses

Core courses have been developed to be taken as pairs (i.e., Global Context I with Strategy I in session A and Communication I with Leadership I in session B, etc.). The assignments in these pairs of courses have been balanced so as not to be too overwhelming in any unit and are often started in one course and completed or modified in the other course. SOS 501 and Introduction to MSL Capstone are also integrated with the core courses taught concurrently.

Availability of Electives

There is some flexibility as to when students enroll in the focus area electives. It's recommended that students utilize the MSL Elective Course Guide (which can be found in the MSL Community Blackboard Organization site). Availability of courses vary from session to session. Additionally, some courses have prerequisites and additional fees, so students should select their electives carefully.

Fall Start Sample Schedule

Fall Aug - Dec		Spring Jan - May		Summer Jun - Aug	Fall Aug - Dec		Spring Jan - May		Graduation May
A	**B**	**A**	**B**	**A, B, or C**	**A**	**B**	**A**	**B**	**Can participate in spring graduation ceremony in May**
C SOS 501: Intro (1)		**C** EMS 586: Intro to Capstone (1)		Elect (3)	**C** EMS 587: Capstone Prep (1)		**C** EMS 588: Capstone (2)		**Or, can also extend into the summer or fall and participate in graduation ceremonies in Dec**
EMS 502: GC I (2)	EMS 504: Com I (2)	EMS 506: GC II (2)	EMS 509: Com II (2)		EMS 511: GC III (2)	EMS 513: Com III (2)	Elect (3)		
EMS 503: Strat I (2)	EMS 505: Lead I (2)	EMS 507: Strat II (2)	EMS 510: Lead II (2)		EMS 512: Strat III (2)	EMS 514: Lead III (2)			
9 credit hrs		9 credit hrs		3 credit hrs	9 credit hrs		5 credit hrs		

Note: there is flexibility with when students take electives.

Spring Start Sample Schedule

Spring Jan - May		Summer Jun - Aug	Fall Aug - Dec		Spring Jan - May		Summer Jun - Aug	Graduation August
A	B	A, B, or C	A	B	A	B	A, B, or C	
C SOS 501: Intro (1)		Elect (3)	**C** EMS 586: Intro to Capstone (1)		**C** EMS 587: Capstone Prep (1)		**C** EMS 588: Capstone (2)	**Can participate in spring graduation ceremony in May**
EMS 502: GC I (2)	EMS 504: Com I (2)		EMS 506: GC II (2)	EMS 509: Com II (2)	EMS 511: GC III (2)	EMS 513: Com III (2)	Elect (3)	**Can participate in fall graduation ceremony in Dec**
EMS 503: Strat I (2)	EMS 505: Lead I (2)		EMS 507: Strat II (2)	EMS 510: Lead II (2)	EMS 512: Strat III (2)	EMS 514: Lead III (2)		
9 credit hrs		3 credit hrs	9 credit hrs		9 credit hrs		3 credit hrs	

<u>Note</u>: there is flexibility with when students take electives.

Course Descriptions

<u>Core Courses</u>

SOS 501: Foundations of Sustainability (1 credit)	Foundations of Sustainability provides students with a knowledge base to help them succeed in the online MSL program. It is designed to support MSL students in the four learning threads of the program, which include Communications and Sustainability, Global Context, Strategic Sustainability and Sustainability Leadership. It provides a dynamic set of resources that students can draw on in their first sessions as well as throughout their program.
EMS 502: Global Context I (2 credits)	In this course, students will explore iconic sustainability issues and trends and their impact on their organization, institutions, communities and stakeholders. Students will apply tools to identify the relevant risks and opportunities within their organizational context and investigate potential responses.
EMS 503: Strategy I (2 credits)	This course will explore the interface between strategy and sustainability, developing a framework for strategic sustainability that underpins authentic and transparent strategic efforts. Students will engage in mapping, planning and prioritizing methods, tools and techniques to identify and assess strategic opportunities.
EMS 504: Communications I (2 credits)	This course will help you survey your internal communications environment, understand your target audiences and their unique customer centricities, and develop your voice through the use of proven story structure.
EMS 505: Leadership I (2 credits)	This course will enable students to meld powerful and traditional leadership skills while challenging the student's prior knowledge with multiple lens of leadership in a sustainability context. Students will create a personal plan for their unique needs and personal growth toward sustainability leadership.
EMS 506: Global Context II (2 credits)	While Global Context I introduced students to some basic challenges of locating their organization in a larger, global system of sustainability challenges, Global Context II begins to explore more proactive response strategies to these global challenges available to organizations within the current context.
EMS 507: Strategy II (2 credits)	This course uses reframing, re-visioning and backcasting via a sustainability lens as constructs for introducing strategic sustainability across all aspects of an organization—both internally and externally. Students will apply various methods such as Natural Capitalism, Design for Sustainability/Method of Sustainable Product Design, Anderson Method, Cradle to Cradle and Framework for Strategic Sustainable Development to develop flexible action platforms for sustainable enterprises. Students are expected to create a strategic vision, action plan for an organization, including critical external partnerships with communities and institutions.
EMS 509: Communications II (2 credits)	This course will have you map internal, external and target audiences/markets, strategize channels to reach them with your sustainability stories, and have you create a multi-channel communications plan that incorporates modes of engagement for all audiences.
EMS 510: Leadership II (2 credits)	This course will engage students to challenge their prior definitions of systems, responsibility and community from the perspective of sustainability and leadership and provide them with a toolbox for leading with sustainability as a fundamental success platform. Students will create the second phase of their EMS 505 personal plan to help lead others toward sustainability leadership.
EMS 511: Global Context III (2 credits)	Students will learn from successes and failures of current and past attempts and assess the implications for this change in leadership

	perspective to their organizational context.
EMS 512: Strategy III (2 credits)	Students will apply their enhanced strategic sustainability skills to examine select case studies on international sustainability in corporate and non-governmental agencies.
EMS 513: Communications III (2 credits)	This course will ignite the storyteller within as you learn to think link an author, craft your stories in scenes, and produce your presentations to entertain, educate and engage your audiences to move them to action. Your transformation into a courageous storyteller will reveal itself in an 18-minute presentation that will combine your compelling narrative with captivating visual storytelling. Plus, you will create an editorial calendar and social media strategy to publish your stories to help express your thought leadership in sustainability online.
EMS 514: Leadership III (2 credits)	This course will engage the student to identify and apply pathways to inspire, persuade and influence others to act towards a shared global vision. Future orientation, reframing organizations to be globally scalable and still be locally focused, leadership best practices for diverse, multinational, and international human talents and redefining success and growth using sustainability as a success lens are great tasks that sustainability leaders will face.

Capstone Courses

There are three capstone courses students will enroll in. The final product of the project will be a filmed presentation that demonstrates the student's knowledge of sustainability, leadership, communication, context, and strategy in relation to the project.

EMS 586: Introduction to MSL Capstone (1 credit)	In this course students will select and prepare for their final capstone project in the MSL program. Students will have an opportunity to present and discuss their concepts and plans with faculty and with other students in the cohort. Students will also learn project management techniques that will be used in completing their capstone project.
EMS 587: MSL Capstone Preparation (1 credit)	This course will help guide students in taking their culminating project from proposal to hands-on implementation. In this course Sustainability Leadership students will connect, network, leverage, test, adapt, and finally implement their capstone project.
EMS 588: MSL Capstone (2 credits)	In this course Sustainability Leadership students will complete and finally implement their capstone project.