



# University of Leadership Studies

## CATALOG

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## A WORD FROM PRESIDENT

The advancement of technology demands new learning of individuals in every society. In the U.S. today, new technologies create changes in the business environment, generating a need for us to become consumers of new information. Attending university enables us to better utilize this necessary information, helping us to get ahead in the business world and the professional environment. Serving in various business organizations over the past twenty years has convinced me that traditional types of business education are neither effective nor convenient for those working professionals who do not desire to leave their careers to complete their degrees. Clearly, attending classes after a hard day of work is at the very least an inconvenience for most people.

The University of Leadership Studies (ULS) was founded in response to the growing need for a creditable “non-traditional” educational format in Leadership Studies. Our faculty has developed high quality distance learning programs that are professionally relevant to your career and personal life. These programs allow you to study at home or in your office, and at your own pace while interacting with your professor by phone, fax, mail and electronic mail. Our programs are innovative, flexible and highly practical, providing the business and managerial knowledge that you need to master the rapid changes in your professional organization.

If people look to you for leadership, if you aspire to take the lead, or if you are responsible for leadership within your organization, we can help you to size up the challenges facing you. We can help you become a better leader. To understand and practice this curious, simple, complex thing called leadership you need to interrogate it from many different angles over a sustained period of time. Our Leadership programs are much more focused than a general business degree, designed for people facing these challenges for real.

We place considerable emphasis on exploring and understanding contemporary leadership issues and include strong elements of action, observation, analysis and reflection offering participants a unique opportunity to integrate what they are learning to their place of work. To meet differing styles and working patterns these programs are offered through personal coaching supported by substantial on-line materials. ULS invites you into an educational partnership that will empower you to reach your maximum professional capabilities.

Hiromasa Ami,  
President



## STATEMENT OF MISSION, PURPOSE AND OBJECTIVES

The mission of the University of Leadership Studies (ULS) is to enrich local and global communities by providing educational opportunities, intellectual stimulation, and services of high quality to professionals striving to succeed in a diverse and dynamic society. The university's programs are rooted in the concepts of quality education and quality service and the commitment to point graduates to a leadership position in their field of choice. To accomplish this mission, ULS is committed to enhance student competencies by:

- ✓ Providing working adults with higher educational and training opportunities that are flexible and accessible.
- ✓ Providing higher educational and training opportunities that are current with technology and career demands.
- ✓ Providing faculty members that have demonstrated expertise in, their respective domain, both professionally and academically.
- ✓ Integrating into the educational process a better understanding of cultural diversity needs.
- ✓ Delivering educational support services that meet student life demands and schedules.
- ✓ Building within students a value for life-long learning and education.
- ✓ Teaching students how to evaluate, to analyze, and to synthesize information to become more skillful at creating solutions in a career environment.
- ✓ Providing educational resources in a manner that effectively uses current technology.
- ✓ Offering our programs at times and at places that are accessible to students off campus.

## PURPOSES:

ULS's Master's and Doctorate degree programs were first developed in Japan by a Leadership Training and Consulting Company who have practiced a unique method of case study and self-study originally developed in the USA then introduced to the Japanese community by combining the format of "case study" by "self-study". These degree programs were developed to serve working adults who are seeking higher educational and training opportunities for professional development and personal growth. Case study by self-study requires considerable effort on behalf of students who are encouraged to come up with their own ways of finding solutions and developing new ideas. This self-developed problem-solving ability is cultivated more by doing than by just by reading textbooks, and writing papers. As it has become easier and faster to acquire new and useful information via the internet, students can search for the necessary resource material from around the world as well as from the books and academic materials suggested by teachers.

The courses in master's and doctorate programs will be conducted in English and Japanese, using traditional correspondence material methods, online discussions via email and electronic information access to enhance students' practical experiences within a virtual learning environment.

In the master's program, students are expected to develop their original case studies that demonstrate their understanding and ability to apply what they have learned to their own communities.

In the doctorate program, students are expected to complete publishable graduate level textbooks from an



original academic perspective, which contains the necessary related theories and cases.

#### OBJECTIVES:

Upon completion of education and training at the University of Leadership Studies, students should be able to:

- ✓ Use the current technology within the context of their career.
- ✓ Articulate a career path and plan to include a commitment to life-long learning.
- ✓ Demonstrate the ability to work in a diverse cultural environment.
- ✓ Communicate within their career field and clearly relate to their peers a practical knowledge of their professional understanding and discipline.
- ✓ Demonstrate leadership and management skills relevant to their career field.

#### ***Institutional Approval and Disclosure Statements***

- ULS is a private postsecondary institute approved to operate by the Bureau for Private Postsecondary Education. “Approval to operate” means that the Bureau has determined and certified that an institution meets minimum standards established by the Bureau for integrity, financial stability, and educational quality, including the offering of bona fide instruction by qualified faculty and the appropriate assessment of students’ achievement prior to, during and at the end of its programs.
- The Bureau for Private Postsecondary Education approves a person or legal entity to operate an institution in California. An approval to operate signifies that an institution is in compliance with state standards as set forth in the Private Postsecondary Education Act. Only accrediting agencies can accredit an institution. Accreditation is a voluntary non-governmental review process. State approval is mandatory for an institution operating in California subject to the California Private Postsecondary Education Act of 2009 unless exempt from the Bureau oversight pursuant to CEC 94874 or 94874.1.
- Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at P.O. Box 980818, West Sacramento, CA 95798. [www.bppe.ca.gov](http://www.bppe.ca.gov) Phone: (916) 431-6959 Fax: (916) 263-1897.
- As a prospective student, you are encouraged to review this catalog prior to signing an enrollment



agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

- ULS does not have a pending petition in bankruptcy, and is not operating as a debtor in possession, has not filed a petition within the preceding five years, or has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).
- Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (<http://www.bppe.ca.gov/>) Phone Number: (916) 431-6959 Toll Free: (888) 370-7589 Fax Number: (916) 263-1897).
- ULS does not recognize acquired life experience and prior experiential learning as a consideration for enrollment or granting credit towards any programs.
- If student obtains a loan to pay for an educational program, the student will have the responsibility of repay the full amount of the loan plus interest, less the amount of any refund, and that, if the student has received federal student financial aid funds, the student is entitled to a refund of the moneys not paid from federal student financial aid program funds.
- ULS does not have an articulation agreement or transfer agreement with any other college or university at the present time.
- It is the policy of the school to always provide a copy of the latest school catalog either in writing or electronically on the school's website to all prospective students.
- The school catalog is updated at least once a year or whenever changes to school policies take place.
- The Chief Academic Officer is responsible for monitoring new policies and procedures and maintaining the school in compliance with the California Private Postsecondary Education Act of 2009.
- Prior to signing an enrollment agreement, you must be given this catalog and a School Performance Fact Sheet, which you are encouraged to review prior to signing any agreement with the school. These documents contain important policies and performance data for this institution. This institution is required to have you sign and date the information included in the School Performance Fact Sheet relating to completion rates, placement rates, license examination passage rates, and salaries or wages, prior to signing an enrollment agreement.
- ULS is not accredited by an accrediting agency recognized by the United States Department of



Education.

- ULS is not approved to participate in the Title IV Federal Student Aid programs.
- ULS does not provide visa services and will not vouch for student status.
- ULS does not have, under its control or ownership, and is not affiliated with any dormitory or housing facilities.
- ULS does not provide housing assistance services to the students.
- ULS students are required to speak English or Japanese when an instructional setting necessitates the use of English or Japanese for educational or communication purposes. All classes are taught in English or Japanese. ULS does not offer English or Japanese as a Second Language.



## **ADMISSION AND ENROLLMENT PROCEDURES -**

ULS maintains continuous enrollment throughout the year. -

The Admissions Committee meets regularly to evaluate applications. The applicant might be contacted by an Admissions Counselor if further information is needed. Upon a favorable evaluation, a preliminary letter of acceptance will be issued to the student. Most students will begin their programs within two weeks after receipt of their acceptance letter.

Please send your application to:

**University of Leadership Studies -  
8880 Rio San Diego Drive 8th Floor -  
Rio Vista Tower -  
San Diego, CA 92108 -**

For further information, please contact an academic counselor at 619-209-6150, or reach us through our email address: [admin@e-uls.org](mailto:admin@e-uls.org)

### ***Admission Policy: Master's Degree Level:***

ULS requires that candidates entering at the Master's Degree level have earned a both a high school diploma and a Bachelor's Degree, or its equivalent from outside the U.S.

A Bachelor's Degree or a minimum of 90 credits of successfully completed undergraduate work from an accredited American institution or an equivalent non-U.S. institution makes an applicant eligible for admission. The candidate must have earned a minimum grade point average (GPA) of 2.0 on a 4.0 scale (or equivalent) in their undergraduate work. If the student has previously earned a master's or doctoral degree from an accredited institution, s/he should submit the official transcript of the advanced degree in lieu of a transcript for the undergraduate degree.

An official transcript for the candidates' degree must be posted and mailed directly to the Admissions Office by the registrar from the college or university that granted the undergraduate degree.

The applicant's professional commitment and written language skills are evaluated through a personal statement, and two confidential recommendations, both submitted as part of the admissions packet

Two letters of recommendation from former professors or administrators must be sent to the Admissions Office.

A Personal Statement of 2 to 4 pages in length is required, addressing the following:

- 1) goals and purposes for attending ULS.
- 2) background experience; and
- 3) how this program will assist the student in achieving his or her goals

### ***Admission Policy: Doctorate's Degree Level:***

ULS requires that students entering at the Doctorate level have earned a Master's Degree, or its equivalent from an accredited American institution or an equivalent non-U.S. institution makes an applicant eligible for admission.

An official transcript for the degree must be posted and mailed directly to the Admissions Office by the



registrar from the college or university that granted the undergraduate degree.

The applicant's professional commitment and written language skills are evaluated through a personal statement, and two confidential recommendations, both submitted as part of the admissions packet

Two letters of recommendation from former professors or administrators must be sent to the Admissions Office.

A Personal Statement of 2 to 4 pages in length is required, addressing the following:

- 1) - goals and purposes for attending ULS;
- 2) - background experience; and
- 3) - how this program will assist the student in achieving his or her goals.

*All candidates applying to ULS must arrange to have original transcripts sent to ULS from all previously attended educational institutions. All official transcripts must be received by ULS in a sealed envelope from the previous educational institution or evaluation agency, not from the student.*

These arrangements are to be made at the time of the candidate's application. Upon receipt of these transcripts of high school completion and college level course/degree completions, the Chief Academic Officer will review the documents and make the assessment of the transferability of each course appearing on the transcripts. As part of that assessment, the Chief Academic Officer will assure that the student's GPA meets or exceeds the 2.0 minimum required.

***The admission package can be downloaded from the ULS website and includes:***

- ✓ Enrollment agreement
- ✓ Computer Literacy Certification
- ✓ Certification of Library Access
- ✓ Goals Statement
- ✓ Professional Recommendation Form
- ✓ Request for Transcripts

***All candidates will also be expected to computer literate***

ULS programs use computer-mediated delivery methods that require all students to be proficient in several computer operations. ULS currently uses the Microsoft Office Suite of programs and all files sent to faculty must be compatible with the current software version in use at ULS. In addition, candidates must acknowledge that they understand the following requirements:

- The need for access to a computer that will send and receive information including graphics via the web.
- Responsibility to locate and maintain access to this equipment from the time they are accepted into the program until completion of the program and that the equipment must be updated from time to time to keep pace with changes in computer-mediated technology.

Candidates will be expected to be proficient at the following operations

Writing documents in Microsoft Word or writing documents in another word processor and saving files in Word formats.

- ✓ Using a WWW browser.



- ✓ Sending and receiving e-mail messages.
- ✓ Using multiple e-mail addresses.
- ✓ Sending and receiving attached files in e-mail messages.
- ✓ Searching the WWW using search engines.
- ✓ Searching databases of information using the WWW to gain access to authorized databases.

Foreign candidates must submit transcripts which will be examined by the CEO and/or CAO. If the transcripts are unfamiliar to the CEO or the CAO, the transcripts will be evaluated by an independent agency to ascertain whether or not the transcripts reflect learning that is considered, by that agency, as equivalent to a high school education here in the United States.

A score of 500 on the paper test or 61 on the Internet-based test (iBT) of the Test of English as a Foreign Language (TOEFL) is required for applicants whose primary language is not English or Japanese. Arrangements may be made to have scores on the TOEFL sent directly to the Admissions Office. For an application to take this test, write TOEFL, Educational Testing Service, Box 6151, Princeton, New Jersey, USA 08541-6151. International students who have graduated from accredited four-year colleges or universities in the U.S. need not submit a TOEFL score.

If a candidate has not graduated from a recognized high school, domestic candidates must submit evidence of having met the GED (General Educational Development) requirements.

Should the transcripts be from overseas, those documents will be photocopied. The copies will be retained by this institution. The originals will be forwarded, by mail, to an independent Transcript Evaluation Service. Upon return of the documents, the CAO will review the correspondence received from the Transcript Evaluation Service and return all received documents to the student's official file. At that time, the CAO will respond, in writing, to the candidate and document either: the acceptance of the credit or will document the specific courses which are transferable, which are not, and what further action will be required of the candidate in order to meet the published academic entrance requirements for the selected degree program.

Each document will be examined to assure that the work accepted is clearly indicated, by the issuing institution, to be degree appropriate coursework. Questions of the equivalency of credit from overseas institutions will be submitted to the Independent Transcript Evaluation Service.

### ***Credit for prior experiential learning***

University of Leadership Studies does not recognize acquired life experience and prior experiential learning as a consideration for enrollment or granting credit towards any of its degree programs.

### ***Transfer of Credit from Other Schools***

ULS will be considered for transfer and may accept a maximum of 6 graduate semester credits in transfer toward the Master's degree, earned in graduate courses for which a grade of "B" or higher was earned. To enable the evaluation of prior college work, official transcripts must be provided. Appropriately accredited postsecondary institutions are defined as those accredited by an accrediting agency recognized by the United States Department of Education, or by an accrediting agency recognized by the Council for Higher Education Accreditation (CHEA) or, for non United States institutions, an



educational institution approved by an equivalent authority. Applicants who have degrees from foreign institutions of higher education need to have these credentials evaluated by a third party, such as World Education Services, Inc. or Educational Credential Evaluation, Inc. It is recommended that applicants obtain a course-by-course evaluation. For more information contact the Office of Admissions. Transfer credit may be given only for academic coursework completed; no transfer credit is awarded for life experience, portfolio assessment or any other non-academic achievements.

### ***Notice Concerning Transferability of Credits***

The transferability of credits you earn at ULS is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the credits you earn at ULS is also at the complete discretion of the institution to which you may seek to transfer. If the credits that you earn at ULS are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason you should make certain that your attendance at ULS will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending ULS to determine if your credits will transfer.

### ***Facilities***

The main campus is located 8880 Rio San Diego Drive, Rio Vista Tower, 8th floor, Suite 30 San Diego, CA 92108. The campus in the Premier Business Centers building located one block north of the 805 freeway on Rio San Diego Dr. The area of the institute is approximately 1000 sq. ft. with an entrance into the administrative area. The administrative area is divided into a reception area, two administrative offices. Restrooms are available in the building. All instruction is provided online. The facility and equipment used fully comply with all federal, state and local ordinances and regulations, including requirements for fire safety, building safety, handicapped access and health.

### ***Evaluation of Lessons submitted by Students.***

All classes are held online. Students' lessons will be evaluated within 10 business days. Final projects will be graded within fifteen business days.



## ACADEMIC PROGRESS

Details regarding the academic progress of each student are documented by the institution. All students must maintain satisfactory academic progress as measured by the student's cumulative grade point average. The minimum acceptable GPA (grade point average) is 3.0. Should an individual student's grade point average fall below 3.0, the student will be placed on academic probation. During the ensuing enrollment sessions the student will receive remedial guidance from the Chief Academic Officer or his/her designee, and additional assignments or projects may be required to assure that the student is benefiting from the instruction. The early identification of those students who are experiencing academic difficulty will assist the institution in providing the additional guidance that may provide a remedy.

In any event, should a student's GPA fall below 3.0 the student will be informed that certain minimal corrective actions are required. These include:

1. - Full and prompt cooperation and participation in a scheduled completion of assignments
2. - Demonstrated compliance with all communication requests issued by the instructor or the administrator.

A student who's GPA improves to or above the 3.0 level will be removed from Academic Probation.

Students who do not cooperate in a remedial program or who are otherwise unable to return their cumulative GPA to a 3.0 standing after the completion of 12 additional semester units, will be so advised and administratively dropped from the program and be issued all refunds as required by the refund policy of the institution. Such refund policy will be in full compliance with that required of the primary oversight agency of the institution, the Bureau for Private Postsecondary and Vocational Education.

### *Attendance Policy*

This institution's policy on attendance is based on the premise that regular communication between the teacher and the student and, also, among students themselves, has significant value in the learning process. Our programs are structured to maximize your interaction with your instructor and peers while maintaining autonomy over your academic schedule. Therefore, each student is afforded the freedom to establish his or her schedule, but regular contact with the instructor and other enrolled students is a requirement that must be met. Such contact will help guide and maintain your steady progress towards the completion of assignments and courses. Such contact better assures we may more readily assist you in resolving any problematical aspects of your program. Instructors are authorized to factor the frequency and adequacy of your communications into the assignment of a grade for any given course. Allowances for interruptions in "attendance" due to illness or personal emergency should be handled on a case-by-case basis between the student and instructor. Arrangements to make up work missed and return to an agreed schedule should be initiated by the student and established with the instructor. Leave of absence may be granted for good reasons at the discretion of the University. Students are required to submit a petition for any extended leave of absence.



### ***Grading and Evaluation Procedures***

At ULS all the students' grades and evaluations are based on demonstrated performance during each course and the level of academic knowledge gained during the course. The grading will consist of letter grades of A through F with grade points as indicated in this catalog. Additional elements of essays, problems, projects and case studies will receive letter grades from the Faculty based on the grading rubric established by the ULS. Each course is based on a total of 100 maximum points.

Grade	GPA	Indicator
A	4.00	Excellent
A-	3.75	Excellent
B+	3.50	Good
B	3.25	Average
B-	3.00	Below average
C	0	Failed
I		Incomplete
W		Withdrawal
P		Pass

### ***Grade Point Average***

A student's grade point average (GPA) is obtained by dividing the total number of points earned by the total credit hours attempted. Grades and symbols used to record academic progress are listed in the grading system table below. GPA is based on a maximum of 4.0. Grade points are assigned to all grades as follows:

### ***Standards of Academic Achievement***

A student must meet the minimum standards of academic achievement and successful course completion while enrolled at the ULS. The student's progress will be evaluated at the end of each ten months to determine satisfactory academic progress. The ULS does not allow students to remain enrolled who are not meeting the standards of satisfactory progress.

### ***Maximum Degree Program Duration***

The university understands that many students are working adults attending school part-time. Thus, most students' academic programs will extend beyond the normal duration for full-time students. However, we encourage students to complete their studies as expeditiously as possible. The maximum time to complete any degree program is one-and an half times the program length unless mitigating circumstances such as illness exist. The normal length of each academic program is indicated in the curriculum description for the academic programs in this catalog.

The percentage of credit hours successfully completed must equal a minimum of two-thirds (2/3) of the credit hours attempted in order to be satisfactorily progressing with the ULS's maximum time frame.



### ***Academic Probation***

A student who is making unsatisfactory progress at the end of a grading period will be placed on academic probation for the next grading period. If the student on academic probation achieves satisfactory progress for the subsequent period but has not achieved the required grades for overall satisfactory progress, the student may be continued on probation for one more grading period. If the student on probation fails to achieve satisfactory progress for the first probationary grading period, the student's enrollment will be terminated. If a student on probation fails to achieve satisfactory progress for the program at the end of two successive probationary grading periods, the student will be terminated. When a student is placed on academic probation, the student will be required to communicate with the Office of student Services prior to returning to class. The Office of student Services will inform the student of the date, action taken, and terms of the probation. This information will be clearly indicated in the appropriate permanent student's record.

### ***Academic Dismissal/Suspension***

Any student who fails to achieve overall satisfactory progress for the program at the end of two successive probationary grading periods will be suspended from enrollment.

### ***Academic Suspension Reinstatement***

A student whose enrollment is suspended for unsatisfactory progress may reapply for admission after a minimum of one grading period. A student who returns after the enrollment was suspended for unsatisfactory progress will be placed on probation for the next grading period. The student will be advised of this action, and the student's file documented accordingly.

### ***Academic Dismissal/Termination***

If the student does not maintain satisfactory progress during or by the end of this final probationary period, then the student's enrollment will be terminated. Application of Standards: Satisfactory academic progress standards apply to all students and include all periods of the student's enrollment.

### ***Appeals***

Should a student disagree with the application of these satisfactory progress standards, he/she must first discuss the problem with the appropriate instructor(s). The student may then appeal to the Director of student Services. If the situation is not resolved, the process that will be followed is explained under the Arbitration section of this catalog.

### ***Incompletes***

Students receiving, at the discretion of the faculty member, a grade of "I" will be evaluated according to the minimum standard for academic progress and will be re-evaluated at the end of the first two weeks of the following course during which time the student may complete missing work. Courses indicating an "I" at the end of the two-week period will become an "F" with a "0" added to the GPA. A student who withdraws during the last quarter of his/her program will receive a grade of "incomplete" if the student requests the grade at the time of withdrawal and the student withdraws for an appropriate reason unrelated to the student's academic status. A student who receives a grade of incomplete may reenroll in the program during the 12-month period following the date the student withdraws and complete those



incomplete subjects without payment of additional tuition. Withdrawn, Withdrawn Failing, Transfer of Credits: If a student withdraws prior to the mid-point in a course, the student receives a “W” and the GPA is not affected. If a student withdraws after the mid-point, the student receives a “WF” and receives a “0” for the course at the discretion of the faculty member. This is included in the GPA. Transfer of credit courses does not affect the GPA. The student who receives a “W” grade will have a 12-month period following the date the student withdraws to complete the course at no additional tuition.

### ***Repeating a Course:***

Students must repeat courses in which they have received an “F” grade or from which they withdraw. Students will be charged the regular tuition fees for each course they repeat in which they received an “F” grade. Graduate students must earn a cumulative GPA of 3.0 or higher on a 4.0 scale on all courses that carry a graduate credit. At ULS, no grade below C is acceptable for credit toward a graduate degree and if a student receives a grade below C in any graduate course, that course must be repeated. The new grade will replace the old grade for grade point average calculation but the old grade will remain in the transcript. For students who wish to improve their grade, the fee for repeating a course is the same as the regular tuition.

### ***Make-up Work***

Make up work is handled by faculty members on a case by case basis.

### ***Reinstatement***

Students who are placed on Academic and/or Financial Hold may apply to be reinstated as “active students.” To change the status to active, students must submit a completed application for reinstatement along with a fee of \$400.00. Additional tuition fees will apply to uncompleted coursework.

### ***Enrollment Termination***

Enrollment at ULS may be terminated by the student or by the ULS. Termination of enrollment by the student must be submitted in “any manner” (telephone, fax, mail, in person, or by e-mail) to the Office of student Services. ULS may terminate a student's enrollment for any Academic issue listed earlier in this section of the catalog. In addition, ULS may terminate a student’s enrollment for any of the following reasons:

- ✓ Failure to comply with the ULS’s policies.
- ✓ Non-payment of tuition fees.
- ✓ Falsifying information on the application, any other document during the admissions process, or during the student’s coursework is subject to immediate termination.
- ✓ Cheating. Any student altering the results of the mid-term examination, or final examination, or plagiarizing any written assignment, will result in termination of enrollment.
- ✓ Failure to progress through the assigned course work and research requirements within a - reasonable period of time will subject the student to termination. -

### ***Leave of Absence***

Due to circumstances that would make it hard or impossible for them to continue with their coursework, students can request a leave of absence by completing the Leave of Absence form located at:



[http:// http://e-uls.org/e/courses/docs/leaveofabsence.pdf](http://e-uls.org/e/courses/docs/leaveofabsence.pdf)

### ***Academic Freedom***

The ULS is committed to assuring full academic freedom to all faculty members. Because it is confident in the qualifications and expertise of its faculty members, the institution encourages its faculty members to exercise their individual judgment regarding the content of the assigned courses, organization of topics and instructional methods, providing only that these judgments are made within the context of the course descriptions as currently published, and providing that the instructional methods are those official sanctioned by the institution, methods for which the college has received oversight approval.

This institution's ownership believes that the most important diversity that can accrue to the benefit of students is the diversity of thought that results from free discussion, the open expression of view-points and opinions on the subject matter at hand, and the diversity of thought that results from the free exercise of research and original thinking in the academic fields related to the institution's course offerings.

The ULS encourages instructors and students to engage in discussion and dialogue. Students and faculty members are encouraged to express views freely, however controversial, as long as they believe it would advance understanding in their specialized disciplines.

Therefore, The ULS has implemented the following process to assure academic freedom:

- 1) This policy is provided, in writing, to instructors at the time of hiring.
- 2) This policy is published in all catalogs, and is presented in the proposed to be published catalog contained in this application.
- 3) 3 This policy is presented and published in the official statements of the institution's policies which are filed and maintained in the office of the Chief Executive Officer.



## STUDENT SERVICES

### ***Student Identification Card***

Every student will be provided with an ID card that is supposed to be worn at all times while in premises. Students without ID card will not be permitted to access any of the institute's resources.

This institution does not have a pending petition in bankruptcy, and is not operating as a debtor in possession, has not filed a petition within the preceding five years, or has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

### ***Learning Resources***

Learning resources provided through ULS enable its students and Professors to access library facilities, informational databases, and electronic communication services from the convenience and comfort of their homes and offices. Learning resources have been developed and are continually updated to support high quality Instructor/student communications.

### ***Counseling***

ULS offers counseling via Administrators and Faculty. Academic Counseling falls in the purview of the Academic Dean, Faculty and academic staff. Personal Counseling and mentoring such as trauma, personal, sexual harassment fall in the purview of the Director of Student Services.

### ***Student Interaction and Study Groups***

Group study will be incorporated when feasible. Students coming together, sharing ideas, and preparing is a delightful part of the college environment be it direct or virtual. Group study is a helpful way to re-enforce the personal first time study and expand the range of learning. Interaction will be the essence of the instructor's facilitative tasks.

### ***Libraries***

ULS provides its students with an online library allowing the students to perform research on topics covered in each of the degree programs. The library utilizes research databases providing the student with the most thorough and up-to-date research material available. The library also provides students with a number of URLs for free online libraries and research organizations.

Each student is provided access to ProQuest library database where the students can research for scholarly and peer reviewed journals. The student is expected to fully utilize the ProQuest library database when addressing discussion questions, written assignments, course research projects (CRPs), and the doctoral dissertation.

Due to the independent study nature of its programs, the University does not maintain a traditional library for student use. However, ULS requires students to utilize their nearest academic library for preparation of their research papers and projects. Students are to complete and return to ULS certification that such facilities are accessible. ULS has become a member of internet database service Online Computer



Library Center, Inc (OCLC), which provides library database access in many languages, including English and Japanese. All students will have access to OCLC.

### ***Directed study or elective project***

Each student may undertake a directed study or elective project by utilizing his/her knowledge to handle a practical problem in the field. The learning outcome is to acquire new knowledge and be able to apply such knowledge by problem solving specific issues. The student is required to submit a study/project proposal to the University for approval. The final project must be typed and a Bibliography and Glossary of Terms should be included.

### ***Online Libraries***

The following lists contain online libraries that are recommended to students:

- ✓ Appleton Public Library: <http://www.apl.org/index.html>
- ✓ IPL (The Internet Public Library): <http://www.ipl.org>
- ✓ Office of the Law Revision Counsel: <http://uscode.house.gov/>
- ✓ The WWW Virtual Library: <http://vlib.org/>
- ✓ National Business Incubation Association: <http://www.nbia.org>
- ✓ Questia Library: [http://www.questia.com\(fee\)](http://www.questia.com(fee))
- ✓ SCORE: Counselors to America's Small Business: <http://www.score.org>
- ✓ English Study Hall: <http://home.gwu.edu/~meloni/eslstudyhall/>
- ✓ Knowledgerush.com: <http://www.knowledgerush.com/>
- ✓ Bibliomania: The Network Library: <http://www.bibliomania.com/>
- ✓ IPL Online Texts Collection: <http://www.ipl.org/div/books/>
- ✓ Litrix Reading Room: <http://www.litrix.com/readroom.htm>
- ✓ Project Bartleby Archive: <http://www.bartleby.com/>
- ✓ Project Gutenberg Archive: <http://www.promo.net/pg/>
- ✓ The On-line Books Page: <http://digital.library.upenn.edu/books/lists.html>

### ***Services Not Provided by the University***

ULS does not provide, or charge fees for student housing, transportation, supplies and materials, equipment costs, shop or studio fees, or any other costs not described in the ULS's Schedule of Fees and Charges. In addition, the ULS neither provides, pays for, nor reimburses students for the acquisition of, or use of, any electronic tools, and/or services such as, but not limited to, computers, access to online database services, or database consultant fees and/or services.

### ***Academic Counseling***

Students at ULS are given the opportunity to gain skills in academics, career planning and job placement. Academic counseling is available as needed through the department head. In some cases, the student may be referred to the Department of student Services.

### ***Graduate Placement***

ULS does not guarantee employment to any student upon graduation.



### ***Release of Academic Information***

The University adheres to the Family Educational rights and Privacy Act. Therefore, students may review contents of their permanent records as they are maintained at ULS Offices. Such inspection must be completed in person by the student at the location where the information is retained.

Since the University subscribes to the policy that a student's academic record is confidential, information will be released only upon written instruction from the student except as noted below. The student's academic records are open for inspection only to the student and those members of the University staff who have responsibility for working with the student or maintaining records. Official academic records submitted from another institution will not be released to a third party or to the student. These documents are retained as part of the permanent records.

### ***Student Records***

Under the California Code of Regulations, Title 3, Division 10, Private Postsecondary Education, ULS is required to maintain student records for a minimum of 5 years and a transcript of grades permanently.

### ***Transcripts of Records***

The ULS will supply one official transcript upon graduation. Requests for additional transcripts must be made in writing and signed by the student. There is a \$15.00 charge for each transcript requested. For transcripts mailed outside of the U.S., there is an additional shipping fee of \$50.00 students requesting release of academic records and transcripts to employers or other groups or agencies must sign an authorization request and follow the procedures outlined in this section.

### ***Federal Right of Privacy Act of 1964***

The Federal Right of Privacy Act of 1964 enables all students to review their academic records, including grades, attendance and counseling reports. Student records are confidential and only such agencies or individuals authorized by law are allowed access without permission of the student. State law requires the college to maintain these records for at least a five-year period. A student may request a review of their records by writing to the Director.

“All records and documentation required by the Reform Act of 1989 will be maintained at the main administrative office for a minimum period of five years. Thereafter, all official student transcript records will contain the names of all programs into which students have enrolled, the names of all courses attempted, whether or not completed, the academic grade earned, the year and quarter, and the number of units of credit earned. The administrative policy of ULS is to maintain the transcript of records for fifty years. ULS will provide transcripts to students upon written request.”



## GENERAL INFORMATION

Electronic communication is the preferred communication media for students, faculty and staff. In order to take advantage of this technology, it is required that students, faculty and staff acquire and maintain e-mail access with the capability to send and receive attached files. In order to navigate the internet, it is recommended that the latest version of one of the following browsers be used:

- ❖ Microsoft Internet Explorer •
- ❖ Mozilla Firefox•
- ❖ Netscape Navigator•

Our entire online curriculum is delivered via a learning management system powered by Moodle. There is technical assistance available for our enrolled students. Students may access their courses at their own convenience. Our online courses provide the same educational components as our resident programs.

### *Recommended Minimum System Requirements*

#### Windows

- ✓ Processor: 850MHz or faster processor (or above)
- ✓ Operating System: Windows XP/2000/98
- ✓ Memory: 512MB of RAM (or above)
- ✓ Screen Resolution: 1024 x 768 (or above)
- ✓ Microsoft Internet Explorer 5.5 (or higher) or Mozilla Firefox 1.5
- ✓ Adobe Flash Player 8 (or higher) and Adobe Acrobat 6 (or higher)

#### Macintosh

- ✓ Processor: G3 500MHz or faster processor (or above)
- ✓ Operating System: OS 10.3 (or above)
- ✓ Memory: 512MB of RAM (or above)
- ✓ Screen Resolution: 1024 x 768 (or above)
- ✓ Mozilla Firefox 1.5 or Safari 1.2.2 browser supported for Mac OS X 10.3 or higher
- ✓ Adobe Flash Player 8 (or higher) and Adobe Acrobat 6 (or higher)

ULS strives to prevent the spread of computer viruses by employing the latest virus detection software on all university-owned computer systems; however, ULS makes no guarantee related to the unintentional propagation of computer viruses that may go undetected by our virus detection software. ULS will not be held liable for any direct, indirect, incidental, special, consequential or punitive damages of any kind, including but not limited to; loss of data, file corruption, or hardware failure, resulting from the effect of any malicious code or computer virus unintentionally transmitted by ULS staff members, Members, students or affiliates. ULS strongly recommends and urges all Professors and students to seek out and install adequate virus detection software and to routinely check for, and install the most recent updates to their anti-virus software no less frequently than once each month, for their particular computer and operating system.



### ***Tax Deductions for Educational Expenses***

Students may be able to deduct qualified education expenses paid during the year. U.S. Treasury Regulation 1.162-6 permits an income tax deduction for educational expenses such as books, registration fees, and expenses needed to maintain or improve student's skills in current professions, or to meet job requirements of an employer or minimum professional requirements to retain student's job status, employment, or rate of pay. Students are encouraged to check their status with an enrolled tax agent or the toll free number listed for the I.R.S. Treasury Office in the student's tax area.

### ***License and Credentials***

ULS's Degree Programs and coursework do not meet any particular local, state or national licensing or credentialing requirements. It is the responsibility of the future students interested in obtaining licensure or a credential to check with the state agencies, school districts, professional associations and government agencies before enrolling with any distance learning university.

### ***Return Check and Credit Card Declines Policy***

Students are responsible for all fees relating to checks returned from the bank due to non payment. The ULS charges a fee of \$35.00 for any returned check or credit card declined. If a student has a returned check or credit card declined, it will be the ULS's discretion to require money orders or cashier's checks for all future payments.

### ***Student Housing Disclaimer***

ULS does not offer nor require student housing.

### ***Sexual Harassment Policy***

Whether verbal or physical, in person or by telephone, sexual harassment is an act of aggression. It is a violation of federal law under (section 703 of the Civil Rights Act of 1964 and under Title IX Education Amendments of 1972). ULS encourages students and employees to confront sexual harassment, to report incidents and/or to seek advice and assistance. ULS has both a moral and legal obligation to investigate all complaints of sexual harassment and to pursue sanctions when warranted.

### ***Loan to pay for an educational program***

If a student obtains a loan to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund, and that, if the student has received federal student financial aid funds, the student is entitled to a refund of the moneys not paid from federal student financial aid program funds.



### ***Student Grievance Procedure***

Student grievance procedures are designed to provide a prompt and fair means of resolving problems experienced by students. All students are encouraged to file a grievance with this institution if a student or applicant to the school believes that any institutional decision or action, or any lack of action involving a student or applicant, has adversely affected his or her status, rights, and/or privileges as a student at this institution.

Upon receipt of a filed grievance, the institution's Chief Executive Officer will investigate the grievance, ascertain the facts, review the applicable policies and procedures, and take corrective actions as may be required to resolve the grievance. In any event, the Chief Executive Officer will communicate those findings and a statement of the disposition of the grievance to the student. Actions taken under this grievance policy do not prevent the student or applicant from seeking other remedies permissible by law.

At any time during their course, a student may file a grievance if they feel a situation has not been properly resolved with the instructor. A written appeal must be filed with the director of that department. The director of that department will then rule upon the grievance.

If the student is not satisfied, a written appeal may be filed with the Director. The Director is responsible for maintaining the complaint records and informing the student of the resolution.

Any remaining unresolved complaints may be directed to the following address:

**Bureau for Private Postsecondary Education, -  
2535 Capitol Oaks Drive, Suite 400 -  
Sacramento California, 95833 -  
www.bppe.ca.gov -  
Tel (916) 431-6959, (888) 370-7589 -  
Fax (916) 574-8648 -**

**By e-mail to: [bppe@dca.ca.gov](mailto:bppe@dca.ca.gov) -  
Mailing address: -  
Bureau for Private Postsecondary Education -  
P.O. Box 980818 -  
West Sacramento, CA 95798-0818 -**

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (916) 574-7720 or by completing a complaint form, which can be obtained on the bureau's Internet Web site [www.bppve.ca.gov](http://www.bppve.ca.gov)

### ***Office Hours***

Our offices are open Monday through Friday 9:00 a.m. – 5:00 p.m. Pacific Time. Voice mail is available 24 hours a day, 7 days a week.



## TUITION AND FEES

ULS charges a fixed rate for each its distance learning degree programs.  
The cost of textbooks and study materials are not included in the tuition.

Master of Leadership Studies	\$240 per semester unit	= \$7,200.00
Registration Fee (Non Refundable)		= \$ 75.00
STRF assessment (California Residents) (Non refundable)	\$0.50 per \$1,000 of tuition	= \$ 3.50
Total cost of Tuition		= \$7,278.50
Doctorate of Leadership Studies	\$240 per semester unit	= \$ 14,400.00
Registration Fee (Non Refundable)		= \$ 75.00
STRF assessment (California Residents) (Non refundable)	\$0.50 per \$1,000 of tuition	= \$ 7.00
Total cost of Tuition		= \$14,482.00

Shipping charges: ULS covers shipping charges for packages sent to students within the United States of America. For students outside the U.S. a onetime shipping charge of \$150 (per degree program) applies. Tuition may be paid by check(s). International students may pay by Certified Check or Wire transfer. Students must pay tuition before starting a semester.

\* California law requires that institutions collect from each newly enrolled student a "STRF" fee in the amount of \$0.50 per thousand dollars of tuition charged. The student is responsible for paying the state assessment amount. This fee supports the Student Tuition Recovery Fund (STRF), a special fund established by the California Legislature to reimburse students who might otherwise experience a financial loss as a result of untimely school closure.



### **Student Tuition Recovery Fund**

“The State of California created the student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by California residents who were students attending certain schools regulated by the Bureau for Private Postsecondary and Vocational Education. You may be eligible for STRF if you are a California resident, prepaid tuition, paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. - The school closed before the course of instruction was completed.
2. - The school’s failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of the school.
3. - The school’s failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by the school prior to closure in excess of tuition and other cost.
4. - There was a decline in the quality of the course of instruction within 30 days before the school closed or, if the decline began earlier than 30 days prior to closure, the period of decline determined by the Bureau.
5. - An inability to collect on a judgment against the institution for a violation of the Act.

“You must pay the state-imposed assessment for the student Tuition Recovery Fund (STRF) if all of the following applies to you:

1. - You are a student, who is a California resident and prepays all or part of your tuition either by cash, guaranteed student loans, or personal loans, and
2. - Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if either of the following applies:

1. - You are not a California resident.
2. - Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party.”



## CANCELLATION AND REFUND POLICY

**STUDENT'S RIGHT TO CANCEL:** You have the right to cancel the enrollment agreement you sign for a course of instruction including any equipment, such as books, materials, and supplies, or any other goods and services included in the agreement, and obtain a refund of charges paid through attendance at the first class session, or the seventh day after enrollment, whichever is later. Cancellation shall occur when you give written notice of cancellation at the address of the School shown on the top of the front page of the enrollment agreement. You can do this by mail, hand delivery, or telegram. The written notice of cancellation, if sent by mail, is effective when deposited in the mail properly addressed with postage prepaid. The written notice of cancellation need not take any particular form, and, however expressed, it is effective if it shows that you no longer wish to be bound by your enrollment agreement. You will be given notice of cancellation form with this enrollment agreement and on the first day of class, but if you choose to cancel, you can use any written notice that you wish. If the school has given you any equipment, including books or other materials, you shall return it to the school within 30 days following the date of your notice of cancellation. If you fail to return this equipment, including books, or other materials, in good condition within the 30 day period, the school may deduct its documented cost for the equipment from any refund that may be due you. Once you pay for the equipment, it is yours to keep without further obligation. If you cancel the agreement, the school will refund any money that you paid, less any deduction for equipment not timely returned in good condition, within 45 days after your notice of cancellation is received.

**WITHDRAWAL FROM COURSE:** The institutional refund policy for students who have completed 60 percent or less of the course of instruction shall be a pro rata refund. After the end of the cancellation period, you have a right to terminate your studies at this school at any time, and you have the right to receive a refund for the part of the course or program you have paid for and did not receive. You have the right to withdraw from the course of instruction at any time. If you withdraw from the course of instruction after the period allowed for cancellation, the school will remit a refund, less a registration fee \$75.00, within 45 days following your withdrawal. You are obligated to pay only for educational services rendered and for unreturned books or equipment.

- (A) Deduct a registration fee (\$75.00) from the total tuition charge.
- (B) Divide this figure by the number of days in the program.
- (C) The quotient is the daily charge for the program.
- (D) The amount owed by you for purposes of calculating a refund is derived by multiplying the total days attended by the daily charge for instruction.
- (E) The refund would be any amount in excess of the figure derived in (D) that was paid by you.
- (F) The refund amount shall be adjusted for equipment, if applicable.

If you obtain books or equipment, as specified in the enrollment agreement and return them in good condition within 30 days following the date of their withdrawal, the school shall refund the charge for the books or equipment paid by you. If you fail to return books or equipment in good condition within the 30 day period, the school may offset against the refund the documented cost for books or equipment exceeding the prorated refund amount.

If you receive federal student financial aid funds, you are entitled to a refund of moneys not paid from federal student financial aid program funds. If you obtain a loan to pay for your educational program, you will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund. If the student are eligible for a loan guaranteed by the federal or state government and the student defaults on the loan, both of the following may occur:



## **PROGRAM DESCRIPTION Master of Leadership Studies -**

### **Program Objectives: -**

The program covers vital areas of knowledge about groups, theories, strategy, change, the global context and all aspects of leadership. The program provides useful toolkits and a thorough exploration of the established leadership theories, but it goes beyond the expected and draws on the interdisciplinary fields of social psychology, organizational theory, strategic management, cultural theory, institutional studies, social anthropology and philosophy to give you personal mastery of the subject.

### **Admission Requirements:**

A Bachelor's Degree in a related field of study from an accredited or state-approved college or university, or equivalent education

### **Graduation Requirements:**

Students are required to take History and Theories of Leadership (MLS 601) and Leadership and Organizational Change (MLS 602), Five Elective Courses (MLS611-621) and Research Project (MLS691-692), as well as additional courses relevant to their needs. Students can start any term and are expected to participate for at least two years. Students must satisfy 30 semester units (10 courses) utilizing an acceptable combination of the following methods:

#### **Transfer of Credit**

#### **Completion of Course Work Requirements**

#### **M.L.S. Core Courses: (6 units required)**

MLS601: History and Theories of Leadership	3 units
MLS602: Leadership and Organizational Change	3 units

#### **M.L.S. Elective Courses (15 units required)**

MLS611: Leadership and Motivation	3 units
MLS612: Leadership and Communication	3 units
MLS613: Leadership and Teambuilding	3 units
MLS614: Leadership and Service Management	3 units
MLS615: Leadership and Organizational Development	3 units
MLS616: Leadership and Entrepreneurship	3 units
MLS617: Leadership and "area of your interest"	3 units
MLS 618: Leadership and "area of your interest"2	3 units
MLS 619: Leadership and "area of your interest"3	3 units
MLS 620: Leadership and "area of your interest"4	3 units
MLS 621: Leadership and "area of your interest"5	3 units

#### **Research Projects (9 units required):**



MLS691: Research project I, Proposal 3 units

MLS692: Research project II, Research Paper 6 units

***COURSE DESCRIPTIONS Master of Leadership Studies***

MLS601: History and Theories of Leadership 3 units

This course explores theories of organizational change with an emphasis on leading and transforming organizations. Because transformation and organizational change are dependent on effective leadership this course will also explore the unique relationship between leadership transformation and organizational transformation. Specifically, this course will examine how leaders work to transform themselves in order to be successful in transforming their organizations.

MLS602: Leadership in Organizational Change 3 units

This course explores theories of organizational change with an emphasis on leading and transforming organizations. Because transformation and organizational change are dependent on effective leadership this course will also explore the unique relationship between leadership transformation and organizational transformation. Specifically, this course will examine how leaders work to transform themselves in order to be successful in transforming their organizations. Prerequisite: MSL601.

MLS611: Leadership and Motivation 3 units

The course outlines the historical development of motivation theory and applies it to leadership studies. Students explore the psychological contract between leader and follower that takes any of many forms between two people or between the leader and small groups. Motivation is a subject of extreme importance to anyone who supervises people. Motivated people are happier, more productive, more satisfied with their job and more willing to put forth extra effort. The leader who truly understands human motivation will find much success in this industry. Students are required to write new cases and case analyses by applying leadership and motivation theories to actual leadership situations. Prerequisite: core courses.

MLS612: Leadership and Communication 3 units

This course is to examine communication processes with emphasis on systems theories, leadership, and interpersonal and group interaction in formal and informal organizational settings. The course covers; (1) Organizational Communications: Definitions and Models, i.e., Fayol's theory of classical management, Weber's theory of bureaucracy, Taylor's theory of scientific management; (2) Classical management in organizations today, i.e., Human relations approaches, System approaches, Corporate culture approaches; and (3) Processes of organizational communication, i.e., Decision-making processes, Stress and social support processes, Conflict management processes. Students are required to write new cases and case analyses by applying leadership and communication theories to actual leadership situations. Prerequisite: core courses.

MLS613: Leadership and Teambuilding 3 units

Teams may be comprised of multiple individuals or multiple dyads; dyads are a special case of teams, i.e., two-person teams. Teams and dyads will be distinguished from groups. In addition, we will focus on all types of teams in a variety of types of organizations; e.g., work teams, executive teams, top management teams, self-managed teams, high performance teams, virtual teams, cross-functional teams, cross-cultural teams, R&D teams, military teams, temporary teams, and sports teams. We will explore



various similarities and differences across these types of teams, as well as issues such as team building, team conflict and resolution, and team communication and decision making. Students are required to write new cases and case analyses by applying leadership and teambuilding concepts to actual leadership situations. Prerequisite: core courses.

MLS614: Leadership and Service Management 3 units

Outstanding service organizations are managed differently than their "merely good" competitors. Actions are based on totally different assumptions about the way success is achieved. The results show not only in terms of conventional measures of performance but also in the enthusiasm of the employees and quality of customer satisfaction. Beginning with the service encounter, service leaders/managers must blend marketing, technology, people, and information to achieve a distinctive competitive advantage. Students are required to write new cases and case analyses by applying leadership and customer service concepts to actual leadership situations. Prerequisite: core courses.

MLS615: Leadership and Organizational Development 3 units

The course examines how organizational leaders build learning organizations that transform individuals within the organization so that they can understand, accept, and become motivated to implement and facilitate innovation and change. Organizational development is a planned organizational intervention designed and implemented for the purpose of increasing organizational effectiveness. Organization development (OD) is the process of planning and implementing interventions to create interpersonal, group, intergroup, or organization-wide change. This course presents the theoretical foundations of organization development as an applied behavioral science. Students are required to write new cases and case analyses by discussing the role of organizational leadership and organizational development to actual leadership situations. Prerequisite: core courses.

MLS616: Leadership and Entrepreneurship 3 units

Leadership and entrepreneurship require creating organizational direction, setting strategy, and developing new ventures. In the increasingly competitive global economy, leaders must develop necessary skills to lead organizational development and change, and to motivate their employees to innovate. The course explores the interpersonal competencies necessary for effective leadership in situations requiring motivation of both individuals and teams. In addition, the course examines how these competencies enhance a positive environment for organizational change and entrepreneurship through case analysis, and concepts such as managerial leadership, individual and team motivation, raising venture capital, global partnerships, innovation venture. Students are required to write new cases and case analyses by applying entrepreneurship theories to actual leadership situations. Prerequisite: core courses.

MLS617: Leadership and "area of your interest" 3 units

Students can discuss with faculty to select "area of interest", if student's research interest cannot be found in existing elective courses in this master's program. Students may enroll in this course with approval of their advisor to conduct independent research and study with the guidance of an approved faculty member. Students may register for this independent study course only one time. One of the professors must agree to work with the student on a special topic before registering. Prerequisite: the core courses, and four elective courses. Prerequisite: core courses and four (4) elective courses.

MLS691: Research project I, Proposal 3 units



This course requires students to design an intensive theory-based, action research, applied project that explores the role of leadership in developing and/or implementing meaningful change in an organization or community. Written analysis of the project will include a survey of relevant literature, a detailed description of the situation or change being studied, presentation of the method(s) of inquiry and data, and an analysis of the data and other outcomes.

The research project requires students to select a topic for intensive research, reading, and analysis. It may, for example, summarize and analyze work in new methods or contribute a new theoretical proposal that calls for further testing or research. The course will allow students to work with faculty to develop their master's project or thesis. Prerequisite: complete 6 credits of core courses and 15 credits of elective courses.

MLS692: Research project II, Research Paper

6 units

In this course, the student is expected to synthesize and integrate the conceptual and theoretical knowledge and understanding acquired in the curriculum by use of case study analysis. The emphasis is on the student's development of written analytic material that can be utilized for program assessment as well as individual student assessment. Prerequisite: completion of all other required courses in this master's program.



## **PROGRAM DESCRIPTION: Doctorate of Leadership Studies -**

### **Program Objectives:**

This postgraduate program is designed for people in challenging management roles. The overall objective of the program is to develop the leadership capability of participants by helping participants to solve real management problems using an action learning approach. It also includes critical reflection on theories and perspectives that shape current perceptions of leadership. A dedicated leadership program which places considerable emphasis on exploring and understanding contemporary leadership issues and includes strong elements of action, observation, analysis and reflection offering participants a unique opportunity to integrate what they are learning to their place of work.

### **Admission Requirements:**

A Master's Degree in a related field of study from an accredited or state-approved college or university, or equivalent education.

### **Graduation Requirements:**

Students are required to take Leadership Theory (DLS 701), Specialized Courses (DLS711-722) and Publication Project (DLS801-802), as well as additional courses relevant to their needs. Students can start any term and are expected to participate for at least two years.

Satisfy 60 semester units (10 courses) utilizing an acceptable combination of the following methods:

Transfer of Credit

Completion of Course Work Requirements

### **D.L.S. Required Course (6 units required) -**

DLS 701: Leadership Theory 6 units -

### **D.L.S. Specialized Courses (36 units required) -**

DLS 711: Leadership and Organizational Theories 6 units -

DLS 712: Leadership and Innovation 6 units -

DLS 713: Leadership and Conflict Management 6 units -

DLS 714: Leadership and Organizational Structure 6 units -

DLS 715: Leadership and Global Perspectives 6 units -

DLS 716: Ethics in Leadership 6 units -

DLS 717: Leadership Strategy and Transformation 6 units -

DLS 718: Selected Topics in Leadership Studies 1 6 units -

DLS 719: Selected Topics in Leadership Studies 2 6 units -

DLS 720: Selected Topics in Leadership Studies 3 6 units -

DLS 721: Selected Topics in Leadership Studies 4 6 units -



DLS 722: Selected Topics in Leadership Studies 5 6 units -

D.L.S. Publication Project (18 credit hours)

DLS801: Publication Project I, Dissertation Proposal 6 units

DLS802: Publication Project II, Dissertation 12 units

***COURSE DESCRIPTION: Doctorate of Leadership Studies***

DLS 701: Leadership Theory 6 units

The major goals of this course address understanding the concept of leadership historically, philosophically, psychologically, and morally, and to test these understandings against students' own values and experiences. Special emphasis will be placed on issues of contemporary leadership in times of organizational and societal turbulence. As an introductory course to the Doctoral Studies Program, the course also attempts to provide an overview of future program direction and to guide students in strengthening their writing abilities.

DLS 711: Leadership and Organizational Theories 6 units

This course will focus on the identification, analysis, evaluation and application of factors which influence the design, structure and operation of complex organizations in the public and private sectors of our society. Emphasis will be on the integration of theory and concepts from the Social Sciences as a basis for understanding human behavior within complex organizations. The course will provide a basis for applying contributions of various theories of organizational behavior to the diagnosis and development of successful intervention strategies for managing complex organizational systems and processes. Students are required to develop a personal theory of leadership and the topic of this course. Prerequisite: DLS 701.

DLS 712: Leadership and Innovation 6 units

This course allows students to understand the role of innovation and creativity in organizations as factors for leaders to build vibrant learning transformational entities. The end goal of this course is for students to understand how to continually monitor the organization through appropriate and adequate organizational assessment measures and to create a learning organizational environment that allows the organization to continually adapt to changes in the environment as well to what the collective group of people in the organization learn about themselves. The outcome of this adaptation process is to create an organization that is continually improving and achieving continually higher levels of organizational performance first in effectiveness and then efficiency. Students are required to develop a personal theory of leadership and the topic of this course. Prerequisite: DLS 701.

DLS 713: Leadership and Conflict Management 6 units

This course will offer students the opportunity to develop conflict management concepts and models needed to facilitate organizational processes aimed at successfully attaining desired performance results.



Topics will include communication, interpersonal skills, bargaining and negotiation, and other strategies for recognizing and resolving conflict in complex organizations. Students are required to develop a personal theory of leadership and the topic of this course. Prerequisite: DLS 701.

DLS 714: Leadership and Organizational Structure 6 units

Today's organizations are experiencing warp speed change due to competition, consolidation, governmental and environmental influences. Today's managers must deal with change and become change agents themselves while still producing desired results. The role of leadership becomes critical in change management. This course will examine on a managerial level how organizational structures develop, how organizational designs affect on organizational results, and how changes of organizational structure occur. How change occurs, change analysis and what managers must do to deal with and implement change will also be covered. Students are required to develop a personal theory of leadership and the topic of this course. Prerequisite: DLS 701.

DLS 715: Leadership and Global Perspectives 6 units

Students are required to develop a personal theory of leadership and the topic of this course. Students will explore; analysis and evaluate comparative approaches to leading and managing complex organizations from a global perspective. Students will investigate comparative societal cultures, norms and systems in other developed and developing nations. This course will evaluate the implications of differing societal cultures and social systems for organizational behavior, at the institutional, organizational and individual levels of analysis. Prerequisite: DLS 701.

DLS 716: Ethics in Leadership 6 units

This course will offer an in-depth investigation of the characteristics and relationship between ethical and moral practices, business and effective leadership. Discussion will include an overview of integrity, morality and ethics in leadership at all levels, and an in- depth discussion of the relationship between ethics, business, and leadership. Ethical reasoning will be developed and applied to a variety of leadership situations. Students are required to develop a personal theory of leadership and the topic of this course. Prerequisite: DLS 701.

DLS 717: Leadership Strategy and Transformation 6 units

This course explores theories of organizational change with an emphasis on leading and transforming complex systems. A number of leadership strategies and models for identifying and positively affecting the core of the organization will be discussed and analyzed. Because transformation and systemic change are dependent on effective leadership this course will also explore the unique relationship between leadership transformation and organizational transformation. Specifically, this course will examine how leaders work to transform themselves in order to be successful in transforming their organizations. Students are required to develop a personal theory of leadership and the topic of this course. Prerequisite: DLS 701.

DLS 718: Selected Topics in Leadership Studies 6 units

Students can discuss with faculty to select a topic, if student's research interest cannot be found in existing specialized courses in this doctorate program. Students may enroll in this course with approval of their advisor to conduct independent research and study with the guidance of an approved faculty member. Students may register for this independent study course only one time. One of the professors must agree to work with the student on a special topic before registering. Prerequisite: the required



course, and six specialized courses. Prerequisite: DLS 701 and five specialized courses.

DLS801: Publication Project I, Dissertation Proposal 6 units

The purpose of this course is to write an approved doctoral dissertation proposal in the standard format containing the specifications required for doctoral research. The Research Proposal shall be a minimum of 20 double-spaced typewritten pages in length. The first half of the document shall be devoted to the background and literature review and the second half devoted to the design elements of the research study. The standard formats for dissertation proposals will be required, as set forth in this syllabus. Students begin by selecting a topic of interest and proceed to clearly define the problem statement and the research hypotheses/questions for their research. Students write a comprehensive review of the literature, including a review of other dissertation research related to their study. Students develop a design of their study with a discussion of the methodology to be used including selection of a sample, instrumentation and its testing, sources of data and the data collection process. Students describe how their data will be treated and analyzed and the significance and limitations of their study. Prerequisites: completion of a minimum of 42 required credits of coursework.

DLS802: Publication project II, Dissertation 12 units

Conduct of Dissertation Project: Following approval of the dissertation proposal, participants will begin their research project. The dissertation may take the form of a traditional research project or it may be a major scholarly project of the type appropriate to the discipline. Whichever approach to the dissertation is chosen, the resulting project must demonstrate mastery of a body of knowledge in the field and represent a meaningful and original contribution to the betterment of the profession.

With an advisor, the student will identify an appropriate professional or academic outlet for publication, and the paper will be prepared and submitted to this outlet. Upon the student's completion of the final tasks, and receipt of the needed records and documentation, the University will issue a letter of completion to the student. It will then make preparation for issuance of the transcript of record and diploma certificate.

Assessment: Core modules are usually assessed by written examinations; option modules are usually assessed by coursework assignments. The Dissertation enables students to develop and apply the concepts, skills and techniques acquired during the program in addressing a management problem or issue.



### ***Administration***

Azusa Ami, Ph.D	Chief Executive Officer
Dr. Paul Hersey	Chief Academic Office
Hiromasa Ami	Chief Operating Officer/President

### ***Faculty***

Dr. Seiji Yamamoto, Honorable Professor

B.A. in History, Keio University; M.A. in Library Management, Keio University. Doctorate of Applied Behavioral Science, California American University.

Azusa Ami, Ph.D., Senior Professor

B.A. in Humanities, International Christian University; M.B.A., Keio University; Ph.D. in Management, Keio University.

Dr. Hisayuki Hashimoto, Professor

B.A., Keio University; M.S. in Chemistry, Keio University; Doctorate of Leadership Studies, University of Leadership Studies.

Saiko Murashima, Associate Professor

B.A. in Education, Soka University; M.S. in Management and Information, Sanno University.

Shinobu Thsering Yamamoto, Associate Professor

B.A. in Eastern Art, Tohoku University, Master's degree in Applied Behavioral Science, California American University.