

Guide to Creating Your Program Plan

A prerequisite for enrolling in classes as a student in the MSLOC Program is to submit and maintain a completed and accurate MSLOC program plan. Program plans are designed to help you plan and track your progression through the MSLOC Program and to help the MSLOC department forecast demand for courses to ensure class availability. This guide contains an overview of the requirements for graduation and other information that will help you create your plan for completing your MSLOC degree or certificate.

Creating Your Program Plan

All entering students must submit a draft Program Plan for department approval before registering for any courses. You should draft your plan prior to attending the orientation session so you can get additional help if needed prior to the start of classes. Your plan should reflect your intended progression through the MSLOC program and state the quarter in which you expect to complete your certificate or degree. While you can make adjustments to your Program Plan at any time, we typically do not expect students to make Program Plan changes every quarter.

If original plans change, returning students must submit a revised Program Plan prior to registering for classes. (See the "Maintaining an Updated Program Plan" section below.) Any leave of absence should be discussed with the Program Advisor. (See the "Leaves of Absence/Inactive Status" section below.)

To avoid scheduling problems, please take the time now to thoroughly read and understand the scheduling requirements and policies associated with course enrollment. We have included most of the relevant requirements in this Guide, but you also should read the MSLOC Student Handbook to fully understand the requirements for graduation.

Requirements for degree (total: 15 credits):

- 7 core courses: Foundations I & II (each .5 credit), 2 KM, 2 SC, and 2 L&P
- 1 Practicum (including Practicum Orientation pre-meeting)
- 3 Capstone courses (including Capstone Orientation pre-meeting)
- 4 electives (may include independent studies and additional practicums)

Requirements for certificate (total: 5 credits*):

- Any combination of MSLOC core courses *except* for Foundations I & II and Practicum
- Any combination of MSLOC electives

* Non-degree/certificate students can take up to 5 MSLOC courses. Students wishing to take additional courses must apply and be accepted to the MSLOC program as a degree candidate before enrolling in any additional courses.

Guidelines for Creating Your Program Plan

1. **Choose your course sequence.** Start with the MSLOC program plan template to choose which courses you want to take when. (You can find the MSLOC program plan template in the "Student Resource Center > Program Plans" on the MSLOC website under "Student Resources.") Select courses via the drop-down menus that specify when classes are offered. On the following page of this document is a table that lists the MSLOC classes offered during each term. Be sure to read the footnotes following the table; they outline pre-requisites and other policies important for creating a workable program plan. Sample part-time and full-time plans and a helpful "Build Your Own Program" tool can be found on the "Student Resource Center > Program Plans" on the MSLOC website under "Student Resources."
2. **Submit your plan before you enroll in classes.** Once you are satisfied with your choices, submit an electronic copy of your program plan to Terri Cramer, the MSLOC program advisor (tcramer@northwestern.edu) and keep a copy for your records. Terri will review and approve your plan and communicate with you about any needed changes.
3. **Confirm your classes.** To confirm the classes you have been registered in, to check your tuition account, and track your tuition payments, use CAESAR to access this information. Find CAESAR by selecting "Students" on the Northwestern home page (www.northwestern.edu) and clicking on the "CAESAR" link. For more instructions for how to use CAESAR to access your enrollment information, see the "Student Resource Center > Registration and Billing."
4. **Meet with the MSLOC Program Advisor when needed.** For questions about courses or your program plan, and to schedule an appointment to talk about your academic and career plans, contact the MSLOC Program Advisor, Terri Cramer, at 847-467-1481; t-cramer@northwestern.edu.

Maintaining an Updated Program Plan

Several weeks before the start of each registration period, you will receive a reminder from Leslie Zimmerman, the MSLOC Department Assistant, to update your Program Plan (assuming any changes are needed). Also in this reminder will be any changes in the course schedule and electives offered. For all MSLOC courses (except for Practicum Project and Capstone in which you need your advisor's permission to enroll), you will register using CAESAR for what you have indicated on your program plan. (For instructions on how to use CEASAR to register for a class, see the "Student Resource Center" located on the MSLOC website under "Current Student Resources.") For non-MSLOC electives, contact your MSLOC Program Adviser to aid you with enrollment, since each NU department has a different system.



Registration closes one week before classes start, so be sure to complete your registration prior to the deadline. During that week prior to classes starting, we will reconcile the courses you've enrolled in with what is indicated on the program plan we have on file. **You may be fined and/or have a hold placed on your registration if your program plan is not up to date and you fail to submit an updated plan on time.**

When circumstances in your life and work change and dictate a corresponding change in your progress through your coursework, don't wait until the next deadline to submit an updated version of your program plan—we update our forecast whenever we receive a change.

Choosing Your Classes

Below is the 2009-2010 Course Schedule that lists the quarter in which MSLOC courses are offered. Read the notes that accompany the table to ensure you are familiar with the policies and requirements for taking these courses. Following the table are details regarding the Capstone and Practicum Projects, information about leaves of absence, tips for selecting electives, and frequently asked questions.

2009-2010 Course Schedule

Days of class meetings are subject to change, but when possible will continue to be offered on the day listed below.

<i>Fall</i>	<i>Winter</i>	<i>Spring</i>	<i>Summer</i>	<i>All Terms</i>
MS_LOC 410-1 Foundations 1 ^a Thursdays (.5 credit)	MS_LOC 430 Creating and Sharing Knowledge Thursdays	MS_LOC 410-2 Foundations 2: Action Learning ^a (.5 credit)	MS_LOC 440 Executing Strategic Change—Alt Schedule ^b	MS_LOC 460-1 Practicum Project ^d (Meetings as needed)
MS_LOC 410-2 Foundations 2: Action Learning ^a (.5 credit)	MS_LOC 421 Advancing Learning & Performance Solutions Tuesdays	MS_LOC 431 Leading with Strategic Thinking Mondays	MS_LOC 441 Designing Sustainable Strategic Change—Alt Schedule ^b	MS_LOC 490 Research Apprenticeship ^e (Meetings as needed)
MS_LOC 420 Accelerating Learning & Performance Wednesdays	MS_LOC 431 Leading with Strategic Thinking—Alt Schedule ^b (Avail. Winter 2011)	MS_LOC 440 Executing Strategic Change Thursdays	MS_LOC 461-2 Capstone II (Periodic Cohort Meetings)	MS_LOC 499 Independent Study ^h (Meetings as needed)
MS_LOC 441 Designing Sustainable Strategic Change Mondays	MS_LOC 461-3 Capstone III (Periodic Group Meetings)	MS_LOC 461-1 Capstone I: Research Methods ^c Tuesdays	MS_LOC 452 Cognitive Design—Alt Schedule ^b	Electives at large ^f
MS_LOC 421 Advancing Learning & Performance Solutions— Alt Schedule ^b (Avail. Fall 2010)	MS_LOC 451 Transformational Consulting Wednesdays	MS_LOC 420 Accelerating Learning & Performance—Alt Schedule ^b (Avail. Spr 2011)		
MS_LOC 461-2 Capstone II (Periodic Group Meetings)		MS_LOC 430 Creating and Sharing Knowledge—Alt Schedule ^b (Avail. Spring 2011)		
MS_LOC 461-3 Capstone III (Periodic Group Meetings)		MS_LOC 451 Transformational Consulting—Alt Schedule ^b		
MS_LOC 455 Applying Social Network Analysis in LOC—Alt Schedule ^b				
MSLOC_TBD Coaching for Learning & Performance ^g —Alt Schedule ^b (Avail. Fall 2010)				

Elective

^a Required first/early class for all incoming (first-year) degree students, including those students seeking a degree via the alternative schedule option. Foundations I & II are .5 credit classes that together form an action learning experience that begins each fall and extends through the end of spring term. Students will form into teams early in the Foundations I course and meet weekly during the fall, working on the analysis and design stages of their project, receiving a grade at the end of the fall term. During winter and spring terms, teams will continue to meet at least 2-4 times per month, working on the planning and implementation stages of their project. A grade will be assigned for Foundations II at the end of the spring term. Students have the choice to enroll in Foundations II in either fall or spring (some students benefit financially from taking both to form an entire unit of credit); the student's participation during the 3 terms is the same regardless of which term the student chooses to enroll in the course. Students who enroll in Foundations II in fall will receive a "K" grade at the end of fall term, to be substituted with a letter grade when they complete their project work in spring.

- ^b Alternative Schedule (AS) classes are formatted to allow students to complete MSLOC classes without the requirement of residing in Chicago. The classroom work of the first several weeks of the term involves on-line and synchronous sessions (webinars) and virtual group work. Mid-way through the term, students convene in Evanston for a 2 and ½ day-long resident session. The culmination of the class is likely spent much like the beginning: participation in on-line, synchronous, and virtual group sessions. **An additional \$400 surcharge is required for each AS class, to defray the logistical and catering costs.** Hotel and transportation costs are additional, and arrangements are the responsibility of the student. For more details regarding class schedules, see "Part-Time Alternative" under "Our Program" on the MSLOC website (www.northwestern.edu/msloc).
- ^c Enrollment in MSLOC 461-1 "Capstone I: Research Methods" is open only to MSLOC degree candidates. A pre-requisite for enrolling in MSLOC 461-1 is the completion of or concurrent enrollment in all 7 MSLOC "core" courses. Core courses include Foundations I & II and the six classes from across all three MSLOC disciplines (Strategic Change, Knowledge Management & Strategy and Learning & Performance). Attendance at the Capstone Orientation Meeting, scheduled a few weeks prior to the start of spring term, is mandatory.
- ^d Enrollment in MSLOC 460-1 "Practicum Project" is open only to MSLOC degree candidates. A pre-requisite for enrolling in MSLOC 460-1 "Practicum Project" is the completion of or concurrent enrollment in all 7 MSLOC "core" courses. You must attend a Practicum Orientation session at least 8 weeks prior to the start of the term in which you engage in a practicum. (For more details, see "MSLOC Practicum Guidelines," located on the MSLOC Website under "Student Resources > Student Resource Center.") Students have the option of engaging in a second practicum (MSLOC 460-2) as an elective if approved by the MSLOC department.
- ^e In some cases, you may need additional supervised time to complete your Capstone work, particularly if you fail to meet certain deadlines necessary for enrollment in Capstone II or III. This will require you to enroll in the MSLOC 490 "Research Apprenticeship" course. This additional course does not count toward fulfilling degree requirements (i.e., it cannot be counted as an elective) and incurs the same tuition costs as any other course. However, a "Research Apprenticeship" ensures that students working on their capstone retain access to the advice and support from their Capstone Adviser. Students will be awarded a Pass/No Pass ("P" or "N") grade for their participation in the class at the end of the term.
- ^f Elective courses can be taken during any term, including summer. Although you can select electives on a quarterly basis, you should indicate on your program plan when you intend to take each of your electives. If you are able to be specific regarding an MSLOC elective course you want to take (e.g., Transformational Consulting, Cognitive Design), you will be given first priority for enrollment. MSLOC electives with limited openings will be filled on a first-come-first-served basis. Non-degree/certificate students may only take MSLOC electives. Degree students may take one Kellogg course per quarter if desired.
- ^g MSLOC 451 "Transformational Consulting" is a pre-requisite for taking this class.
- ^h MSLOC 499 "Independent Study" counts as an elective for your degree requirements. Students choose an independent study when they wish to engage in a deep exploration of a topic area of their choice. With department consent, any MSLOC faculty member is eligible to be an advisor; the advisor's role is to provide guidance during the research process and critique on the final work.



Related MSLOC Program Policies and Information

MSLOC Capstone Course (MS_LOC 461-1, 2&3)

Capstone projects begin in spring term with the "Capstone I: Research Methods" course. Although the Capstone project may be more application-oriented than a traditional Master's thesis, MSLOC students should regard this as their culminating take-away from the MSLOC program. The Capstone provides an opportunity for each student, individually, to complete a research project or to design and evaluate an intervention that incorporates the use of research methods, involves multiple stages, and enables students to show the results of their work.

Ideally, the three-course Capstone sequence is scheduled during the last 3 terms of a student's program, but this is not required. Capstone II, although offered in the summer, does not need to follow Capstone I immediately, and can be taken during the following fall. Capstone II ideally should be followed the next term by Capstone III. *Capstone II is only offered in summer and fall; Capstone III is only offered in fall and winter.*

Specific criteria exist that indicate progress on capstone deliverables and serve as gateways for when students are eligible to begin Capstone II and Capstone III. Check with your Capstone I instructor or capstone advisor for details on these criteria. To register for either Capstone II or Capstone III, you need to submit an e-mail to Leslie Zimmerman, MSLOC Department Assistant, from your capstone advisor that provides his/her permission to enroll you.

Students who require extra supervised time to complete the Capstone proposal can elect to enroll in a "Research Apprenticeship," entitling them to Capstone advising support during this time. This is an additional credit, it incurs the same tuition costs as enrolling in any other course, and it cannot be counted as an elective. (For more information about the Capstone, see the MSLOC Capstone Overview on the MSLOC website under "Student Resources > MSLOC Student Resource Center.")

Students are required to complete their capstone work and to have submitted all their deliverables one year from the ending date of their Capstone I term. If this schedule is not adhered to, it may be necessary for the students to retake one or more of the capstone classes, requiring an additional tuition payment.



MSLOC Practicum Project (MS_LOC 460-1)

The MSLOC practicum project is a consulting engagement featuring problem-solving via the unique lens that MSLOC students bring to organizational challenges and opportunities once they have completed their core coursework. Students can elect a project within their own place of work, a project from an organization they may be acquainted with through their own personal or professional networks, or a project that is with one of the MSLOC department's organizational partners. Choice of a practicum project should be based on the student's professional interests, areas for personal and professional growth and development, and potential for enhancing his or her career prospects. Good practicum projects take advanced planning to organize, and all projects must be approved by the MSLOC department to qualify for credit. A practicum orientation session with MSLOC Practicum Advisor Jeff Merrell is held regularly throughout the year to help you plan for a successful project. It is recommended you attend the orientation early in your MSLOC career, but it is a requirement to attend the orientation at least one term prior to your planned start of a practicum.

Students are required to complete their practicum work and to have submitted all their deliverables one year from the ending date of their term they enrolled in their practicum. If this schedule is not adhered to, it may be necessary for the students to retake the practicum class, requiring an additional tuition payment.

Strong consideration should be given to taking MSLOC 451 "Transformational Consulting Skills" prior to engaging in your practicum experience.

A second practicum can be chosen to count as an elective upon department approval.

Leaves of Absence/ Inactive Status

Once admitted to the MSLOC Program, students are expected to make steady progress toward completion of their degrees or certificates. All students must complete their Master's degrees within five years from the date they started the program, and certificates must be completed within three years of the start date.

You can elect not to enroll in any classes during only one term (not counting summer) each academic year. If you do not want to take a class during a given term, you need to contact the MSLOC Program Adviser to indicate your intent to continue in the program by completing a petition to request a leave of absence and to hold your status as "inactive" for that term. If you should fail to register for two consecutive terms, you will be withdrawn from the MSLOC Program and will receive a letter stating your official withdrawal. To continue with classes, you would need to reapply and submit a new application. Exceptions to this policy are at the discretion of the MSLOC Director. (For a detailed description of grading policies, see the MSLOC Student Handbook on the MSLOC Website under "Student Resources>MSLOC Student Resource Center.")



Choosing Electives from other Northwestern Programs

Students interested in enrolling in courses at the Kellogg Graduate School of Management must fill out a Kellogg "Course Request Form" for classes they would like to take at both the part-time (Chicago) and full-time (Evanston) program. Several weeks prior to each term start-up, MSLOC staff will send you via e-mail a copy of the form and a listing of available Kellogg classes. Please keep in mind that MSLOC students *are not guaranteed* a spot in Kellogg courses (or any other courses outside of MSLOC) that they request, and course availability depends on demand for these courses. MSLOC students can take only one Kellogg class per term and must have taken stated pre-requisites or receive permission from the Kellogg professor after providing him/her a business case for why the requirement should be waived. Additionally, non-Kellogg students are limited to enrolling in only two classes in the part-time (Chicago) program during their academic tenure. No such limit exists for the full-time (Evanston) Kellogg program.

Students often will not know until very close to the start of classes whether they have been accepted into a Kellogg course. You should be prepared to select another elective course from another NU program, if necessary. Fortunately, there are many outstanding courses at Northwestern from which you can choose. For classes in all other programs (e.g. MEd, Learning Sciences, Medill IMC, MEM, The Graduate School, Continuing Studies), each school has its own registrar and process, so we can help you navigate through the system and get enrolled in the course you want. Contact MSLOC Program Adviser Terri Cramer to determine your elective options and receive help with registration.

Frequently Asked Questions

- **What is a typical course load?** A typical course load for a full-time student is three classes per quarter; part-time students take one or two classes. (US-sponsored financial aid requires that you take at least two classes per term.)
- **How much time should I count on for course preparation?** For each class, plan on at least 9-12 hours of study, assignment creation, and group work to accompany your three hours of classroom time. The number of hours you may need to complete your course work could be different depending on your familiarity with the content and the pace at which you read and write.

Any Additional Questions?

It is your responsibility to be familiar with the policies and guidelines described in the MSLOC Student Handbook. The Handbook can be found at the Student Resource Center on the MSLOC Website under "Student Resources>MSLOC Student Resource Center." Contact your Program Adviser (Terri Cramer @ 847-467-1481; tcramer@northwestern.edu) with your questions or to schedule an appointment.