APPLICATION FOR ADMISSION
2006-2007

Master of Science, Learning & Organizational Change
2120 Campus Drive, Room 137
Evanston, Illinois 60208-2610
Fax: 847/491-3957
Phone: 847/491-7376
E-mail: msloc@northwestern.edu

The following application applies to those individuals who wish to apply to the Learning & Organizational Change program. If an applicant is already enrolled as a non-degree student and wishes to become a degree-seeking student, he/she need only complete and submit pages 10-14 of this application.

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Admission Criteria

We expect qualified applicants to possess the following characteristics:

- 3-5 years of work experience
- **Skills/Knowledge**
  - Understands how current management practices could benefit from this program
  - Understands application of key content areas across core business issues
  - Depth of business acumen
  - Team work in organizations
  - Understands the key factors that drive change in the workplace
  - Takes responsibility for own learning
  - Accustomed to project-based work
  - Analysis & synthesis skills
  - Problem solving skills
  - Leadership experience and skills
- **Interests**
  - Appreciation and aspiration for both theory and practice
  - Desire to learn not only new content, but also new ways to conceptualize their work and new perspectives for solving problems
  - Innovative practice
  - Cognition and learning
  - Goal of making organizations more sustainable
  - Understands and appreciates thinking in systems: the whole, its parts and the relationships among the parts
  - Desire for classmates to be as much a part of education as faculty
  - Invest and contribute to MS community
  - Assessing the interface between humans and their environments
- **Career Goals**
  - Leadership/manager in organizations
  - Leadership outside of the workplace
  - Understanding of how the program enables achievement of career goals

Application Fee

A non-refundable **$75 fee** is required for application processing. This fee is required of all applicants, both degree and non-degree. If an applicant is currently a non-degree student, he or she does not need to submit additional funds to process the degree application. Checks can be made out to Northwestern University. Please do not send cash.

Campus Interviews

Following submission of the application, the applicant may be contacted by the department for an on-campus or phone interview. Determination whether an interview is warranted is solely at the discretion of the admissions committee. To inquire about the interview status, please send an email to msloc@northwestern.edu or call 847/491-7376 at least two weeks after submitting the application.

Completing the Application

Please complete all sections of the application and mail or fax to the address or number listed on p.1.
Master of Science, Learning & Organizational Change

Desired Entry

☐ Part-Time (1-2 courses) ☐ Full Time (3-4 courses)  Choose “Part-Time” if unsure
☐ September (Fall) ☐ January (Winter) ☐ March (Spring)

Biographical Data

Social Security Number ___ - ___ - ___  Gender* ☐ Male ☐ Female

Name ___________________ _______ ___________________
First            Middle            Last

Current Mailing Address

Street Address ____________________________  Apt. #

City ___________________ State _______ Zip _______ Country (if foreign)

Current Contact Information

Home phone ( ) -  Work ( ) -
E-mail ____________________________
Fax ( ) -

Permanent Mailing Address  ☐ Check here if same as current

Street Address ____________________________  Apt. #

City ___________________ State _______ Zip _______ Country (if foreign)

Permanent Telephone Number ( ) -

Citizenship

U.S. ____________________________ ____________________________
Place of birth  Birth Date: Month/Day/Year

Other ____________________________ ____________________________
Name of country  Type of visa

* Self-identification of gender is entirely voluntary.
Ethnic Background*

- White/Caucasian/not of Hispanic origin
- African-American/Black
- Native/American/Alaskan native
- Asian-American/Pacific Islander
- Puerto Rican
- Mexican-American/Chicano
- Hispanic/Latin
- Other ______________________________

* Self-identification of ethnic background is entirely voluntary.
**Academic Information**

Institution granting *undergraduate* degree  ______________________________________

Major ___________________________  Date Received _____/_____Cumulative GPA ____out of ____

Degree:  □ BA  □ BS  □ Other  ______________________________________

Institution granting *graduate* degree  ______________________________________

Major ___________________________  Date Received _____/_____Cumulative GPA ____out of ____

Degree:  □ MS/MA  □ JD  □ MD  □ PhD  □ Other  ______________________________________

You will request official transcripts (must be in a sealed envelope) from the registrar of each institution to be included with your application package.

**Current Employment and Career Goals**

Current Employer  ______________________________________

Current Position  ________________________________

Years of full-time work experience at time of proposed entrance  ________________
Years/Months

Position desired after MS-LOC  ________________________________

Long-term career goal  ________________________________
# Personal Background

In completing these sections, you may use additional pages if necessary.

## Academic Honors

Honors received or other evidence of high scholarship (Phi Beta Kappa, Beta Gamma Sigma, etc.) during undergraduate or graduate work.

<table>
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<th>Honor or Evidence</th>
<th>Date (From-To)</th>
<th>Offices Held, if any</th>
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## Extracurricular Activities While in College/University

(List from most to least significant on the lines provided below.)

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Date (From-To)</th>
<th>Offices Held, if any</th>
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## Extracurricular Activities and Business/Professional Organizations Since College/University

(List from most to least significant on the lines provided below.)

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Additional Information

How did you first hear of this program? _________________________________________________________

Which of the following were influential in your decision to apply? (Check as many as apply.)

☐ Academic Program
☐ Attended Northwestern as an undergraduate
☐ Northwestern alumni (other than family member)
☐ Current MS-LOC (previously ODWL) student(s)
☐ Current Northwestern student(s) (other than those above)
☐ Convenient location
☐ Family member attended Northwestern
☐ Friends
☐ Northwestern faculty member
☐ OD Summit
☐ Internet/World Wide Web
☐ Professional Association
☐ Current or past employer

To what other institutions are you applying?

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<th>Institution</th>
<th>Program</th>
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Financial Aid

Will you apply for financial aid?

☐ Yes ☐ No ☐ Unsure

Are you being reimbursed by your employer?

☐ Yes ☐ No ☐ Unsure

Note: Financial Aid as defined by this program means applying for student loans. At this time, there are no other scholarships, stipends, or awards offered by the department for incoming students.

We strongly urge you to submit your FAFSA and other loan documents well in advance of the quarter you are applying for entry. Indication of financial aid status has no bearing on the admissions decision, but will impact the applicant’s ability to access loan funds prior to the quarter he/she matriculates at Northwestern University. The department will make every reasonable effort to help admitted students complete paperwork, but it is the responsibility of the student to ensure all documentation is in order.

For more information about financial aid, visit:
http://www.tgs.northwestern.edu/financialaid/studentloans/federalloans/
This application must be accompanied by a non-refundable $75 application fee, which is not creditable toward tuition or other fees in the event of admission.

Northwestern University does not find it possible to admit all applicants who meet its entrance requirements. The University, therefore, reserves the right to refuse admission to any applicant. The University also reserves the right to require the withdrawal of any student whose condition endangers his or her own health or the health of other students or precludes him or her from doing the required work.

I have enclosed with this application the following materials:

- Biographical and additional information*
- Personal Background*
- Employment History or Resume*
- All transcripts (in unopened, sealed envelopes)¹*
- $75 application fee*
- Statement of Purpose*
- 2 essays (not applicable for non-degree)
- Case study (not applicable for non-degree)
- 2 recommendations: 1 academic, 1 professional (not applicable for non-degree)

I certify that all statements made in this application for admission to the Master of Science Program in the School of Education and Social Policy of Northwestern University are correct, and I realize that all documents submitted in support of this application become the property of Northwestern University.

Applicant’s Signature ____________________________________________ Date ___/___/____

¹ Transcripts may also be sent directly to the Master of Science Program from the registrar(s) of your previously attended institution(s).
² Applicants who are already non-degree students need not re-submit this item unless it was not submitted or has changed since the completion of the non-degree application.
Employment History

Please attach a recent copy of your resume.

Statement of Purpose

Please enclose a double spaced, two-page statement explaining why you have chosen to apply to the Master of Science Program and how participation in the program will aid you in reaching your goals. Be sure to discuss the following:

1. Elaborate on your current or future career plans and your motivation for pursuing this degree.
2. Explain how the content of this program will benefit your development.
3. Describe your vision for your participation in the program from both an intellectual and professional perspective.

*Note: If you are currently a non-degree student applying to change to degree status, you do not need to submit another statement of purpose. If it is your preference, we will accept a replacement or updated version for consideration and addition to your file.

IF YOU ARE APPLYING FOR NON-DEGREE ONLY, YOU HAVE NOW COMPLETED THE NON-DEGREE APPLICATION.
**Essays**

Please enclose your responses for a total of two essays. As part of your responses, be sure to explain your thinking and tell us why you chose to make the points you did. Please restate the question at the beginning of each essay. Each essay should be 2-5 pages double-spaced.

1. **Choose one from the following:**

   A. Provide a description of how your current position and department does or does not align with your organization’s goals and strategy. How does your position or department deliver value to your organization internally and to your customers externally? What opportunities exist to align with the goals and strategy through the use of knowledge and/or learning and why?

   B. Pick a particular change that is currently affecting the industry or business environment of your organization. (If you are not currently employed, pick an industry or environment in which you have previously worked or would like to work in the future.) Describe an initiative that incorporates each of the following areas to help prepare your organization to more effectively adapt to this change: the creation & dissemination of knowledge, design of change engaging all stakeholders, and learning embedded in everyday work.

2. **Choose one from the following:**

   A. You are tasked with designing a learning initiative to educate your organization about the value of LOC. The design needs to include a visual model. This model should anchor your design and be integrated into the education itself. What would this learning initiative look like? Tell us about your approach to the design including its parts and rationale. Why did you choose this approach?

   B. Describe what makes a learning experience most effective, the results or outcomes and why it is most effective. Now describe effective management practices, the results or outcomes and why it is effective. Relate effective learning experiences and management practices to one another. Where could one benefit from the other? How could results improve through integration?

**Case Study**

Enclose a response to the following case. As part of your response, be sure to explain your thinking and tell us why you chose to make the points you did. Your response should be 3-5 pages double-spaced.

The director of a national government agency has become aware of operational and customer service inefficiencies. It is thought these problems are due to disintegrated systems for managing employee, customer and affiliated agency information. It is decided the agency should purchase and install an enterprise-wide solution to manage this information. Two years after the purchase, the system is being met with mixed reviews by users and by customers. Some people hail the fact they can view their records on-line, while others complain that steps to use the system are not evident to the users or to the administrators. Still others say that the solutions went way over budget and there is no way to measure the return on investment. The director hires you to come in and do a review of the system, its implementation and its impact on efficiency and customer service. Describe what your review would entail, the process you would use to execute the review and your intentions for use of the results.
Academic Recommendation

Note to the Applicant
1. You may submit a 2nd professional recommendation in lieu of an academic recommendation.
2. Please complete the information below.
3. This form should be submitted to the recommender from your academic background.
4. Deliver or mail this form along with a self-addressed envelope to the recommender. Ask your recommender to enclose the completed form and attached recommendation in the envelope provided, seal and sign his or her name across the back flap, and return it to you.
5. You should then submit the recommendations with the rest of your completed application materials.

Applicant Name ____________________________

First                         Middle                         Last

Social Security No. ____________________________

Current Mailing Address

Street Address                     Apt. #

City                        State                        Zip                        Country (if foreign)

I understand that U.S federal legislation provides enrolled students with a right of access to this recommendation that may be waived, and that no school or person can require me to waive this right. Check your choice and sign the following statement:

I hereby ☐ waive ☐ do not waive my right of access to this recommendation. I authorize my recommender to provide a candid evaluation and all relevant information to the School of Education & Social Policy at Northwestern University. I understand the admissions committee may contact my recommender for clarification or additional information.

Date ___________________     Applicant’s Signature ____________________________

Name of Recommender ____________________________

First                         Middle                         Last

Position ____________________________

Organization ____________________________

Email ____________________________
Note to the Recommender
The person whose name appears on the recommendation form is applying to the Master of Science in Learning and Organizational Change program. Your candid assessment of the applicant will assist the admissions committee in its evaluation, and we thank you for your considerable time and effort. Please attach your recommendation to this form.

In your evaluation, we are looking to gain a better understanding of how the applicant measures up to our criteria for students in the program. For your reference, below is a list of the program criteria:

- 3-5 years of work experience
- Skills/Knowledge
  - Understands how current management practices could benefit from this program
  - Understands application of key content areas across core business issues
  - Depth of business acumen
  - Team work in organizations
  - Understands the key factors that drive change in the workplace
  - Takes responsibility for own learning
  - Accustomed to project-based work
  - Analysis & synthesis skills
  - Problem solving skills
  - Leadership experience and skills
- Interests
  - Appreciation and aspiration for both theory and practice
  - Desire to learn not only new content, but also new ways to conceptualize their work and new perspectives for solving problems
  - Innovative practice
  - Cognition and learning
  - Goal of making organizations more sustainable
  - Understands and appreciates thinking in systems: the whole, its parts and the relationships among the parts
  - Desire for classmates to be as much a part of education as faculty
  - Invest and contribute to MS community
  - Assessing the interface between humans and their environments
- Career Goals
  - Leadership/manager in organizations
  - Leadership outside of the workplace
  - Understanding of how the program enables achievement of career goals

We are looking for an evaluation of this applicant that discusses how the candidate may fulfill these criteria. Also include the following information in your letter:

- How long you have known the applicant
- Your relationship to the applicant
- Your understanding of the applicant’s potential for success in this field
- Your understanding of the challenges the applicant may face in this field or weaknesses he/she may need to overcome

Your comments will be held completely confidential if the applicant has signed the statement above. The admissions committee may contact you for further information regarding the candidate. Please enclose this form and attachments in the envelope addressed to the applicant. Please sign the back of the envelope, writing your signature across the seal of the envelope flap and return sealed envelope to the applicant.
## Professional Recommendation

### Note to the Applicant

1. Please complete the information below.
2. This form should be submitted to the recommender from your professional background. Deliver or mail this form along with the a self-addressed envelope to the recommender. Ask your recommender to enclose the completed form and attached recommendation in the envelope provided, seal and sign his or her name across the back flap, and return it to you. You should then submit the recommendations with the rest of your completed application materials.

### Applicant Information

- **Applicant Name**: 

- **Social Security No.**: 

- **Current Mailing Address**

  - **Street Address**: 
  - **Apt. #**: 
  - **City**: 
  - **State**: 
  - **Zip**: 
  - **Country (if foreign)**: 

### Waiver Statement

I understand that U.S federal legislation provides enrolled students with a right of access to this recommendation that may be waived, and that no school or person can require me to waive this right. Check your choice and sign the following statement:

- I hereby ☐ waive ☐ do not waive my right of access to this recommendation. I authorize my recommender to provide a candid evaluation and all relevant information to the School of Education & Social Policy at Northwestern University. I understand the admissions committee may contact my recommender for clarification or additional information.

- **Date**: 
- **Applicant’s Signature**: 

### Recommender Information

- **Name of Recommender**: 

- **Position**: 

- **Organization**: 

- **Email**: 

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Professional Recommendation (p.2)

Note to the Recommender
The person whose name appears on the recommendation form is applying to the Master of Science in Learning and Organizational Change program. Your candid assessment of the applicant will assist the admissions committee in its evaluation, and we thank you for your considerable time and effort. Please attach your recommendation to this form.

In your evaluation, we are looking to gain a better understanding of how the applicant measures up to our criteria for students in the program. For your reference, below is a list of the program criteria

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- Skills/Knowledge
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- Your relationship to the applicant
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Your comments will be held completely confidential if the applicant has signed the statement above. The admissions committee may contact you for further information regarding the candidate. Please enclose this form and attachments in the envelope addressed to the applicant. Please sign the back of the envelope, writing your signature across the seal of the envelope flap and return sealed envelope to the applicant.