The Master’s Program in
Learning and Organizational Change

LEARN DIFFERENTLY THINK DIFFERENTLY CONSULT DIFFERENTLY LEAD DIFFERENTLY
• MSLOC Program Overview

• MSLOC Certificate in Strategic Change Management
  ○ Our Value Proposition
  ○ Design/Logistics
  ○ Application Process
We equip leaders with the vision, knowledge and skills necessary for successful organizational transformation.
MSLOC Program Overview
We Focus on the People Side of Organizations

• MSLOC is...
  • Housed within Northwestern University’s School of Education and Social Policy (SESP)
  • Aligned with SESP mission of “Learning across the lifespan”
  • 8 years old; 70 students; 50 alums
  • Grew out of earlier programs in MS Education (OD/workplace learning)

• MSLOC offers content expertise in...
  • Individual and organizational learning
  • Knowledge assets creation and sharing
  • Strategic organizational change

• MSLOC builds capabilities in...
  • Collaborative consulting
  • Diagnosis and design of interventions
  • Leading initiatives

• MSLOC Certificate in Strategic Change Management
  features this expertise and skill-building experience in an alternative delivery format—a 3-quarter curriculum that includes 4 cohort sessions in Evanston, virtual meetings, and self-directed learning design
MSLOC Certificate in Strategic Change Management
Focused on Convenience and Collaboration

- Earn graduate-level credit from the MSLOC curriculum without traveling to campus each week for classes
  - Five units of graduate credit upon completion
  - May apply these units to complete the full degree
- Convenience and flexibility are maximized without sacrificing academic rigor
- Classes feature the same collaborative learning community of our MSLOC on-campus option
  - Connect with a diverse group of people who will share your interests and expose you to fresh perspectives and new ways of thinking
  - Work on virtual project teams to evaluate, design and implement interventions that address relevant business issues
- MSLOC program staff and faculty offer on-going career advice, connections and insights to help you achieve your objectives
- Social and extracurricular events with the larger MSLOC community provide opportunities for building your social and professional network
- Enjoy access to NU resources, facilities, activities, including NU’s online library system, career services, student life
What is Alternative Delivery?

Onboarding  
several wks in advance

Distance Learning  
First 4-5 weeks

Welcome Packet

Live Webcasts

Orientation Webcast & On-line Support

Web-Based Learning  
• Blackboard  
• Wiki  
• Blogs

Registration & Billing

Self-Directed Learning

Residency  
3-5 days—9 AM to 6 PM

Face to Face Classroom

Performance Support

Final Evaluation  
• Presentation  
• Article  
• Case Analysis

Term start-up  
Week 1

Collaboration & Community

Self-Directed Learning

Final Evaluation

Wrap-Up  
Final 3-4 weeks

Term end  
Week 10

Self-Directed Learning

Support

First 4-5 weeks 3-5 days—9 AM to 6 PM  
Final 3-4 weeks

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Distance Learning  
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Final 3-4 weeks

Term end  
Week 10

Self-Directed Learning
Our Points of Difference
Building Skills and Capabilities to Transform Organizations

• Master theory and application in designing and executing sustainable strategic change, social network analysis, transformational consulting, and organizational learning and performance

• Address organizational challenges and opportunities in a unique, impactful way that will set you apart from traditional practitioners

• Build deep knowledge and understanding of why and how practical interventions work while developing practical skills for improving organizations

• Study theoretically grounded work and academic literature as a way to develop your own “toolkit” for interventions

• Gain confidence in your ability to champion and execute on strategic initiatives
MSLOC students learn to “traverse the iceberg”—to move up and down between theory and practice in order to design and implement innovative solutions to organizational challenges. The interventions and approaches used are informed by underlying theories in cognition and the social sciences. MSLOC classes are designed so that learning occurs at all three levels. As practitioners, MSLOC graduates understand the “why” behind the “what.”
Inside the Classroom
An Extraordinary Learning Experience

• Experience a variety of instructional methods that appeal to different learning styles—limited class time devoted to lecture
  ○ Designed to be fast-paced and interactive
  ○ You will actively contribute and help create what is learned
  ○ You will be challenged to think critically and apply the material to your own work and life
  ○ Construct solutions to “real world” organizational challenges using case studies and actual client issues
  ○ Learn from up-to-date journal articles, case studies, and textbooks that represent state-of-the-art thinking and best practices
  ○ Group assignments foster learning and further develop your teaming skills

• Faculty are accomplished practitioners
  ○ They bring current real challenges into the classroom and connect course content to practice
  ○ Guest “clients” are invited for additional insights and practice

• Your classmates become colleagues and friends and your professional network
# SCM Certificate Schedule

<table>
<thead>
<tr>
<th>Courses</th>
<th>Coursework begins (off-campus)</th>
<th>Classroom sessions (Evanston on-campus)*</th>
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</thead>
<tbody>
<tr>
<td>New Student Orientation</td>
<td>March 25, 2009 (virtual session)</td>
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<tr>
<td>Accelerating Learning and Performance</td>
<td>Week of March 30, 2009</td>
<td>Fri, May 1, to Wed, May 6</td>
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<tr>
<td>Transformational Consulting</td>
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<tr>
<td>Designing Sustainable Strategic Change</td>
<td>Week of June 22, 2009</td>
<td>Mon, July 20, to Sat, July 25</td>
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<tr>
<td>Executing Strategic Change</td>
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<tr>
<td>MSLOC Retreat**</td>
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<tr>
<td>Applying Social Network Analysis in Learning and Organizational Change (Part 1)</td>
<td>Week of September 14, 2009</td>
<td>Fri, Sept 11, to Tues, Sept 15</td>
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<tr>
<td>Applying Social Network Analysis in Learning and Organizational Change (Part 2)</td>
<td>Week of September 14, 2009</td>
<td>Fri, Nov 6, to Sun, Nov 7</td>
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* Final course schedules subject to change

** MSLOC Retreat is recommended, but optional. Students attending only the required Social Network Analysis course should arrive on Sunday, September 13.
Alternative Delivery Option

MSLOC Certificate in Strategic Change Management

We’re looking for those who have...

• A minimum of 5 years of work experience in a management or strategic role

• The time, resources, and ability to complete intensive, graduate-level work

• An entrepreneurial spirit that values innovation, welcomes complex challenges and embraces learning using progressive instructional techniques and emerging technologies
SCM Certificate Costs

- Flights/hotel expenses not included
- Tuition: $3,302/unit of credit
  Plan for 4-5% tuition increase in Fall 2009
- Books/coursepacks: $25-$200/course
- $2,000 one-time fee that includes meals and logistical expenses for the residency sessions
- Health insurance: Proof-of-insurance required to waive annual fee of $2370
- Financial Aid: Student loans available
## Application Requirements

<table>
<thead>
<tr>
<th>Non-Degree/ Certificate</th>
<th>Degree</th>
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<tr>
<td>✓ 5 years work experience (in a mgt or strategic role)</td>
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<td>✓ Application Form</td>
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<td>✓ Statement of purpose</td>
<td>✓ Statement of purpose</td>
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<td>✓ Transcripts</td>
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<td>✓ Resume</td>
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<td>✓ Interview</td>
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<td>✓ Undergrad GPA &gt;3.2 or GRE/GMAT</td>
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<td>✓ Int’l: TOEFL/IELTS</td>
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## Deadlines & Dates

<table>
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<tr>
<th>SCM Certificate</th>
<th>Spring 2009 Cohort</th>
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<tr>
<td>Application due</td>
<td>Jan 12</td>
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<tr>
<td>Offer sent</td>
<td>Feb 16</td>
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<tr>
<td>Acceptance and deposit due</td>
<td>March 6</td>
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<tr>
<td>Technology Orientation</td>
<td>March 25</td>
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<tr>
<td>Classes Start</td>
<td>March 30</td>
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<tr>
<td>MSLOC Weekend Retreat</td>
<td>Sep 11-13</td>
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We admit students on a “rolling basis,” so you may apply at any time up to Jan. 12 (Spring Admission deadline)
To learn more about our program, to visit a class, or to get in touch with an alumni or current student:

visit
www.northwestern.edu/msloc

e-mail
msloc@northwestern.edu

or call
847-491-7376
More about MSLOC
MSLOC Student Profile

- 24% Full-time
- 85% Women
- 10.65 average/7.96 median yrs. work experience
- 21% with prior graduate degrees
- All industry sectors, government, non-profit
- Diverse interests and backgrounds
Roles Our Students Have Held

Company Founder/Principal
National Gender Sourcing Strategist
Manager, Learning & Development
Senior Specialist
Sr. Manager, Leadership Development
Project Manager of Org. Development
Training Specialist
Senior Consultant
Career Counselor
Director of Marketing
Exec. Director of Multicultural Student Affairs
Project Manager
Regional Director of Human Resources
Director of Program Design & Implementation
Roles Our Students Have Held

Human Resources Manager
E-Learning Developer
Manager Training & Syndication
Commanding Officer, Coast Guard
Systems Analyst-Experienced
IT Systems Specialist-Knowledge Sharing
Design Strategist
Project Manager, CRM Application Development
Program Director
Director of Sales
Associate Human Resource Manager
Sr Manager, QA, Trng, Plng & Analysis
Vice President, Learning and OD
Director, Solution Integration & Design
Regional Quality Manager
Employers

Grainger
Gensler
GolinHarris
Metier, Ltd.
GATX Corporation
Goldman Sachs
Merchandise Mart
Taproot Foundation
Bliss Training & Consulting
Mercy Home for Boys & Girls
Northwestern Mutual

Industries

Professional Services 39%
Communications 9%
Higher Education 17%
Manufacturing 13%
Not-for-Profit/Professional Association 13%
Other 9%

CBS Radio Group
CC STARS, LLC
Kraft Foods
Ernst & Young
Illinois Institute of Technology
Sterling Home Mortgage Corp.
Academy for Educational Development
Deloitte and Touche
Allstate
Northwestern University, Kellogg School
Alumni in Transformational Roles

Deloitte Consulting
- Manager, Operations and People Performance, Chicago
- Consultant, Change, Leadership and Learning Group, San Francisco

Root Learning
- Managing Director, Business Development, Zurich
- Consultant, Chicago

Corporate Executive Board
Associate Director, HR Practice, Washington D.C.

Zurich NA
Knowledge Management & Communication Specialist

IBM Consulting
Consultant, Strategy and Change Practice, San Francisco & NYC

Young Women's Leadership Charter School (YWLCs)
Middle School Science Teacher and Project Manager

McKinsey Associates
Specialist, Malaysia office

Allstate Insurance
OE Consultant, Chicago

Chicago Public Schools
Team Leader, High School Transformation Project
Tailored Curriculum, Flexible Program Paths

MSLOC
15 credits
(1 course = 1 credit)

*Part-time/Full-time*

Certificate Options (5 credits)

*Low Residency Option (LRO) (5 credits)*

7 LOC Core
1 Foundations
2 L&P
2 KM
2 SC

4 Electives
MSLOC
Kellogg
Medill IMC
Learning Sciences

4 LOC Applied
1 Practicum
3 Capstone Project
• MSLOC has relationships with major businesses and all kinds of Chicago organizations, and we network with them to identify practicums, internships and job opportunities

• All students experience first-hand consulting with a “real-world” Practicum Project with select Chicagoland organizations or their current employer

• Your Capstone is your culminating take-away from the MSLOC program. The Capstone provides an opportunity for each student 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
Elective Choices at NU

- SESP
  - MSLOC
    - Human Dev & Social Policy (HDSP)
    - Education (MSEd)
    - Learning Sciences (LSMA)
  - Full-time (Day School)
  - Part-time (Night School) (TMP)

- Kellogg
  - Medill
  - Integrated Marketing Communications (IMC)
  - Engineering Mgt (MEM)

- McCormick Engineering
  - Comm Studies (COMM ST)
  - Product Mgt (MPM)
  - Psychology
  - Anthropology

- The Graduate School

- School of Continuing Studies (SCS)
  - Public Policy & Administration (MPPA)
  - Public Health
Class Schedules

• 10 weeks/term—4 terms/year
• Classes meet 1x per week in Evanston: M-Th, 6-9 PM (occasionally Saturdays)
• Plan for 10-12 hours work per class (includes group and individual prep time)
• Program Duration (15 courses):
  ○ Full-time=3 courses/term X 5 terms (15 months)
  ○ Part-time=1-2 courses/term (~10 terms = 2 ½ years)
• Your program can fit your schedule and other life demands
  ○ Full-time or part-time options
  ○ One to three courses per quarter
  ○ Up to two quarters “off” per year (incl. summer)
  ○ Flexibility to shift the order of your courses as needed
  ○ Option to choose alternate delivery sessions
• Podcasts and class materials on-line