We equip leaders with the vision, knowledge and skills necessary for successful organizational transformation.
Our Program
Class Schedules

- Your program can fit your schedule and other life demands
  - Full-time, part-time, alternative schedule options
  - One to three courses per term
  - Up to two quarters “off” per year (incl. summer)
  - Flexibility to shift the order of your courses as needed

- Evening classes meet 1x per week in Evanston: Mon-Thurs, 6-9 PM; Alternate Schedule classes meet periodically on-line over the term and feature a 2 and ½ day in-person session in the middle of the term

- 4 quarters/year--10 weeks/quarter

- 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)

- Plan for 10-12 hours work per class (includes group and individual prep time)

- Podcasts, videocasts and class materials on-line
Tailored Curriculum, Flexible Program Paths

**MSLOC**
15 credits
(1 course = 1 credit)

*Part-time/Full-time*

*Certificate (5 credits)*

*Alternative Schedule Options*

**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
What is the Alternative Schedule Option?

<table>
<thead>
<tr>
<th>Onboarding</th>
<th>Distance Learning</th>
<th>Residency</th>
<th>Wrap-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>several wks in advance</td>
<td>First 4-5 weeks</td>
<td>2.5 days—9 AM to 9 PM</td>
<td>Final 3-4 weeks</td>
</tr>
<tr>
<td><strong>Getting Started Guide</strong></td>
<td></td>
<td><strong>Face to Face Classroom</strong></td>
<td><strong>Live Webcasts</strong></td>
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<tr>
<td><strong>Orientation Webcast &amp; On-line Support</strong></td>
<td></td>
<td><strong>Social Activities</strong></td>
<td><strong>Web-Based Learning</strong></td>
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<tr>
<td><strong>Buddy System and LinkedIn Network</strong></td>
<td></td>
<td>• Cohort</td>
<td><strong>Self-Directed Learning</strong></td>
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<tr>
<td><strong>Term start-up</strong></td>
<td></td>
<td>• MSLOC Community</td>
<td><strong>Team Project Work</strong></td>
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<tr>
<td><strong>Week 1</strong></td>
<td></td>
<td><strong>Team Project Work</strong></td>
<td><strong>Final Evaluation</strong></td>
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<tr>
<td><em>Live Webcasts</em></td>
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<td><strong>Final Evaluation</strong></td>
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  - Several weeks in advance

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  - 2.5 days—9 AM to 9 PM
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- **Wrap-Up**:
  - Final 3-4 weeks
  - Live Webcasts
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  - Self-Directed Learning
  - Team Project Work
  - Final Evaluation
  - Presentation
  - Article
  - Case Analysis
Elective Choices at NU
Creating Your Story via a Flexible Curriculum

MSLOC Electives:
• Transformational Consulting
• Cognitive Design
• Social Network Analysis
• Coaching for L&P (Fall 2010)
MSLOC has **partnerships** with major businesses and all kinds of Chicago organizations; 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** --your culminating take-away from the MSLOC program-- is each degree student’s opportunity 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.
Practicum Projects

- Define a **measurement framework for an action learning program** designed to develop socially responsible leaders at a global technology firm (Corey White – Summer, 2009)
- Develop a **social media strategy** for the large international not-for-profit community services organization (Marian Casey – Spring, 2009)
- Use **social network analysis** to uncover strategies to improve business practices at a Chicago advertising firm (Cara Baiocchi and Jessie Blank – Winter, 2009)
- Research and write a case study on **socially responsible practices that yield real economic benefit** at mid-sized firm in the commercial food industry (Kate Bower, Mandy Cheung and Kristine Nirdlinger – Summer, 2009)
- Design a **reverse mentoring program** to help an advertising firm’s executives better understand the nuances of social media and social media culture (Johannah Whitefield – Summer, 2009)
- Research and define **best practices to manage and operate a new volunteer-based program** at an international micro-finance not-for-profit (Mandy Cheung – Summer, 2009)
- Assess and recommend key strategic operating practices to help a Chicago-based charter school network meet its growth goals (Erica Labovitz – Summer, 2009)
- Provide an **organizational design recommendation** for a new executive talent management function at a global company (Kami Bond – Summer, 2009)
- **Design a cohort-based learning program** for a new not-for-profit organization helping unemployed or underemployed individuals find their dream jobs (Jake Elster and Amy Ruppert – Spring and Summer, 2009)
- Research and define **key competencies that contribute to the unique culture** at a Chicago-based advertising firm and design a performance management tool to support them (Judah Kurtz – Spring, 2009)
- Identify and define attributes for an **innovative wellness program** at a high-profile international design firm (Brynn Harrington – Fall, 2008)
Capstone Topics 2009-2010

- Corporate Learning Reconceived: Using Computer Based Training Simulations to Develop Employee Soft Skills
- Creating Commitment: Volunteer Management Activities for International Nonprofit Microfinance Institutions
- Learning for Entrepreneurs: A Look at How Early-Stage Organizations Learn As They Grow
- Winning Workplaces: How the Top Small Workplaces Evaluate Employee Performance
- Designing an Effective Organization Begins with Defining Organization Design
- Observations of Leadership Development Programs with Program Participant Perspective on Value
- Developing Responsible Leaders: the Merging of Corporate Social Responsibility and Leadership Development
- Differences and Similarities in Traits between Formal and Informal Leaders
- The Quest for Happiness: An Exploration of Values, Vocational Choice, and Meaning in Life and Work
- The Performing Arts Industry: An Exploration of the Link Between Team Operational Factors and Individual Satisfaction in Creative Teams
- A Study on Environmental Sustainability in the U.S. Physician Practice
- The Influence of Self-Construal on an Interest-Based Negotiation Approach
- Focus on the Middle: A Look at the Qualities Required of Middle Managers during Change
- Designing Interventions for the Study of Stress and the Workplace
- Career Goals, Network Relations and Psychological Context
- A Game Plan for Maximizing Individual Contributions in Diverse Teams
- Paying the Ethical Premium: A Field Experiment to Test the Market Strength of Fair Trade Coffee versus Non-Fair Trade Coffee
Helping you Succeed
Making the Most of your Investment

- The Foundations course results in the start of an **Individual Learning Plan** that you can use to guide your development decisions and program of study so that you get the most from your grad school experience
  - Leadership assessments and reflection activities will help you think about career and academic goals
- All students participate in a three-term **Action Learning** project to build skills in leadership, teaming, project management, and consulting by working on real organizational challenge as a team
- Your MSLOC Program Advisor will help you create a “**customized curriculum**” – a tailored program of study that features coursework and experiences that will enable you to build expertise in your specialty
- MSLOC program staff and faculty offer on-going **career advice, connections and insights** to help you achieve your objectives
- Quarterly social and extracurricular events with the larger MSLOC community provide opportunities for **building your own social and professional network**
The MSLOC Experience

Begin with Foundations
- Overview of MSLOC concepts
- Individual Learning Plan
- Team project work
- Full academic year

Continue your Journey
- Coursework includes:
  - Group work
  - Live client practice
  - Exposure to current technologies

Wrap-up with Capstone
- Small group support
- PhD Advisor
- 3 Terms
  - Research Methods
  - Data gathering/analysis
  - Synthesis
Our Program Design
An Integrated Curriculum

Designed to Build Knowledge, Skills and Capabilities

Self-awareness
Adaptability
Interpersonal skills
Communications skills—written and oral
Teamwork
Leadership
Learning skills

Managing complexity and ambiguity
Consulting skills
Problem analysis
Project management
Critical, strategic, analytical, and holistic thinking

Learning & Performance

Knowledge & Strategy

Strategic Change
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.”
Classes are 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

You will experience a variety of instructional methods that appeal to different learning styles

Faculty are accomplished practitioners
  - They bring current real challenges into the classroom
  - Guest “clients” are invited for additional insights and practice

Group assignments foster learning and help you develop teaming skills

You will gain familiarity with many tools and technologies that support learning and collaboration

Live client work builds your consulting competency and your resume

Your classmates become colleagues and friends
MSLOC Student Profile

- 25 % Full-time
- 79 % Women
- 10.47 average/ 7.38 median yrs. work experience
- 12 % with prior graduate degrees
- All industry sectors, government, non-profit
- Diverse interests and backgrounds
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
Alumni in Transformational Roles

AAA
  T&D Manager, San Francisco

Allstate Insurance
  Organizational Effectiveness Consultant, Chicago

Chicago Public Schools
  Team Leader, High School Transformation Project

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

Deloitte Consulting
  Manager, Operations and People Performance, Chicago

McDonald’s
  Global Talent Management

Hewitt
  Senior Program Manager, Chicago

Zurich NA
  Knowledge Management & Communication Specialist

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

San Francisco Unified School District
  Broad Fellowship Recipient
# Application Requirements

<table>
<thead>
<tr>
<th>Certificate (up to 5 core courses)</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ 5 years work experience</td>
<td>✓ 3-5 years work experience</td>
</tr>
<tr>
<td>✓ Application Form</td>
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</tr>
<tr>
<td>✓ Statement of purpose</td>
<td>✓ Statement of purpose</td>
</tr>
<tr>
<td>✓ Transcripts</td>
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</tr>
<tr>
<td>✓ Resume</td>
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</tr>
<tr>
<td>✓ Interview</td>
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<tr>
<td>✓ Undergrad GPA &gt;3.2 or GRE/GMAT</td>
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</table>
2009-2010 Program Costs

- **Tuition**: $3,579/unit of credit
  Plan for 4-5% tuition increase per year
- **Alternative schedule**: + $400 per class
  - Hotel and transportation not included
- **Books/coursepacks/assessments**: $150-$250/course
- **Health insurance**: $2370
  Proof-of-insurance required to waive fee
- **Financial Aid**: US-sponsored student loans
  (2 courses/term)
- **Graduate Assistantships** available
Admissions

- We admit students on a “rolling basis,” you can apply at any time up to the posted deadline
- You can join the program in Fall or Spring
- You can finish in as early as 5 quarters or as long as 5 years
## Deadlines & Dates

<table>
<thead>
<tr>
<th>Desired Term of Entry</th>
<th>Fall 2010</th>
<th>Spring 2011</th>
<th>Fall 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application due</td>
<td>Jun 21</td>
<td>Jan 11</td>
<td>Jun 20</td>
</tr>
<tr>
<td>Offer sent</td>
<td>Aug 2</td>
<td>Feb 15</td>
<td>Aug 1</td>
</tr>
<tr>
<td>Acceptance and deposit due</td>
<td>Aug 21</td>
<td>Mar 5</td>
<td>Aug 20</td>
</tr>
<tr>
<td>MSLOC Weekend Retreat</td>
<td>Sep 10-12</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Technology Orientation</td>
<td>Sep 15</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Classes Start</td>
<td>Sep 21</td>
<td>Late Mar</td>
<td>Late Sep</td>
</tr>
</tbody>
</table>
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
call: 847-491-7376