MASTER OF ARTS IN

ORGANIZATIONAL CHANGE LEADERSHIP

BE A CATALYST FOR CHANGE

WMICH.EDU/LEADERSHIP/ACADEMICS/OCL

WESTERN MICHIGAN UNIVERSITY

MASTER OF ARTS IN

ORGANIZATIONAL CHANGE LEADERSHIP

The Masters of Arts in Organizational Change Leadership (OCL) is designed to address one of the most critical and sought after competencies required in today's organizations— the ability to lead effective change.

Designed for a diverse assemblage of individuals working in a variety of organizations and industry sectors, this competency-grounded program combines research, theory, and practice to build capacities to effectively lead and develop individuals, groups, and organizations in an age of globalization.

With a Western Michigan University degree in Organizational Change Leadership you will join other forward-thinking professionals who are setting new standards of excellence in change leadership. Connect with a group of professionals working in a variety of organizations who are studying and practicing methods that make the change process run smoother, smarter, faster, and more efficiently.

OCL IS FOR YOU

If you have ever wanted to be a catalyst for change in your current work place or to take the next step to advance your career, OCL is for you. Work experience at a for-profit, not-for-profit, health care, military, educational, or government organization, a bachelor's degree and a passion to lead change is all you need to begin building your capacity to design, develop, and implement sustainable change.

Western Michigan University

Western Michigan University (WMU), located in Kalamazoo, Michigan, with satellite campuses in Battle Creek, Grand Rapids, Lansing, Metro-Detroit, Muskegon, Benton Harbor, and Traverse City, is a national research university enrolling nearly 24,000 students from across the United States and 100 other countries. Founded in 1903, WMU is a learner-centered, discovery-driven and globally engaged public university that stands out among America's more than 4,600 higher education institutions. WMU combines the resources of a major research university with the personal attention and friendly atmosphere often found at a small college. Taking full advantage of that combination gives students the edge they need to succeed in graduate school, the workplace, and life.

OUR VISION

Our vision is to be known for our global emphasis in developing ethical professionals who lead effective change to increase the capacities of their employees and organizations.

"Our ultimate goal is to become a top organizational change leadership program by developing unique strengths in research and teaching that directly and readily benefit local, national, and international practitioners and scholars in various types of organizations."

— DR. DAE SEOK CHAI

"Our program is quickly becoming the top laboratory for exploring the practice of leading organizational change in the state of Michigan."

— DR. DAVID B. SZABLA

OUR MISSION

Our mission is to develop enterprising practitioners who have the ability to apply both scholarly and practice-based knowledge to lead effective change in diverse contexts, including domestic and cross-cultural settings. Designed for career-centered individuals, our program emphasizes the development of change leadership skills that can be immediately applied to the workplace. We ground our teaching in the most current research, theory, and practice, and we recruit top professionals and academicians from around the world to engage with our students.

"We focus on the development of marketable skills—skills wanted by employers in a vast array of industries."

— DR. DAVID B. SZABLA

"We believe in ethical and informed practice and openness to diverse perspectives."

— DR. DAE SEOK CHAI

PROGRAM HIGHLIGHTS

IN ORGANIZATIONAL CHANGE LEADERSHIP

Our program transforms career-centered working professionals into change agents who lead change in diverse and ever-changing local, national, and international organizations and communities.

A DIVERSE NETWORK

Upon admission to the program, students become part of a growing community of professionals working in a variety of organizations and industries whose primary intention is leading effective change.

PROJECT-BASED LEARNING

Throughout the program, students build change agency expertise by carrying out real-world consulting projects with organizations external to the university.

EVIDENCE-BASED CHANGE LEADERSHIP

Students practice organizational change leadership through the use of science-based principles and knowledge, valid and relevant organizational facts, and critical thinking.

IMMEDIATE KNOWLEDGE AND SKILL APPLICABILITY

Students study organizational change theory, concepts, models, and best practices in the classroom and apply them the next day in their workplaces.

PERTINENT KNOWLEDGE AREAS

Students build strong foundations in knowledge areas germane to their on-the-job challenges: organizational change, leadership, culture, learning, group dynamics, and organization diagnosis and consulting.

DISTINGUISHED GUEST SPEAKERS

Students interact with prominent local and national scholars, consultants, and organizational leaders to practice present-day methods for leading effective change.

TWO PROGRAM FORMATS

Two 33-credit program format options are offered:
(1) a flexible traditional format in which students complete the program at their own pace over a 2 to 4-year period
(2) an accelerated, lock-step regional cohort format that provides students with an opportunity to complete the program in five semesters currently available at our Metro-Detroit location.

COURSE DELIVERY

Courses are delivered through online, hybrid, and face-to-face formats to meet the needs of students who juggle multiple commitments while pursuing an advanced degree.

MULTIPLE LOCATIONS

Classes are offered at our main campus in Kalamazoo, and regional locations in Grand Rapids, and Metro-Detroit offering working professionals multiple access points to enter and complete the program.

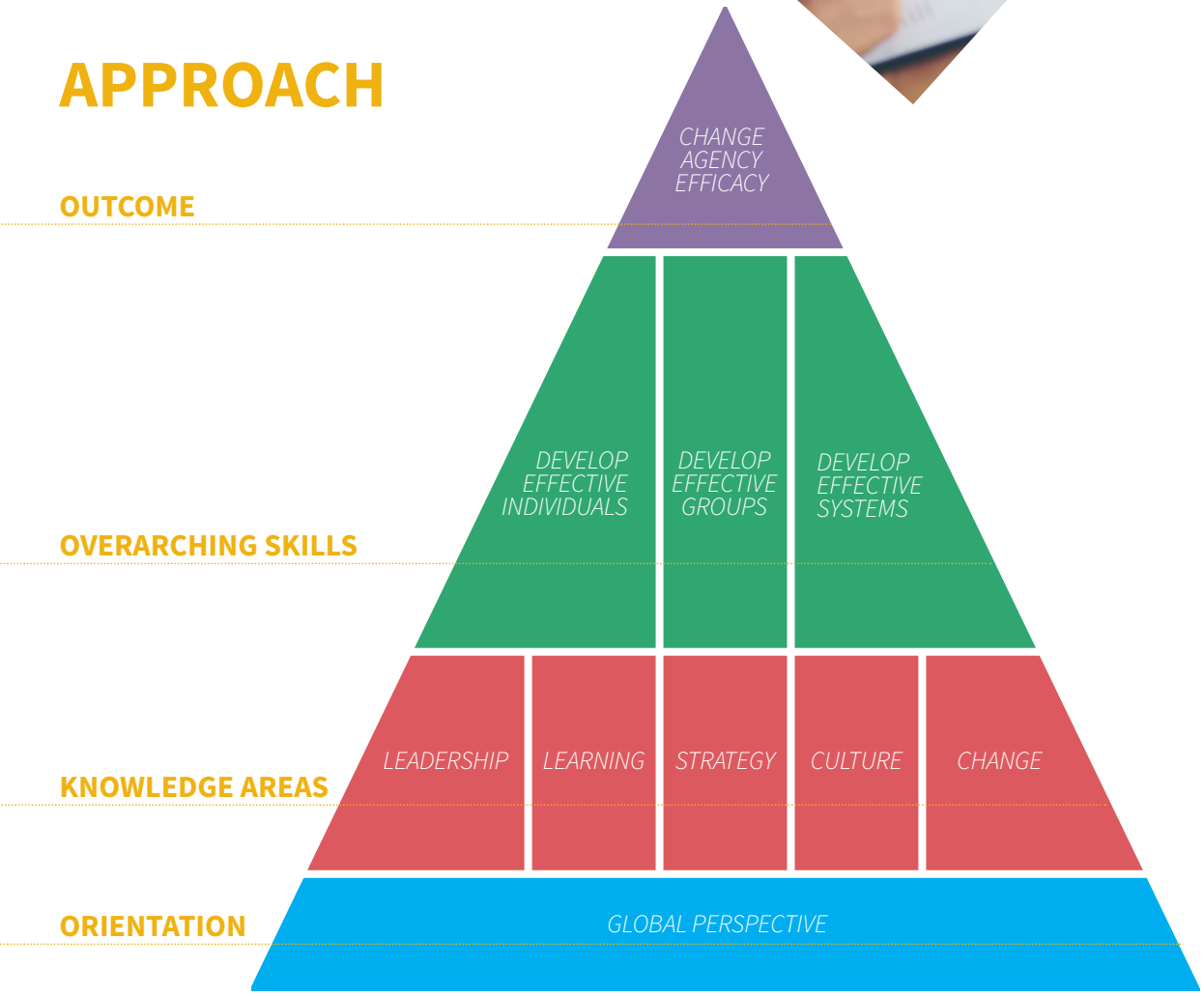
COMMUNITY MEMBERSHIP

Joining the OCL program provides students with immediate access to a community of researchers and practitioners committed to expanding and deepening knowledge of organizational change.

OCL IS FOR YOU

If you're looking for a learning experience that will help you to make a difference in your organization and to build credibility with your peers, OCL is for you. It's an investment that will make you and your team more efficient and effective.

APPROACH



PROGRAM DESIGN

The outcome of the program is "change agency" efficacy; in other words, upon graduation students are competent agents of change. Throughout their studies, students build practical change leadership skills by carrying out hands-on consulting engagements at three levels of the organization. Students learn how to assess and develop productive individuals, how to evaluate and develop effective groups, and how to diagnose and develop successful organizations. In addition to practicing consulting skills, students develop deep understandings in key knowledge areas directly linked to the management and leadership of change. They study seminal and contemporary readings in the leadership, learning, strategy, culture, and change literatures. Finally, underlying the program is an orientation on globalization, a perspective that takes a broader, more critical view of experience, knowledge, and learning. Students seek to understand the links between their own lives and those of people throughout the world as they master the knowledge and skills necessary to be helpful agents of change who value tolerance, solidarity, equality, justice, inclusion, co-operation and non-violence.

APPLIED CAPSTONE PROJECT

The Applied Capstone Project (ACP) is an action research project designed to increase one's individual capacity for managing and leading change. A cornerstone of the program and a key requirement for successfully completing the degree, the ACP requires students to engage in an actual organizational consultation, either within their own organization or with a client organization, while receiving coaching and supervision from expert program faculty. Successfully fulfilling the requirements of the ACP involves mastering both the key aspects of organizational consulting and the basic principles of applied and action research. All capstone projects are expected to be rigorous, theory-based, and empirically driven.

FORMATS AND CURRICULUM

The Organizational Change Leadership program is designed for inventive professionals interested in developing new skills while advancing their education. Two formats are offered: traditional format and fast-track cohort weekend format.

TRADITIONAL FORMAT

KALAMAZOO OR GRAND RAPIDS

With our traditional format, students design their own program plans from a catalogue of hybrid, face-to-face, and online classes. Hybrid classes meet one night per month in Kalamazoo and Grand Rapids, and face-to-face classes meet weekly in Kalamazoo. Students complete the program at their own paces. Some students prefer a more accelerated program plan and take two courses per semester completing the program in 2 years. Other students desire a slower pace and complete the program by taking one course per semester completing the program in 3 years. Most students complete the program by taking a mix of online courses and hybrid classes in Grand Rapids and/or Kalamazoo.

REQUIRED OCL COURSES

27 CREDITS

OCL 6400
Foundations in Organizational Change Leadership

OCL 6410
Organizational Culture and Globalization

OCL 6430
Group Dynamics and Team Development in an Age of Globalization

OCL 6440
Large Scale Change and Organization Design

EDLD 6020
Educational Leadership, Systems, and Change

EDLD 6650
Principles and Practices of Adult Learning

EDT 6420
Instructional Design

EMR 5400
Fundamentals of Evaluation, Measurement, and Research

OCL 6792
Capstone Seminar in Organizational Change Leadership

OCL ELECTIVE COURSES

6 CREDITS

OCL 6890
Special Topics: Great Thinkers of Organizational Change

OCL 6890
Special Topics: Leadership Theory and Coaching

OCL 6890
Special Topics: The Neuroscience of Organizational Change Leadership

FAST-TRACK COHORT WEEKEND FORMAT

METRO-DETROIT

For those students who aspire to complete the program quickly, a fast-track weekend cohort program is offered at our Metro Detroit campus in Auburn Hills. Each September, a new cohort is launched and students complete the program in May of the following year. Cohorts meet face-to-face one Saturday per month from September through May. Monthly face-to-face sessions are supported with online learning from one session to the next. During the Summer I and Summer II sessions, courses are offered in online and hybrid formats. With our cohort program students know right from the start when the program will end. All classes are pre-planned—students know when they will take classes and with whom. Students collaborate with experienced colleagues and build mutual academic, emotional, and logistical support systems to advance through the program. In our cohort program, many students build life-long relationships that aid in career development, professional growth, and networking.

YEAR ONE				YEAR TWO	
FALL SEMESTER	*SPRING SEMESTER*	*SUMMER ONE*	*SUMMER TWO*	*FALL SEMESTER*	*SPRING SEMESTER*
OCL 6400 Foundations in Organizational Change Leadership OCL 6430 Group Dynamics and Team Development in an Age of Globalization	OCL 6410 Organizational Culture and Globalization OCL 6440 Large Scale Change and Organization Design	EDT 6420 Instructional Design OCL 6890 Special Topics	EDLD 6020 Educational Leadership, Systems, and Change EDLD 6650 Principles and Practices of Adult Learning	EMR 5400 Fundamentals of Evaluation, Measurement, and Research OCL 6890 Special Topics	OCL 6792 Capstone Seminar in Organizational Change Leadership

OUR STUDENTS

Our students include a diverse group of individuals working in a variety of functional areas (e.g., human resources, information systems, marketing, production, distribution, organization development, and administration), organization types (e.g., for-profit, not-for-profit, military, and government), and industry sectors (e.g., computer, consulting, education, health care, construction, manufacturing, information, and financial services). Our student body comprises: directors and managers responsible for internal change initiatives; consultants and coaches seeking to sharpen existing skills or develop new abilities; human resource professionals, performance management professionals, facilitators and trainers involved in helping human systems undergo organizational change; and individuals who are transitioning to new roles and are interested in consulting either within their organization or outside organizations.

TRICE BATSON

Training Specialist
Kalamazoo Valley Community College

Trice graduated from Western Michigan University with a Bachelor's degree in Marketing and Sales and a minor in Asian Studies. Currently, he works as a training specialist at Kalamazoo Valley Community College. With his Applied Capstone Project, Trice plans to investigate performance management processes in the world of education and build a prototype system for implementation at Kalamazoo Valley Community College.

CAMILLE BROWN

Financial Aid Counselor
Western Michigan University

Camille graduated from Spring Arbor University with a Bachelor's degree in Family Life Education and has over 10 years-experience in early childhood education. She became interested in WMU's Organizational Change Leadership program because she saw a connection between her knowledge of human growth in family contexts and its application to change and development in organizations. With her Applied Capstone Project, she plans to focus on empowerment and how individuals, groups, and organizations reach their full potential.

BRIAN CAMPBELL

Food and Beverage
Technical Specialist
Ecolab

Brian received his Bachelor of Arts in Political Science from Eastern Illinois University, and today holds a technical specialist position at Ecolab, an American global provider of water, hygiene and energy technologies and services for the food, energy, healthcare, industrial, and hospitality markets. With his Applied Capstone Project, Brian is investigating resistance to organizational change among members of the front-line employees within the food and beverage customer programs he oversees.

POPPY HERNANDEZ

Assistant to the Superintendent
and Coordinator of Special Projects
Muskegon Public Schools

Poppy graduated from the University of California, Berkeley, with a Bachelor's in English. She has worked as a community organizer in west Michigan in non-profit, governmental and public school sectors. The focus of her work has been in education and advocacy with families and youth supporting them toward healthier behaviors. With her Applied Capstone Project, she plans to explore ways youth-serving organizations can more effectively integrate youth voice into their policies and practices in efforts to transition youth from passive receivers of services to change agents in their communities.

CHARLIE KAUTZ

Business Transformation Manager
Adidas

Charlie received a Bachelor's degree in Journalism and Mass Communication from the University of Iowa. Today, he works at adidas as a transformation manager. Recently, he rolled out a program called the adidas Group Innovation Academy (aGIA), an internal-facing massive open online course (MOOC) designed to upskill more than 3,000 employees on the principles of innovation to build organizational resilience and unlock collective capability across the organization. With his Applied Capstone Project, Charlie plans to investigate how "bureaucratic drag" stifles innovation and productivity, and how organizations can counter it.

TREY MITCHELL

Organization Development and Learning Specialist, Center for Learning
Bronson Healthcare

Trey received his Bachelor of Arts degree from WMU in Interpersonal Communication in which he was recognized as a School of Communication Scholar. Trey now works with the Bronson Healthcare Group where he specializes in leadership development, learning technologies, evaluation, and analytics. With his Applied Capstone Project, Trey is exploring the question: how do organizational level learning practices affect self-directed learning behaviors?

LAUREL OLSEN

Sales and Engineering Administrator
AbsolutAire

Laurel received her Bachelor of Arts in English from Michigan State University and now works at AbsolutAire, an industrial heating and ventilation equipment manufacturer. She now manages the sales and engineering administrative functions of the organization and has played key management roles in marketing, event planning, and software development change initiatives. She is interested in the relationship between leadership and employee engagement and project success and plans to investigate these connections with her Applied Capstone Project.

AYUMI SHINODA

Full-time Master's student
Organizational Change Leadership
Western Michigan University

Ayumi graduated from Hitotsubashi University in Tokyo, Japan with a Bachelor of Commerce & Management degree with a concentration in International Business. She has held positions in sales planning and promotions and internal sales at General Electric Corporation Japan. With her Applied Capstone Project, she plans to investigate mergers and acquisitions and investigate the effects of cultural dispersion on employee behavior.

FACULTY

DR. DAVID B. SZABLA

Dr. David Szabla leads the Master of Arts in Organizational Change Leadership Program at WMU where he teaches courses in group dynamics, large-scale organizational change, and organization design. His research and writing centers on resistance to change and the relationships among the content, process, and context of organizational change. Recently, Dr. Szabla completed a study that explored the relationship between change agent strategy and organizational change content. He is also developing and validating two measures: one that assesses perception of change strategy as perceived by those undergoing an organizational change and one that assesses receptivity to organizational change along cognitive, emotional, intentional, and behavioral dimensions. Dr. Szabla is chief editor of a new Palgrave McMillan Handbook titled, *Great Organizational Change Thinkers*. The handbook introduces readers to the treasures of thought about change in organizations by profiling the great thinkers of organizational change from Lewin to Scharmer. Dr. Szabla's consulting expertise centers on organization design, leadership development, change management, learning systems design, process reengineering, and strategic communication design. He has been published in *Research in Organizational Change and Development, Human Resource Development Quarterly, Emergence: Complexity and Organization,* and *The International Journal of Knowledge, Culture, and Change Management*. He is a member of the Management Consulting and Organization Development and Change Divisions of the Academy of Management, the Society for Industrial and Organizational Psychology, and the International Leadership Association.

DR. DAE SEOK CHAI

Dr. Dae Seok Chai (Ph.D., G.P.H.R) is an assistant professor in the Organizational Change Leadership (OCL) Program at WMU where he teaches courses in change leadership, organizational culture and globalization, and the neuroscience of change leadership. Before his doctoral journey at Texas A&M University, Dr. Chai designed and delivered various training programs on change management, cultural diversity, global talent development, and leadership for a large Korean conglomerate. During his doctoral studies, as a subject matter expert and training designer, he consulted with Hyundai Automobile and the Korean Ministry of Employment and Labor developing several hybrid training programs. Dr. Chai received a B.S.Ed. in Business Education from the University of Georgia, a M.Ed. in Human Resource Development (HRD) from the University of Minnesota, and a Ph.D. in HRD from Texas A&M University. During his academic training, he was awarded several certificates: (a) Advanced Research Methods, (b) Global Professional in Human Resources, (c) College Teaching, (d) Adult Education, and (e) Georgia Educator Certificate. Dr. Chai has three research interests: expatriate effectiveness, organization change and development in an international context, and leadership in diverse cultural contexts. Within these interests, Dr. Chai has been a proactive and passionate researcher with a record of six co-authored refereed journal articles, two book chapters, and 16 peer-reviewed conference proceedings. The quality of his research was recognized by the Academy of Human Resource Development through its Cutting Edge Award. Dr. Chai is a member of the Academy of Human Resource Development where he chairs the conference's International, Global and Cross Cultural Issues Track, and the Academy of Management where he serves as a reviewer.

ADMISSIONS

REQUIREMENTS

One of the goals of the Organizational Change Leadership Program is to create a learning community that promotes excellence in the practice of leading effective change in organizations. To form and sustain our community of students admitted to the OCL program students must possess the following (the GRE is not required):

- A bachelor's degree
- Minimum of 3.0 grade point average on a 4.0 scale on all previous undergraduate or graduate work
- At least 2 years of relevant professional work experience

Each applicant is assessed as a whole person. No single criterion will be the determining factor in the admissions process.

APPLICATION INSTRUCTIONS

To be considered for the OCL Program the following documents are necessary to complete your application portfolio:

1. Completed online application
2. A current resume
3. Two or more reference letters (one should be from a faculty member and another from a professional supervisor)
4. A statement of purpose essay (approximately 1000 words) that introduces yourself, your interests and motivations, summarizes your academic and professional career, and discusses the relevance of your recent and current activities to the OCL program
5. Transcripts from all colleges and universities attended, whether or not credit was earned, the program was completed, or the credit appears as transfer credit on another transcript
6. To apply, visit: wmich.edu/leadership/academics/ocl

OCL IS FOR YOU

Even if you already have a master's degree, and you're looking to expand and deepen your knowledge in a way that helps you to advance business objectives and create immediate impacts in organizations, OCL is for you.

WHAT CAN YOU EXPECT AFTER GRADUATION

- Apply current best practices for leading and developing individuals, groups, and organizations in an age of globalization
- Conduct organizational consulting engagements using established diagnostic models and current theory and research
- Debate theory and best practices in the knowledge areas of organizational change, organizational leadership, organizational culture, organizational learning, group dynamics, and globalization
- Execute the role of the research-based practitioner, one who applies theory and research to organizational challenges using rigorous data collection and analysis protocols

FREQUENTLY ASKED QUESTIONS

WHAT IS THE DEGREE?

The degree is a Master of Arts in Organizational Change Leadership. Many students interested in pursuing an advanced degree choose this degree rather than an MBA because of its focus on creating the capacity to lead organizational change, one of the most sought after skills by today's organizations.

WHAT IS THE FORMAT OF THE PROGRAM?

Two formats are offered. A traditional program in which students complete 1-2 courses per semester is offered at the Kalamazoo campus and Grand Rapids regional location. A fast-track cohort program in which students complete the program in 5 semesters is offered at our Metro-Detroit location in Auburn Hills.

WHO ARE THE STUDENTS AND WHAT ARE THEIR BACKGROUNDS?

Our students comprise a diverse group of individuals working in a variety of functional areas, organization types, and industry sectors. Students include directors and managers responsible for internal change initiatives; consultants and coaches seeking to sharpen existing skills or develop new abilities; human resource professionals, performance management professionals, facilitators and trainers involved in helping human systems undergo organizational change; and individuals who are transitioning to new roles and are interested in consulting either within their organization or with outside organizations.

WHAT ARE THE BACKGROUNDS OF THE FACULTY?

Our faculty hold doctoral degrees in fields directly related to the study and practice of organizational change at the individual, group, and organizational levels—Human Resource Development, Organizational Studies, and Industrial and Organizational Psychology. Faculty members are scholar practitioners—they continue to conduct research in the field and they continue to engage as practitioners leading change in organizations.

WHAT DO MOST STUDENTS DO AFTER COMPLETION?

How students apply the knowledge and skills they gain throughout the program varies. Some leverage their new expertise to advance in their current organizations; other students use the degree to transition to new roles outside their current organizations. With the degree, students pursue various organizational roles in change management, internal or external consulting, human resource development, organizational development, and performance management.

WHAT IS THE APPLICATION DEADLINE?

We offer rolling admissions for those students pursuing our traditional format in Kalamazoo and Grand Rapids, which means that students can apply at any time. The application deadline for the fast-track, cohort program offered at our Metro-Detroit location in Auburn Hills is July 1.

IS FINANCIAL AID OFFERED IN THE FORM OF SCHOLARSHIPS?

Various types of scholarships are available at various levels (e.g., program, department, college, and university). In particular, the OCL program annually offers the "Robert O. Brinkerhoff Endowed Scholarship," which is eligible to full-time graduate students who are pursuing a master's degree in OCL. Special consideration is given to single parents and adult students with experience living or working in diverse environments. This scholarship is renewable for a period of up to one year provided student remains a full-time or part-time graduate student in OCL and has satisfactory academic progress.

WHEN CAN I START TAKING CLASSES?

Students admitted to our traditional format in Grand Rapids and Kalamazoo can start to take classe at the beginning of a semester immediately following admission. Students admitted into the fast-track cohort program at our Metro-Detroit start classes in the fall of each year.