MASTER OF ARTS IN
ORGANIZATIONAL CHANGE LEADERSHIP

Complete your degree fully online or in a hybrid format in Kalamazoo.
The Master 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 other working professionals pursuing meaningful careers in leading change and designing inclusive, sustainable and purpose-driven organizations.

If you have ever wanted to be a catalyst of 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 (WMU), located in Kalamazoo, Michigan, with satellite campuses in Battle Creek, Grand Rapids, Lansing, Clinton Township, 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 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 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.

Every skill we teach is grounded in organizational change research. We honor evidence-based practice.

— Dr. David B. Szabla
Unit Director and Associate Professor

The OCL program provides leaders with the skills needed to evaluate the climate, culture, and practices to create lasting change.

— Dr. June Gothberg
Assistant Professor

Students rave about the ready-to-implement skills they gain in OCL courses.

— Dr. Brian Horvitz
Professor

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

— Dr. Donna Talbot
Department Chair and Professor

I enjoy learning from such an impressive group of students who bring their depth of real-world work experience to the classroom.

— Dr. Ramona Lewis
Associate Professor
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.

PROGRAM FORMAT
Students complete the 33 credit program at their own pace over a 2 to 4-year period.

COURSE DELIVERY
Courses are delivered online and in a hybrid format to meet the needs of students who juggle multiple commitments while pursuing an advanced degree.

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.

SUMMER INTENSIVES
Spend time on campus for a summer intensive during which you will complete a special topics course in the field of organizational change and network with your colleagues across the program.
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.

The Applied Capstone Project (ACP) is an action research project designed to increase an individual’s capacity to lead effective organizational change. A requirement for successfully completing the degree, students identify a need for change, either within their own organization or with a client organization, and carry out an actual consulting engagement. Students master the role of the change agent and key skills of organizational consulting including: entry, diagnosis, action planning, implementation, evaluation, and termination. In addition, students become skilled at the principles of action research, a skillset that will become an essential component of their practice as a change agent. All consultations are required to be theory-based, empirically-driven, and to adhere to established applied research protocols. Throughout the ACP process students receive skilled change leadership coaching from program faculty.
Complete your degree fully online or in a hybrid format on campus in Kalamazoo.

**Fully Online Format**

With the fully online format, you complete the program from anywhere—from home, from work, or from your favorite coffee shop. Courses are delivered through synchronous and asynchronous learning.

**Synchronous Learning** – Synchronous means occurring at the same time. With this format, you will participate in live interactive online sessions during scheduled weekly evenings between 6 to 9 pm Eastern Standard Time (EST) and go through the learning path together with your student colleagues and your instructor. You will analyze case studies, engage in group work, and deliver presentations virtually in real time.

**Asynchronous Learning** – Asynchronous means not keeping time together. With this format, you will access and review course content, demonstrate what you have learned, and communicate with your classmates and instructor on your own time throughout the week of a scheduled class.

**Hybrid Format in Kalamazoo**

With the hybrid format, you will complete the program with a blend of hybrid and online courses. Online courses are delivered synchronously and asynchronously. Hybrid courses meet in-person, on campus in Kalamazoo 5 to 6 evenings per semester with the remainder of the coursework completed online.

**What could my schedule look like?**

Complete the program at your own pace. Some students prefer a more accelerated program plan and take multiple courses per semester. Others desire a slower pace and complete the program by taking one course per semester.
Taught by expert OCL faculty members, our curriculum prepares you to use science, or evidenced-based research and practice, to lead change in organizations.

**ORGANIZATIONAL CHANGE LEADERSHIP - 15 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 6792  
  Capstone Seminar in Organizational Change Leadership

**ELECTIVES - 12 CREDITS**

- OCL 6890  
  Great Thinkers of Organizational Change

- OCL 6890  
  Contemporary and Seminal Readings of Organizational Change Leadership

- OCL 6890  
  Organizational Change Leadership and Coaching

- OCL 6890  
  Organizational Consulting in the Era of the Digital Organization

- Outside courses with approval of advisor

**EDUCATION, LEADERSHIP AND RESEARCH - 12 CREDITS**

- EDLD 6650  
  Principles and Practices of Adult Learning

- EDT 6420  
  Instructional Design

- EDLD 6020  
  Educational Leadership, Systems, and Change

- EMR 5400  
  Fundamentals of Evaluation, Measurement, and Research
OUR STUDENTS

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.

Our students work in a variety of functional areas, organization types and industry sectors:

**Functional Areas:**
- Human Resources
- Information Systems
- Production
- Training
- Finance
- Change Management
- Administration

**Organization Types:**
- For-profit
- Not-for-profit
- Military
- Government
- Education

**Industry Sectors:**
- Education
- Health Care
- Construction
- Manufacturing
- Information Technology
- Financial Services
- Consulting
STUDENT AMBASSADORS

JULIANA ESPINOSA
User Engagement Librarian | Western Michigan University, Kalamazoo, MI

Juliana Espinosa is from Los Angeles and has lived in Boston, New York, Salt Lake City, and Santa Barbara, CA. Currently, Juliana serves as the User Engagement Librarian at the Western Michigan University Libraries. The Western Michigan University’s organizational change leadership program has provided Juliana with the opportunity to develop critical skills in leading effective change, develop individuals, groups, and organizations.

CHARLES GOLDEN
HR Service Center Manager | Spectrum Health, Grand Rapids, MI

Currently, I manage a HR Service Center for Spectrum Health Human Resources. Prior roles and responsibilities include, Senior HR partner supporting our Post-Acute Services with change management, talent management, strategic initiatives for improving retention as well as transforming services and delivery of services. The MA in OCL program has provided foundational knowledge in leading change and consulting at the individual, team, and organizational levels. This program has also provided relevant experiences for navigating project management and consulting through the capstone seminar which gives students the opportunity to pull together theory in individual, team and organizational psychology and change with real research projects to finish off the program. The coursework and experiences I gained at WMU while pursuing my MA in OCL degree were instrumental to my achievements and contributions at Spectrum Health.

SALLY STEPHENSON
Senior Manager of QC/QA | Kalsec, Kalamazoo, MI

Sally is the Senior Manager of QA/QC at an ingredient manufacturing company in Kalamazoo. In leading a team of twenty, and working cross-functionally in Kalamazoo and across the globe, the OCL program has helped Sally gain tangible results in the areas of team building, mentoring, coaching, strategic planning, and change consulting across her organization. The Master of Arts in OCL has positioned her to grow professionally.
ASA DAVIS
Business Analyst | Greenleaf Trust, Kalamazoo, MI

I work as a business analyst at a wealth management firm in Kalamazoo, MI. Much of my work involves project management and helping to coordinate training for our team members. The OCL program helped me understand the human side of organizational change and how important leadership is to change facilitation. The academic rigor of the program reinforced the need to engage in organization change techniques that are grounded in science and research rather than the flavor of the month recommendations from popular pundits. I use the material from the OCL program continually, whether it be analyzing groups, recommending change strategies, or communicating with teammates.

ELIZABETH JENNINGS
Program Manager, High Impact Learning Project | Western Michigan University, Kalamazoo, MI

I am currently the Program Manager for the High Impact Leadership Project at Western Michigan University. This project is a recipient of the Supporting Effective Educator Development (SEED) Grant Program funded by the U.S. Department of Education (USDOE). In this role I oversee the Project’s internal operations, systems, policies, and procedures. As a young professional, the MAOCL Program provided me with an opportunity to learn both as a practitioner and as a scholar. I was fortunate enough to work alongside Dr. Szabla, Associate Professor for the OCL Program, on a publication for the ROCL Journal that focused on the renowned American Women of Organizational Change. That experience, combined with the engaging coursework, supplemental readings, and countless night classes spent sharing dialogue around key concepts of organizational development and change leadership helped me reach where I am today.

ASHLIE BUSTILLOS
Project Lead and Supply Chain Buyer | Flowserve Corporation, Kalamazoo, MI

Currently, I am a Buyer in Supply Chain as well as a Project Lead. The commodities I am responsible for sourcing are non-metallic raw materials as well as indirect tooling. The OCL program has helped me tremendously by giving me the tools, frameworks and concepts that I have utilized to integrate new processes and change initiatives within my organization.
ORGANIZATIONAL CHANGE LEADERSHIP CORE FACULTY

Dr. David Szabla | The George Washington University, Washington, D. C.
Dr. Szabla leads the Master of Arts in Organizational Change Leadership Program where he advises students and teaches courses in organizational change leadership foundations, large-scale organizational change, and organization design.

Dr. Liliana Meneses | The George Washington University, Washington, D. C.
A societal and organizational culture scholar, Dr. Meneses teaches courses in organization culture and group dynamics.

EDUCATION LEADERSHIP, RESEARCH AND TECHNOLOGY FACULTY

Dr. Brian Horvitz | Indiana University, Bloomington, IN
A specialist in educational and instructional technology, Dr. Horvitz teaches the program’s instructional design course.

Dr. June Gothberg | Western Michigan University, Kalamazoo, MI
A passionate changemaker and a research and evaluation specialist, Dr. Gothberg teaches the program’s evaluation, measurement, and research course.

Dr. Eric Archer | Oklahoma State University, Stillwater, OK
Dr. Archer brings his research and practice knowledge of international education to the leadership, systems and change course.

Dr. Ramona Lewis | Eastern Michigan University, Ypsilanti, MI
Fervent about adult development and global engagement, Dr. Lewis teaches the principles and practices of adult learning course.

ORGANIZATIONAL LEADERSHIP GUEST SPEAKERS (SAMPLE LISTING)

Dr. Sandra Janoff | Temple University, Philadelphia, PA
A co-developer of the change methodology, Future Search, Dr. Janoff brings over twenty-five years of experience planning, designing, and facilitating whole-systems interventions in the public and private sector to OCL online classrooms.

Dr. Joanne Preston | Louisiana State University, Baton Rouge, LA
With her OCL guest speaking engagements, Dr. Preston, an internationally recognized management consultant, shares her experiences and insights designing and leading societal and organizational change across large, complex systems.

Dr. Bill Pasmore | Purdue University – West Lafayette, IN
An international authority in organizational leadership and author of Advanced Consulting, Dr. Pasmore’s OCL speaking engagements help students to understand that consulting is both an art and a science.

Dr. Sarah Brazaitis | Teachers College, Columbia University, New York, NY
A group dynamics and group relations scholar, Dr. Brazaitis helps OCL students to gain deep understandings of the system of behaviors and psychological processes occurring within a group.

Dr. Dan Denison | University of Michigan – Ann Arbor, MI
Chairman and founding partner of Denison Consulting, Dr. Denison brings new insights to OCL students about the relationship between organizational culture and leadership and its impact on organizational performance.
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 from professional supervisor and a faculty member if possible
4. A statement of purpose essay (approximately 500 words) that introduces the student, their interests and motivations, summarizes their academic and professional career, and discusses the relevance of their 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

APPLICATION DEADLINES
We offer rolling admissions, which means that students can apply at any time.

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?
Students complete the 33 credit online program at their own pace over a 2-4 year period.

CAN I COMPLETE THE PROGRAM ONLINE?
Students complete their degrees either fully online or in a hybrid format on campus in Kalamazoo.

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, which means that students can apply at any time.

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 program can start to take classes at the beginning of a semester immediately following admission.