

Report #1

25 SAMPLE OD PROGRAMS

Twenty-five institutions were selected as a sampling from the greater pool of available studies in the field of Organization Development. Each was chosen by establishing parameters that would first identify those programs that warrant further study based on the breadth of the coursework available, and secondly by showing a proven history and experience to serve a role model for other institutions seeking to develop their own program.

The twenty-five programs in Organization Development education identified in this document meet the following criteria:

- Provide a Certificate to indicate completion of a program with a published curriculum in OD in support of a career in the field of Organization Development.
- Maintain a global business application including course content in change and transformation and actual experience in a corporate/business environment.¹
- Function within a department of an established and respected brick-and-mortar academic institution

Current leaders in the field of Organization Development, as well as those founding members of the field contributed to this study, offer valuable insight as well as an historical perspective. The oldest Certificate program selected was introduced in 1998 at the University of Southern California; the newest was introduced in Spring of 2009 at Brandman University (formerly Chapman).

The newest Certificate program listed launched in 2011 at Georgetown University. It is 5th “over a 3-year span” according to Kyle A. Walton, Assistant Director, Georgetown University, Center for Continuing & Professional Education in correspondence with Marian Titus-Smith. She further explains that all faculty are full time practitioners supporting global clients:

*... internal OD leaders addressing their company's organizational growth and change....
graduates are provided with the latest information ... anecdotal evidence of OD practices as they
continue to evolve.*

¹ It is important to note that additionally *Certificate in Organization Development* programs exist that focus solely on nonprofit and adult education applications. Those programs are not included in this study as they do not meet the established criteria or the overall initial goal of the project: to prepare new employees to provide organization development support in our new global economy.

A useful general description of the genre of Organization Development programs is provided by Larry Starr, PhD, Director, Organizational Dynamics Graduate Studies School of Arts and Sciences, University of Pennsylvania in correspondence with Dr. Maddalena. His description of the UPenn program offers insight into current perspective and standards in the field of Organization Development:

Organizational Dynamics encompasses a body of knowledge that draws from multiple disciplines, perspectives, and frameworks because the global environment and the organizations that operate within it are in continuous change and increasing in complexity. The curriculum of Organizational Dynamics at Penn, therefore, addresses the sources, nature, meanings, and management of dynamic organizational forces as well as their co-producing effects, whether intended or not. We treat OD/ODC as a framework and set of competencies that commonly must be integrated with other domains. For this reason our students blend OD with coaching, project management, sustainable development and other areas rather than think of themselves as "OD" practitioners. As well, the choice of what courses to study is determined by the student.

The following institutions offer a Certificate in Organization Development program relevant to this study:

Institution	Location	Grad Credits **	Faculty/ Practitioner	Year Established
1. Benedictine University	Lisle, Illinois	yes		1999
2. Brandman (formerly Chapman) University	Irvine CA	Yes 4.5 CEU	3 full time	Spring 2009
3. Cardinal Stitch University (ASTD)	Milwaukee, WI	yes	6 part-time thru ASTD	
4. Columbia University Teachers College	NY	yes	2 full time 2 part-time	
5. Cornell ILR School	NY	yes	3 part-time	
6. DePaul University Cont & Prof Ed (Summit Partners & Linkage)	Chicago, IL			2000
7. Fielding Graduate University				
8. Georgetown University School of Continuing Studies	Washington DC	yes	8 ft working with 8 pt 'consultants' partnered	2009
9. Hawaii Pacific University	Honolulu, HI	yes	9 total	
10. Marymount University	Arlington, VA	yes		
11. NYU School of Continuing and Professional Studies	NY	yes		
12. Northwestern University School of Education & Social Policy,	Evanston, IL	yes	2 full time 20 part-time	
13. Pace University		yes		

14. Pepperdine University Graziadio School of Business & Management	Los Angeles, CA	yes	5 full time	
15. Portland State University Prof Dev Center	Portland, OR		7 practitioner 'experts in org psych'	
16. St. Louis University College of Education & Public Service	St. Louis MO	yes		
17. Temple University	Philadelphia, Pennsylvania	yes		
18. University of North Carolina,	Charlotte, North Carolina	yes		
19. Univ Southern CA, Marshall School of Business, Ctr for Effective Organizations	Los Angeles, CA	yes	3 full time	1998
20. University of Dallas	Irving, TX	yes		
21. University of Pennsylvania	Philadelphia, PA	yes	Ratio of 80% pt 20% ft	2003
22. University of Wisconsin	Milwaukee, WI	yes		
23. *NTL Institute/ American University	Virginia			2000
24. *OD Network/ ULiveandLearn	On-line			2005
25. *Linkage On-Line Available through DePaul, et.al.	On-line			2000

n.b.: * Three professional organizations (# 23-25) are included to obtain information on program content
****Further research is required to complete this column by determining which programs offer some or all courses with graduate credit points toward Masters or Doctoral Level work at the institution.**

Gathering this data quickly revealed that few academic institutions currently offer Certificate in OD programs, as they have gradually merged into OD Masters level academic programs. This information raised questions as to gain an understanding of how this change occurred and is viewed among its advocates. Interviews with key leaders in OD education were asked to share their knowledge of the history of OD education in the US.

Here is a sampling of the comments taken from emails and follow-up telephone discussions conducted by Lucille Maddalena:

PETER SORENSEN, Benedictine

Because Benedictine University is a known leader in the field of OD, I spoke by telephone with Peter F. Sorensen, Jr., Ph.D., professor and director of the Ph.D. program management and organizational behavior at Benedictine University. Dr. Sorensen explained that the University does have a Certificate program as an intermediary step in their Master's program. Although the Master's program has

continued to grow, attendance in the Certificate program has steadily declined during the past fifteen years. Dr. Sorensen did not explain this shift in participation, emphasizing instead that Benedictine University is a research institution with greater focus on academic programs.

DAVID JAMIESON, NTL/American

To follow-up on this finding, I contacted David Jamieson who is credited with developing the OD program at NTL and affiliating it with American University, marrying practitioner and academics. Dr. Jamieson acknowledged that since the 1970's there has been a steady decline in OD Certificate programs while the Master level study of the field has grown tremendously. NTL combines the practical application of the study with fieldwork and a strong academic emphasis. (See interviews of graduate R. Schmidt and Dottie Brienza).

In addition, Dr. Jamieson reports that there is a group of OD practitioners endeavoring to establish educational criteria for academic programs in the field of Organization Development. Dr. Jamieson also noted that interest in the field has received renewed interest during the past five years.

GLEN VARNEY, Bowling Green

Dr. Varney reinforced the fact that while OD Certificate programs are on the decline, OD Masters level programs are expanding. He noted that there are few records available to determine how many programs were established in the 1970's when the field began to achieve recognition as providing a valuable contribution to business growth and management.

Dr. Varney referred me to Dr. Darya Funches who provides a picture of early OD education options: *It is exciting to hear that Rutgers is considering an OD Certificate program. I was adjunct faculty in the AU/NTL MSOD Program and in a certificate program we had with Mitre Institute years ago, and was also adjunct faculty with the Gestalt OSD program, adjunct faculty University of Southern California-Washington Public Affairs Center in DC, and for Union Institute...I was an integral part of early curriculum development and revision at AU/NTL--but was never a student there. I received my BA in Mathematics w/Sociology minor from Lake Forest College in Illinois; Masters of Public Administration from University of North Carolina @ Chapel Hill; and Doctorate of Education with OD/Change as an emphasis from University of Massachusetts-Amherst*

LARRY STARR, University of Pennsylvania

Dr. Starr provided a different perspective, focusing on the content of the program at UPENN, titled Organization Dynamics. The substance of offerings at UPENN are more firmly rooted in human communications, interpersonal relationships and an application of management theory based on talent acquisition and study. He provides a link to the Columbia University Masters program : *Academic programs Organization Development (D) and Change (OD&C) and Effectiveness which are the common terms used remain available and while many programs are being challenged a few new ones have emerged .Academic institutions offer graduate degrees, concentration/tracks/minors, frameworks, and certificates. Some embed the certificate within a broader program; others permit a person to complete only a certificate program. Here is an example of a new program:*
<http://www.tc.columbia.edu/odprograms/index.asp?Id=Contact+Us&Info=Executive+Masters+Program+in+Organization+Development>

CONCLUSION AND COMMENTS

The data gathered in this study has identified existing commonality between the programs that form a rough standard for current OD Certificate programs in terms of size, duration and presentation. A picture of a current “typical” OD Certificate program can be described as including:

- A six month program to be completed in 6 months to one year: **15-16 credit hours**
- Classes held weekdays, evenings and weekends totaling approximately 140 hours: **17.5 days**
- Program cost vary based on workshop vs course format: **\$6,750 vs \$9275 average cost**
- Significant use of practitioners (adjunct/part time) as faculty: **38% full time/62% part-time**

A review of current programs in the field provides several interesting observations, such as:

(1) There are common program subjects, offered under an assortment of different names:

- Organization Development Theory and Practice
- Measurements, Assessments and Evaluative Processes
- Interpersonal/group/team communication
- Intervention and Facilitation/ Mentoring and Coaching
- Strategic Transformation and Change
- Power, Risk and Decision Making
- Leadership, Transition and Succession Planning

(2) There is significant variety in the program structure, format and duration. Currently, standards for Organization Development curriculum and scope do not exist. Leaders in the field such as David Jamieson from AU/NTL and Pepperdine, as well as Lawrence Starr of UPenn among others are beginning to address greater consistency among programs. There is a need for operational standards to guide organization development education practices as the field evolves to maintain pace with organization change.

(3) It is important to note that because of changing business needs, employees trained in these subjects are sought by OD, Talent Management and HR professionals globally. This dedication to the field of Organization Development is evident in New Jersey by the interest in the on-going work of the NJ Organization Development Learning Community who volunteered to assist in this research and the growing membership in the several national Organization Development professional groups.