Report #3
Institutions And Curriculum

25 Programs in OD Certification
Offered during 2010

Prepared by Lucille Maddalena, Ed.D. February 1, 2010

The following provides detail on 22 of the academic-supported Organization Development programs available in the US programs as well as 3 professional certifications. The information is taken from the each institution's website, thus the amount of available data varies considerably. It is highly recommended that the reader contact the institution for specific current information.

Every effort was made to include the program's Mission Statement, which is recorded in an italic font to separate it from the general program descriptive text. In addition, correspondence with the staff of institutions contacted that chose to respond is included to provide context as well as up-to-date information.

In some cases, the website offered a detailed list of the curriculum modules and courses, requisites, electives, or supplementary programs including a sampling of faculty/practitioners, and a list of recognized experts/speakers in the field.   This information has been included to present the reader with a quick comparison in this context of the identified programs.

Benedictine University *The certificate Programs in Organization development are designed to help develop cutting-edge management skills for today's high performance organizations.*
Organizational Development Group Dynamics
- Team Building
- Conflict Management
- Organizational Assessment
- Strategies for Change
- High Performance Work Systems/ Large Group Interventions
- International Organizational Development
- Process Consultation
  Advanced Methods of Organization Development
- Advanced Topics in Organization Development

Brandman University   *Our mission is to provide innovative and accessible learning solutions that utilize expert knowledge and resources to empower global citizens in achieving personal and professional goals. This 15-credit Organization Development   graduate certificate will help you enhance your ability to facilitate organizational effectiveness. Through a practicum, you will develop a heightened awareness of your role as an active participant in the consulting process, plus develop your ability to collaborate with your colleagues around the creation and attainment of real and sustained change.*

- Introduction to OD
- Systems Thinking & Org Design
- Change Management
- Talent Management Part 1 & Part II
- Workplace Coaching
- Consulting Skills 1 & 2
- Influence and Trust Capstone

Regular Tuition 2009-10   Graduate on-campus$500/credit   Graduate online$550/credit

Correspondence to Marian Titus-Smith by Katherine Wilson of Brandman:

1. How much of your certificate program is face-to-face, or on-line?

"This is a completely on ground course so all 45 hours are face-to-face."

2. What is the total cost of your program?

"The course fee is $1,775 with required and recommended textbooks an additional expense. "

3. When did you introduce your OD Certificate program?

"Spring 2009 session"

4. **How many credits are required to complete the program?**

"Participants earn 4.5 Continuing Education Units (CEUs) or academic credit towards a qualified degree program at our University. "

5**. How many of the faculty members for your OD Certificate program are full-time faculty vs. adjuncts?**

 "We have a team of three instructors.

Cardinal Stritch University

The Certificate in Organization Development (OD) is a ground-breaking opportunity to solidify your ability to improve a work group or organization's effectiveness.   Offered in partnership with Southeastern Wisconsin ASTD, all faculty are part-time practitioners affiliated with ASTD. Approved for 50 recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute,

- Four modules, each two days in length
- Comprehensive program of study
- Highly interactive design
- Limited to 15 participants Experiential learning and application throughout the program. No dull lectures
- Shared investment between employer and participant
- Each module is scheduled for a Friday and Saturday to minimize time away from the job
- Discuss and apply to participants' real world situations and challenges
- Modules are spaced by 3 to 4 weeks

- Foundational reading occurs between classes, adding to participants' background knowledge and enhancing participation
- Optional follow-up opportunities
- Apply the certificate toward a M.S. in Management at Cardinal Stritch University
- Get feedback on a work project from

  ASTD Chapter Members and Stritch Participants: $1995 ($1945 before 2/9/2009)Non-members: $2245

Whether you lead your organization through changes or are supporting those who do, you become an indispensable asset when you are able to:

•Establish a partnership with stakeholders

•Articulate objectives from a business perspective

•Design a strategy from a systemic view

•Select actions to maximize commitment and success

•Handle resistance and unexpected obstacles

•Manage, monitor, and evaluate projects

- Module 1: Call to Action: What, So What, Now What?
- Module 2: Understanding Organizations and Issues
- Module 3: Planning and Managing Change: What Will We Do About It?
- Module 4: Implementation and Evaluation: How will we Make it Happen and Measure success?

Columbia University
We will help expand your professional and personal tool kit by introducing you to new KNOWLEDGE in the form of self assessment, you will receive FEEDBACK throughout the program. By REFLECTING on past and current experiences, you will develop more self-awareness as well as the knowledge, skills, and abilities to be a better practitioner in the field. Principles and Practices in Organization Development (PPOD)

Week I: Focuses on interpersonal awareness and skills necessary for effective OD consultation. Participants are asked to learn a particular consulting model using a number of engaging methodologies. First, they practice consulting with each other. Then, they work as a group to prepare for a client interview based on a real case. This work is video taped. The video tape helps participants understand their own behavior in teams, and how teams form. The highlight of the week is the group's work with a real client. This client joins the group for a day and provides feedback to the participants.

Interim: Participants reflect on a change effort in which they are serving as a consultant. Summaries of these reports are prepared for Week II.

Week II: Focuses on organizational assessment and intervention using actual case material. Participants move to designing an intervention using actual case material. First, they collect and analyze data. Next, they develop a work group off-site based on their analysis of these data. As participants work on their intervention, they continue to experience and learn about their own group development and dynamics. Many of these skills are immediately transferable to any work setting.

- Interpersonal awareness and skills necessary for effective OD consultation.
- Organized change
- Organizational assessment and intervention
- Team building
- Conflict Management
- Data feedback
- Training
- Transition

Cornell ILR School NY **Change Leader Certificate** *This series of workshops is for directors and managers responsible for hands-on learning and organization of, plan and launch a change effort with greater impact, navigate the perils of implementing change, and stay true to your role as change leader.*
This series of workshops is for directors and managers responsible for hands-on learning and organization of change efforts. You will gain the skills and learn the framworks to understand the dynamics unleashed by change, plan and launch a change effort with greater impact, navigate the perils of implementing change, and stay true to your role as change leader. Three workshops taken within a one-year time period are required to earn this certificate.
Core Curriculum Units
- Managing Self as Change Leader 12 credits
- Making Change Happen 12 credits
- Organizational Change: The Fundamentals 12 credits

Students can take one workshop or 12 credits in Organizational Change at a cost of $1,495 per workshop. Change Leader Certificate requires students to complete 3 workshops or 36 credits, for a total cost of $4,485.

DePaul (Summit Partners) Also see Linkage *The* **Organizational Development Certificate** *Program gives you the best OD theories, practices and applications that will help you become a top-performing OD practitioner. These OD courses are based on an understanding that an organization's various structures, systems and processes that impact people and performance must be aligned and involved be effective.*
　　　　Due to popular demand with the OD Certificate customers, we're introducing The Advanced Track for professionals with 5+ years experience in the field. As an experienced OD practitioner, sharpen your skills and challenge your abilities to drive measurable results. See the recommended curriculum below for the Advanced Track and receive the DePaul Advanced Organizational Development Certificate. In addition, The Organizational Development Certificate Program now features new programs on: Building critical consulting skills due to the heightened challenge for HR/OD professionals in their role as internal consultants (Consulting Skills for HR Professionals and Advanced Consulting Skills)
　　　　The curriculum for The Organizational Development Certificate Program is based on Linkage's Organizational Design Wheel™, a model that defines and categorizes the characteristics common to a high-performance workplace. Program participants engage in focused learning around the major aspects of OD, acquiring critical skills, knowledge and abilities along the way
- Introduction to Organizational Development
- Organizational Analysis & Design
- Consulting Skills for HR Professionals
- Leadership-Level Facilitation
- Delivering Dynamic Leadership Training
- Developing a Sustainable Mentoring System
- Decision Making: Strategies for Making the Right Call
- Influencing for Impact: a Women in Leadership Workshop
- The OD Lab for Advanced Practitioners
- Advanced Consulting Skills
- Bottom Line OD: A Structured Process for Improving Return on Investment
- Design and Implementing Leadership Development Systems
- Deigning and Implementing Succession Management Systems
- High Impact Relationships; Enhancing Your Emotional Intelligence to Drive Performance
- Leading Across Boundaries

- Strategic Thinking,
- Systems Thinking
- Change Leadership: How Leaders Drive Organizational Change

Fielding Graduate University Organization and Management Certificate

When seeking ways to make positive changes in your organization, you need the theoretical and practical tools that will take your business skills to the next level. You can combine your business experience with the research and practice taught in our 4-course graduate certificate in Organizational Management and Development to lead change that matters in organization.

Within a community of other working adults, you engage in a program that is intimate, thought-provoking, and motivating. Discover what you can contribute to, and learn from, our collaborative online learning experience. You can test the waters before committing to a master's degree, or supplement a master's degree you have already received.

The Organizational Management and Development graduate certificate program is offered completely online, to ideally fit into your busy lifestyle. Our virtual classroom environment allows you to work where you want, when you want, with the support of our well-respected faculty. You independently study a challenging curriculum, while also experiencing a deeply rooted sense of community and shared learning.

- •Apply your learning immediately at your current employment to build a more humane and effective environment
- •Engage with committed faculty members who are outstanding scholar-practitioners, internationally known for their work and their skills in online education
- •Utilize online access to library services
- •Become member of a global network of professionals and scholars who value learning, creativity, relationships and respect for individual differences
- •Earn certification from an accredited, non-profit university with more than three decades of experience in distance learning
- •Join our graduates leading in a wide range of management and consulting roles across for-profit, non-profit, and government sectors

Academic credit earned may be applied to either the master's or doctoral programs within Fielding's School of Human & Organizational Development (HOD).

All Organizational Management and Development certificate courses are offered online. Our online learning environment consists of reading, task assignments and your posted responses (like e-mail responses). Discussion does not occur in "real time," so you have time to reflect on the readings and other students' responses before you post your thoughts.

All coursework is collaborative in nature, involving interaction and dialogue among learners on the assignment topics. Each course includes some type of group project. Faculty members respond to your work throughout the course, bringing their extensive professional and academic backgrounds and understanding into the discussion of your particular topics

Required Courses

- Online Learning, the Fielding Community, & OMD, Credit/No Credit, 0 semester credits
- Generating and Evaluating Organizational Practices, 4 semester credits
- Behavior in Organizations, 4 semester credits

Elective Courses
- Leadership & Organizational Theory, 4 semester credits
- Global & Intercultural Strategies & Skills, 4 semester credits
- Performance Consulting, 4 semester credits

Pre-requisites:
- Designing Effective & Sustainable Organizations, 4 semester credits
- Self-Organization & Complexity Theory, 4 semester credits
- Soul & Spirit in the Workplace, 4 semester credits
- Resistance to Change, 4 semester credits
- Self As Leader of Change, 4 semester credits
- Strategies for Large Scale Change, 4 semester credits
- Good Work; Meaningful Work, 4 semester credits
- Special Topics, 4 semester credits
- Individual Directed Study, 4 semester credits

Georgetown University   *The Georgetown University* **Executive Certificate in Organization Development** *Program will provide you with the knowledge, skills, tools and perspectives to support organizations through on-going change that will help you stay on the leading edge in today's marketplace. The Organization Development program focuses on building high performance organizations while paying attention to human resources. The program includes real work with clients, with just-in-time learning emphasized, and is suited to both internal and external organization development consultancies.*

- Foundations of Organization Development: theoretical Frameworks, Tools and Research Implications
- Ethics and the Role of the Consultant in Organizational Change: Behaving with Integrity,
- Use of Self and Entering the Client System
- Organizational Assessment and Intervention Design: Understanding the Data and its Potential Impact
- The Feedback Process: Connecting Feedback Data to the Organization's Business Objectives
- The Art and Science of Intervention: Moving to Action.
- Organization Development Program Integration: Making Meaning, Assessing Objectives and Moving into the Business Community

Correspondence from Kyle A. Walton, Assistant Director, Georgetown University, Center for Continuing & Professional Education to Marian Titus-Smith, January 7, 2010:

"This is a Spring (January) term start program only….The program that will launch in Spring 2011 will be the 5th cohort over a span of 3-years. All of our faculty are in fact full-time practitioners either serving as external consultants and many clients around the globe, or are internal OD leaders addressing their company's organizational growth and change…We work hard to ensure that our graduates are provided with the latest information available, as well as anecdotal evidence of OD practices as they continue to evolve."

Hawaii Pacific University   *The PCOCD is founded on a philosophy that recognizes the need for cross-cultural and trans-disciplinary approaches to both theory and methods taught in the curriculum. Change and development are seen as complex issues for leaders and scholars alike. Seldom are "one best way" approaches and prescriptions effective in sustainable solutions to the human problems that give rise to the need for change and development. Fads, advocacy, and ethnocentric models are understood as they are expressed within the context in which we find them. We believe that comparative (synchronic) and historical (diachronic) analysis and knowledge are very important to understanding the context of any change initiative.*

- Organizational Change and Development
- Culture and Human Organizations,
- Change Leadership Models and Methods
- Innovations and Creativity

Organizational change and development knowledge is important to leaders of governments, communities, and corporations in every nation around the world. In fact, few persons in our contemporary global community can avoid having to deal with constant changes in technology, environments, governments, businesses, communications, neighborhoods, workplaces, economies, and social institutions.

The Professional Certificate in Organizational Change and Development is offered as a campus-based and distance learning, online program. Students who choose to enroll in this certificate program learn cutting edge theories and methods for being a change leader, while being grounded in a globally-relevant perspective by highly qualified faculty. Our distance learning approach is based on multiple teaching methods including online discussions, conference calls, and other means that ensure the interactive advantages of traditional education remain part in the learning experience.

Marymount University   *Marymount University is an independent Catholic university that emphasizes academic excellence at the undergraduate and graduate levels. Committed to the liberal arts tradition, the University combines a foundation in the arts and sciences with career preparation and opportunities for personal and professional development. Marymount is a student-centered learning community that values diversity and focuses on the education of the whole person, promoting the intellectual, spiritual, and moral growth of each individual. Scholarship, leadership, service, and ethics are hallmarks of a Marymount education*. 18 credits

- Leading and Managing Teams
- Organization Development and Change Management
- Consulting Skills
- Organization Theory and Deign or Organization Behavior
- Research and Evaluation

New York University *This certificate is designed to help students advance in their leadership development roles and internal organizational development and change-management positions. For those in HR, this program rounds out their generalist skills. Upon completion of the program, students have acquired: Facilitation and organizational diagnostic skills, Intervention design skills, Internal consulting skills, Leadership development skills, and Change management skills.*

- Organizational Behavior: Human Relations at Work
- Management Strategy & Communication
- Diagnosis, Assessment in Organizations
- Evaluation, Organizational Change Management
- Introduction to Organizational Development Trainer as Consultant
- Managing Workplace Communications
- Powerful Tools for Coaching Business Leader
- Emotionally Intelligent Leadership
- Critical Thinking
- Building Internal Coaching Programs
- Train the Trainer
- Group Facilitation

Northwestern University *The Graduate Certificate in Learning and Organizational Change is the right choice for experienced professions who wish to develop additional expertise across the MSLOC program's three core areas of study: learning and performance, strategy and knowledge, and strategic change. Your Certificate in Learning and Organizational Change can be customized both in terms of courses and the schedule option you can choose -- either the evening schedule course options or our alternative schedule, which combines distance learning with on-campus classroom meetings delivered in full-day residency sessions over consecutive days.*

The Northwestern Graduate Certificate in Learning and Organizational Change is the right choice for experienced professions who wish to develop additional expertise across the MSLOC program's three core areas of study: learning and performance, strategy and knowledge, and strategic change. Your Certificate in Learning and Organizational Change can be customized both in terms of courses and the schedule option you can choose -- either the evening schedule course options or our alternative schedule, which combines distance learning with on-campus classroom meetings delivered in full-day residency sessions over consecutive days.

The Certificate in Learning and Organizational Change requires completion of any five of the following courses:
•   Accelerating Learning and Performance
•   Advancing Learning and Performance Solutions
•   Creating and Sharing Knowledge
•   Leading with Strategic Thinking
•   Executing Strategic Change
•   Designing Sustainable Strategic Change
•   Social Network Analysis in Learning and Organizational Change
•   Cognitive Design

Tuition and Program Costs
The 2009-10 tuition rate is $3,422 per credit (1 credit=1 class; 15 total credits required for completion of MS degree). In past years, tuition has increased approximately 4 to 5 percent each year. Students taking alternative schedule option courses are required to pay an additional $400 per class fee to underwrite additional expenses related to the on-campus residency sessions (e.g., program-provided meals).

Pace University

Graduate Programs / Professional Certificate Programs / Advanced Graduate Program / Organizational Behavior and Development.   Advanced Graduate Program - Organizational Behavior and Development Module - Organizational Behavior and Development (Major - Management)

Professionals with advanced degrees often need additional training in order to stay current with developments, to handle new responsibilities, or to qualify for licensing or certifications. Professionals with advanced degrees often need additional training in order to stay current with developments, to handle new responsibilities, or to qualify for licensing or certifications.

Lubin's Advanced Graduate Certificate Program (AGC) is designed to meet the specialized knowledge needs of professionals who already have an MBA or an M.S. in a business discipline. The 12-14 credit program can be pursued part-time in New York City or White Plains, and may be completed within one to three years. Programs are tailored to individual needs.
▪   Organization Theory
▪   Organization Communication
▪   Advanced Topics in Organizational Behavior
▪   Organization Development

Pepperdine University   *"Freely ye received, freely give"*

The Graziadio School of Business and Management at Pepperdine University enjoys a national and international reputation as one of the leading business schools in the world. It is recognized as the largest graduate business school in Southern California and boasts the largest alumni network on the West Coast

The changing nature of business means every manager will need to update his or her knowledge and skills to remain competitive. Pepperdine will work with your organization to identify specific needs and goals to deliver programs that support your business strategies. Our programs vary in length for maximum flexibility and provide an interactive, stimulating, and relevant learning experience. Programs can be held on-site at your company or at one of the Pepperdine campuses.

Champions of Change: A nine-month certification program, this offering walks employees through a real-time change management project as they learn how to create, lead, and empower strategic change in their organization

Modules:
- o Entrepreneurship
- o Financing
- o Strategies for Success
- o Operating Excellence High Performance Leadership
- o Sample Survey Methods
- o Organizational Assessment
- o Intermediate Qualitative Methods
- o Training & Development
- o Problem Solving Small Groups
- o Consultation Skills

Portland State University

Creating and sustaining change in organizational environment is a primary challenge for business leaders at every level. The Professional Development Center Organization Development program will teach you the skills practiced by Organizational Development professionals that enable you to create and sustain change effectively in your company. All organizational development courses are taught by Organizational Development training experts in the field of organizational psychology.

- Change Management
- Planning and Implementation
- Individuals and Change in Organizations
- Adult Learning and Communication
- Group Development and Processes
- Information Collection for the Change Leader
- Organizational Behavior and Change
- Performance Analysis and Improvement Strategies
- Organization Development Practices Capstone

SAINT LOUIS UNIVERSITY Public Policy Studies

The Certificate in Organizational Development is an interdisciplinary graduate-level program that focuses on how organizations can be made more effective. It is designed to serve the needs of professionals in government, business, education and non-profits and educate them to stimulate, guide and evaluate change and development within their respective organizations.

The Certificate can be earned in connection with several different degree programs at Saint Louis University, such as Communications, Educational Leadership, Psychology and Public Policy Analysis, or as a stand-alone program. The program involves 15 credit hours, depending on other coursework taken at the graduate level. The program is anchored in three core Organizational Development competencies. Students take a core course for each of the three competency areas below, plus an elective chosen from any of three elective lists. Curriculum is outlined as follows:

Core : Three (3 credit-hour) courses:
• Organization Theory & Behavior
• Organizational Change & Development or PPSI 547 Organizational Analysis
• Organizational Communication

Elective: One (3 credit-hour) course

Capstone Project: 3 credit-hours The capstone project will involve assessment of an organizational problem or opportunity (ideally derived from the candidate's work setting) and design of an intervention through the application of specific program core competencies. A written report describing the project will be submitted for review by the candidate's project committee.

Competency 1: Theoretical Understanding of Organizational Effectiveness & How Organizations Work

Core Course -Organization Theory & Behavior   - Elective Courses :

- Advanced Organizational Psychology
- Psychology of Small Groups
- Power, Coalitions & Decision-making
- Team Dynamics
- Leadership Theory & Practice

Competency 2: Understanding of the Dynamics of Organizational Change & the Ability to Manage Change Core Course - Organizational Change & Development   Elective Courses:

- Organizational Learning
- Sample Survey Methods
- Action Research for Educators
- Organizational Assessment
- Intermediate Qualitative Methods
- Training & Development

Competency 3: Understanding & Skills in Organizational Communications

Core Course - Organizational Communication

Elective Courses

- Problem Solving Small Groups
- Consultation Skills

Possible Additional Electives

- Communication Ethics
- School-Community Relations   - Human Resource Administration
- Evaluation of Educational Programs   - Ethics of Education Leadership
- Professional Staff Development & Evaluation   - Issues in Public Administration
- Theory of Administration

Temple University

The certificate program in Training and Organizational Development is intended for adult educators and administrators, trainers, consultants, program and instructional developers, and facilitators. It consists of four courses focusing on adult training, team development, and organizational change in diverse settings. Possible settings include educational, community-based and governmental organizations, associations and the workplace. The certificate program serves as a training ground for individuals wishing to enter into careers in these settings and as an opportunity for mid-career professionals to upgrade their skills.

The certificate can be completed within a one-year period. Courses are designed for working professionals and are offered in the evening and on weekends. The requirements consist of 12 graduate credits from Temple's program in Adult and Organizational Development (all credits are transferable to the AOD master's program).

Required Core Courses:
• System Dynamics
• Facilitation of Adult Learning
One of the following:
• Interpersonal Skills Training
• Training Design and Delivery
One of the following:
• Organizational Assessment, Design, and Strategy
• Leadership and Management

University of North Carolina

The Organization Development (OD) Certificate Program covers the fundamentals of OD as it is currently practiced in successful business organizations. The program is organized around key skill sets and intervention types. Through the program's focus on key concepts, work with skill sets central to the discipline, and intensive individual assessment by the teaching faculty, participants who successfully complete the program will be equipped to enhance their business performance and the quality of the work life of their organizations.

- Introduction to OD
- Personality
- OD Data Collection/Needs Analysis
- Individuals and Interpersonal Relationships
- Managing Human Performance
- Groups and Intergroup Dynamics
- Process Management
- Strategy and Structure
- Improving Organization Performance

This 10-day, 65 instructional hour program covers specific topics in Organization Development. Each session is delivered in an interactive, hands-on environment to enhance individual learning as well as group dynamics.

The Organization Development (OD) Certificate Program covers the fundamentals of OD as it is currently practiced in successful business organizations. The program is organized around key skill sets and intervention types. Through the program's focus on key concepts, work with skill sets central to the discipline, and intensive individual assessment by the teaching faculty, participants who successfully complete the program will be equipped to enhance their business performance and the quality of the work life of their organizations. To earn a Certificate in Organization Development you must complete all nine modules.

After completing the program, participants will know how to:
• Define organization development

• Understand how the OD process fits into the overall organization

• Utilize models for OD

• Effectively use the seven phases of the OD process

• Identify various OD roles within an organization

• Implement methods of diagnosis

• Use different types of OD interventions

• Evaluate an OD project

• Practice ethical principles of OD

• Interpret personality instruments to see how individual goals can compliment organizational goals

• Assess teamwork and psychological dynamics within your organization

• Use strategy and organization design to help an organization meet its goals and objectives

• Research, collect and analyze information

• Perform needs assessments and skill assessments

• Understand business mentality and the OD/business partnership

Course Schedule – 8 Modules

Module 1 –

▪   Introduction to OD

• Models of Organization Development

• Intro to the 7 phase Consulting Process

• Change principles and strategies

• Ethical Considerations

• Examples of individual, team, and organizational interventions

Module 2 --

Personality

• Personal Assessment

• Understanding Individual Differences

• Organizational Assessment

Module 3 –

OD Data Collection / Needs Analysis

• What Data to Collect

• How to Collect the Data

• Analyzing the Data

Module 4 –

Individuals and Interpersonal Relationships

• Motivation Concepts

• Interpersonal communication

• Conflict management

Module 5 –

Managing Human Performance

• Job design and competency development

• Performance Management Process

• Reward strategies

• Coaching, mentoring and development

Module 6 –

Group and Intergroup Dynamics

• Group dynamics

• Team building

• Meeting management

• Facilitation techniques

Module 7 –

Process Management

• Process management

• Customer service- moments of truth and cycle of service

• Total Quality Management

Module 8 –

Strategy and Structure

• Visions, missions, and values

• SWOT Analysis

• Strategy development and analysis

• Developing an appropriate organizational structure

• Organizational cultural attributes

Module 9 –

Improving Organization Performance

• Business simulation

University of Southern California

Organization design is a critical organizational capability in today's dynamic global economy. The Organization Design Certificate Program offers participants a deep understanding of this important competency, as well as opportunities for application of design models, tools, and processes in their organizations. One-on-one coaching and peer consulting foster a community of business leaders while providing breadth and depth in the skills required to address design challenges at all levels of the organization.

- Part 1: Strategic Organization Design Seminar
  - Strategy to Design
  - Designing the Lateral Organization
  - Organizing Around the Customer
  - Innovation and Agility
  - Designing for Flexibility and Innovation
  - Designing Performance Management Systems
  - Designing Implementation Processes
- Part II: Advanced Topics in Organization Design Workshop
  - The Global Organization
  - Designing for Innovation and Growth
  - The Knowledge Organization
  - Support Services
  - Mergers and Acquisitions
  - Organizational Design Processes
  - Frameworks
  - Implementation of New Designs
- Part III: Organization Design Project

University of Dallas

Programs in Organization Development at the Graduate School of Management prepare professionals to successfully lead learning and change initiatives in organizations. Focusing on the role of the change-agent, the program enables students to master the behavioral, organizational, and diagnostic knowledge and skills required to facilitate interventions that will bring about growth and development. Students will become adept as internal or external consultants to organizations, and will be able to identify the need for change, as well as effectively plan, implement, and institutionalize strategic, techno-structural, human process, and programmatic change efforts in response to the turbulence of a dynamic market and economy that necessitates on-going learning and transformation in order to survive.

The Graduate Certificate program is for individuals who want to acquire specialized knowledge without completing a graduate degree. Certificate Programs are available a variety of areas and are designed to prepare business leaders for today's competitive global environment.

Students are responsible for satisfying any prerequisite requirements for certificate courses. This may extend the number of courses required to complete the certificate program. Certificates are awarded upon successful completion of the required coursework, submission of the application for certificate, as well as a completed file, and payment of all tuition and fees. The certificate courses may be applied to the MBA or the MS degree programs if the student wishes to pursue either of those degrees and satisfies Graduate School of Management admission requirements.

*Courses with prerequisites. Courses are three credit hours unless otherwise indicated

- Project and Team Management (I credit hour)
- Organization Development
- Theories and Models
- OD Applications
- Intervention and Facilitation
- Value-Based Leadership
- Leading Change

<u>University of Pennsylvania</u> *The mission of our programs is to enhance the competencies of mid-career adults through applied scholarship from the arts and humanities, social sciences, and professional organizational disciplines. Our philosophy is that a multi-disciplinary, person-oriented understanding of organizations is critical for superior leaders and managers operating in the private, public, and non-profit sectors. Indeed, without a broad understanding of the human domain, and the application of multiple perspectives of inquiry and evaluation, a leader or manager is less effective. Organizational Dynamics appeals to adults who possess sufficient knowledge and skill to perform their jobs, but who are searching for enhanced organizational competencies and intellectual challenges. These include increased understanding of organizational structures and processes, and the historical and cultural contexts of organizations; improved methods to diagnose, evaluate, and creatively manage organizational problems and conflicts; and enhanced skills to communicate effectively, to control organizational change, and to lead.*

Correspondence from Larry M. Starr, PhD. Director, Organizational Dynamics Graduate Studies School of Arts and Sciences, University of Pennsylvania, January 31, 2010 to L. Maddalena:

"The certificate is as stated. We offer only full graduate level courses and only for those admitted to the Penn Graduate School. Those interested only in the graduate certificate can walk away from the remainder of the degree or continue to earn the degree by taking more courses and earn one or more additional certificates (most students earn 2 certificates as part of graduate studies). The course requirements are the same for all students and are transferable to other graduate degrees because everything is listed on a Penn graduate transcript. In other words, to be admitted to the certificate program one must first be admitted as a graduate degree student.

I understand that other institutions offer less expensive certificate programs and often less expensive degree programs. But we do not. Nor do we alter the requirements to be admitted to Penn or to exit in a certificate program. We currently have 460 students in Organizational Dynamics. No person to my knowledge has ever left with only a certificate"

- Organizational Culture Change: Theory and Practice
- Organizational Dynamics of Working in the Global Marketplace
- Organizational Dynamics for the Modern Workplace
- Team Dynamics in Organizational Settings
- Complexity, Sustainablility and Systems Thinking
- Systems Approach to Crisis Preparation
- Human Rights and Global Order
- Organizational Ethics and Integrity
- Organizational Experience: Self, Role, and Expectations
- Strategic Planning and the Process of Implementation
- The Art and Science of Organizational Coaching
- Theories and Models that Inform Coaching
- Project Based Laboratory: Flight 93 National Memorial
- Group Team Dynamics: Understanding the Overt and Covert Dynamics That Support Effective Work
- Foundations of Organizational Dynamics
- Leading the Professional Service Organization
- Knowing Yourself: The Coach as an Instrument of Change
- Organizational Project Management
- Assessing and Managing Project Risk
- Using the Political Process to Effect Organizational Change
- Ownership Matters

- Process Improvement Tools and Strategies
- Project Team Strategy
- Program Leadership
- Managing Project Portfolios
- Is Bigger Inevitable, Better, or Worse in Organizations?

University of Wisconsin   *Develop the internal capacity of your organization to be effective and sustain itself long term. This certificate program is delivered in two different sessions and includes an individual project connected to your organization's specific needs. You are awarded an OD certificate upon completion.*
Core courses:
- Fundamentals of Organizational Development and Change
- Management, Organization Development and Implementation

When reviewing curriculum, it is useful to also consider the content of the NTL, ODN and Linkage programs:

National Training Laboratory (NTL)
- STEP I Current Theory & Practice in Organization Development,
- STEP II Entry, Contracting, Ethics & Values
- STEP III Diagnosing Organizations With Impact
- STEP IV — Any two programs from:
  - Intervention Technology: Diversity Intervention Skills
  - Facilitating Strategic Planning
  - Group Process Consultation: A Practical Diagnostic & Intervention Approach
  - Intervention Strategies & Toolkit
  - Practitioner Effectiveness: The Art of Coaching
  - Holding On and Letting Go
  - With Work, With Relationships, and in Life
  - Self Awareness and Being: The Importance of Self in the Influence Process
- STEP V — Skill Integration & Application (Choose one):
  - Consultation Skills
  - Facilitating and Managing Complex Systems Change
  - Leading Organization Change

NTL/AU Organization Development Certificate Program   DESCRIPTION

NTL Institute's ground breaking work with group dynamics and group process gave rise to the field of organization development (OD) nearly sixty years ago. Since that time, organizations in the public and private sectors have sought the OD expertise of NTL Institute members and their protégés, in an effort to maximize business objectives at all system levels.

This carefully integrated sequence of programs and experiential work is based on exploring the action research model, applying the basics of the model at the group and organizational level, and then branching out into the specialized areas of OD. The entire OD Certificate Program will provide participants with progressive course work in OD theory, methodology and technology. In addition,

participants work with a mentor during their enrollment. The mentor will serve as a shadow coach/consultant to advise participants on professional development objectives, course content and applicability, and transferring program learnings to the workplace.

Participants in the Organization Development

Certificate Program will:

•   Learn practical skills in order to establish productive relationships with clients and work groups

•   Develop the capacity to understand organizations as system levels

•   Learn why, when, and how to intervene at different system levels

•   Develop capabilities for using one's self as an agent of change

•   Expand skills in specialized areas such as organization design, strategic goals, diversity, facilitation,   systems change and application of OD theory

NTL STATED Benefit

        This program fulfills individuals' desire to learn the fundamentals of organization development and build a solid theoretical base from which to operate. Practitioners who want to formalize and diversify their current knowledge will find the program a challenging learning experience that will expand their capacity as consultants.

NTL ADMISSION POLICY AND TUITION

        Tuition for the Organization Development Certificate Program is $12,500. This amount includes a non-refundable administration and support fee of $900 due upon enrollment. The tuition balance may be paid over the two-year period of enrollment. This certificate program tuition is exclusive of the tuition for the Human Interaction Laboratory prerequisite as many individuals have already taken this program.

Tuition will include:

- On-going program counseling to help you determine program choices within the Certificate Program.
- Participation in six (6) NTL OD Certificate courses - consideration for course substitution is accepted as long as the substitute course provided training in organization and has been approved by your Certificate Counselor.
- A total of six (6) hours of personal mentor time with an NTL member over the duration of the Certificate Program

American University

Further, the outstanding Masters Level program at American University must be acknowledged. The following is the AU OD Program Mission Statement:

> **The Action Research Process:** *In this approach developed by Kurt Lewin, systems (people, organizations and communications) learn and change through a sequence in which participants re involved in planning, data collection, action and analysis. This cycle is a bedrock of OD practice. AU/NTL students learn the action research cycle at the outset of their OD equation and build on that model throughout the program. They learn to question assumptions, exercise curiosity and to apply sound research strategies beginning with data collection and diagnosis.*

The Masters Level curriculum in Organization Development at American University includes:

- Introduction to Organization Development
- The Individual and the Organization
- Team Dynamics

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- Use of Self as a Practitioner,
- Organization Dynamics
- Organization Analysis and Strategy
- Consultation Skills
- Practicum Research Project in Organization Development

- Diversity In Organizations
- Methods of Problem Solving
- Group Theory and Facilitation
- Leadership
- Interventions in Organization System

<u>Linkage On-Line</u> For OD Professionals

http://www.linkageinc.com/Pages/ForODProfessionals.aspx

The Organizational Development Certificate Offered in cooperation with DePaul University in Chicago.The practice of organizational development—the focus on structures, systems, and processes that impact people and performance—has never been more critical. Organizations that aspire to greatness are increasingly turning to OD practitioners to help them get there. The newly redesigned Organizational Development Certificate with Classic and Advanced Track options can help you answer that call.

For over twenty years, Linkage has been working and partnering with OD professionals to provide them with the strategic consulting, tools, training, and research they need to stay current—and competitive—with the latest OD theories and best practices. We offer one of the riches suites of OD programs and services in the industry training and educating over 15,000 OD professionals. Our OD related programs and services include:

Strategic OD consulting services   OD competency assessment and development
Full range of training and certification programs on OD best practices for HR/D professionals
Benchmark research and publications including the best-seller Best Practices in Organizational Development
The Best Practices in OD Summit, the leading summit in the field for over ten years
For OD Professionals Events
The Best of Organizational Development Summit
>	Noel Tichy on Judgment: How Winning Leaders Make Great Calls
>	Nick Washienko on Effective Leadership Communication
>	Bruce Tulgan on How to Turn Age Diversity into a Strategic Advantage for Your Organization
>	Tom Peters on Creating the 21st Century Organization
>	Michael Useem on Reaching the Go-Point
>	Tony Schwartz on Building Individual and Organizational Capacity in the Age of Overload
Webinar: Leading Organizational Transition
E-LEARNING PROGRAMS:
- Marilyn Carlson Nelson on How You Lead Matters
- Peter Sheahan on Future Proof: How to be Up in a Down Market
- Stephen M.R. Covey on Leading at the Speed of Trust
- Randy Street on Using the "A" Method to Evaluate Talent
- John Maxwell on The Five Levels of Leadership
- Sandra Taylor on The Business Case of Corporate Social Responsibility
- Rick Belluzzo and Jay Conger on Developing Your Leadership Bench Strength

- Webinar: Authentic Leadership: How You Can Take The Lead
- Webinar: The Bridge to Success for our Next Generation Leaders
- Webinar: Preparing your Leadership Pipeline for 2020: Measuring Your Return on Leadership Development
- Michael Lee Stallard and Jason Pankau on Fired Up Leadership to Boost Productivity and Innovation
- Marilyn King on Envisioning the Gold: An Olympian's Challenge to Business Leaders
- Marshall Goldsmith on The Positive Actions Leaders Must Take to Start Winning Again
- Dan Heath on How to Change when Change is Hard
- Malcolm Gladwell on Why People are Successful
- Michael Roberto on How Great Leaders Prevent Problems Before they Happen
- L ynda Gratton on Creating Performance Driven Innovation within your Organization
- Carlos Gutierrez on Leadership from Top to Bottom

Organization Development Network (ODN) *The OD Network Business Acumen Certificate program enables you to: Understand and create the connection between OD and the strategy and mission of the business, Translate OD interventions into the dynamics and language of business, Build an ROI model for OD work, and Manage business politics and power.*
   Six workshops and 10 modules all offered live as webcast workshops $795.

- How to Compute ROI, Connecting OD to Business: Implementing and Evaluating Positive Changes in Your Organization
- Building Sponsorship to Insure Project Success
- How to Read Financial Statements, Politics and Power in Business
- Creating Your Own Business