Program Benefits

You will benefit from program learning right away through:

• Immediate application of the best and latest change management practices
• Opportunities to network with other OD professionals and world-class faculty
• Ability to successfully implement organization change

A recent survey of alumni found:
• 93 percent believed that the program added value to their organizations or clients
• 80 percent agreed that the program exceeded their expectations
• 91 percent would recommend the program to others
• A greater awareness of their own personal competency
• An opportunity for lifelong learning, through extensive alumni network, conferences, regional events, and listserv

To learn more about the Master of Science in Organization Development, please contact us.

We look forward to working with you to pursue your personal and professional goals.

Master of Science in Organization Development
Program Office
Phone: 310.568.5598
FAX: 310.568.2312
E-mail: msod@pepperdine.edu
Right now, you can choose to make a difference.

Organization Development (OD) pioneered the use of values in shaping the critical issues that determine an organization’s success. And OD has proved to be an important voice in humanizing an over-organized workplace. But the complexity facing business enterprises, governments, and nonprofits requires that OD become more than a way to make people feel better about themselves or their work. It must also be seen as a way to achieve organizational objectives. Pepperdine’s Master of Science in Organization Development program is working to define Organization Development as a relevant and strategic contributor in organizational life, and we invite you to join us in making a difference.

Right now, the MSOD program is preparing leaders of change.

Globalization, technological change, social responsibility, competition—imagine having to orchestrate limited resources in the face of these opportunities and threats. Individuals are needed who can lead leaders through difficult choices and drive actions toward valued goals. Organizations need people who know more than team building; they need professionals capable of facilitating strategic change, fluent in designing cross-cultural interventions, and experienced in work designs that are both productive and satisfying. The MSOD program educates and develops individuals to fill this need.

At Pepperdine, we believe that success in a global economy and information age need not occur at the expense of human dignity or the bottom line. We believe in a balanced view that gives equal standing to the production of economic goods and services and to the way those outputs are produced. Developing an organization’s character and improving its performance require the examination of strategy, structure, and processes. We believe the best decisions are values-based, and that inform choices about when and how to change. These are the critical processes being addressed by MSOD graduates every day.

Right now, you have a choice.

The MSOD program begins one class each year to change people’s lives and to prepare them to lead the strategic changes that will determine organizational effectiveness. If making a difference is part of your life’s goals, we invite you to apply, right now.
The Art and Science of Managing Strategic Change

Our Mission

Pepperdine University’s Master of Science in Organization Development (MSOD) program prepares leaders in the art and science of managing strategic change; inspires the OD profession to rigor and relevance; and in collaboration with its alumni, strives to be a positive force in the world. As part of the Graziadio School of Business and Management, the MSOD program focuses on the role OD practitioners play in improving organization performance and realizing human potential.

The program’s unique educational process integrates strategic leadership, change management, and personal and professional growth to create values-oriented change practitioners who address the critical competitive issues facing organizations and their members.

As the leader in OD education, we seek to be at the center of debate and conversation on the issues and advances that shape the future vitality of OD. The MSOD program accepts the responsibility to inspire the field toward rigor, relevance, and responsible progress.

Our Values

We believe that the best practitioners of strategic change:

- Are principled advocates of stewardship for each other, our environment, and society
- See change as valuable only in the context of a meaningful goal, be it personal, social, or economic
- Infuse change with a concern for organization productivity, quality, and learning
- Know that a full life requires centeredness developed through intellectual, social, spiritual, and emotional sophistication
- Pursue authenticity, compassion, moral courage, and integrity through continuous discovery of self
- Take responsibility for their own learning and for contributing to the learning of others
- Leverage mixed-learning modalities to create powerful insights and superior results

More than 800 MSOD alumni distinguish themselves around the world by influencing values-based choices in organizations and by their contributions to the field. As principled advocates of stewardship, compassion, integrity, and courage, they generate economic and emotional prosperity for the individuals and organizations who are their clients, for the OD profession, and for society at large.

Students pursue cross-cultural OD in Monterrey, Mexico.

Peer-learning groups foster personal and professional growth.
MSOD Program Features

The MSOD program is designed for employed individuals who have a context for applying the material. Each class is a cohort of about 30 people from the United States, Canada, Europe, Asia, and Central and South America.

Creating a learning community is fundamental to your experience in MSOD. For each weeklong session, students live in condominium-style units and have meals together to sustain and enrich the close-knit learning community and to leverage personal accountability, communication, and resource exchange. The program design assumes that each student will take responsibility for their own and their classmates’ learning.

The MSOD program uses a variety of learning technologies and multi-outcome designs, such as experiential and self-managed learning, lectures, fieldwork, videos, and the Internet. Each session is designed from four perspectives:

- Core knowledge areas expose you to key concepts and frameworks through readings, presentations, and written assignments.
- A peer-learning group, with mentorship provided by an alumnus with extensive OD experience serves as a source of feedback and contributes to your personal and professional growth.
- Fieldwork demonstrates key principles and sharpens practical skills.
- Internationally recognized faculty from Pepperdine University and prominent guest speakers from around the world provide a resource-rich environment in which peers, senior practitioners, and experts meet in seminars to challenge themselves and the practice of organization development.

In between sessions, learning will occur through Internet support, individual reading and working, and virtual conferencing.

Personal and Professional Development

A personal growth objective is vital to the MSOD educational process. The opening week of the program is a personally intense and interpersonally challenging workshop. Through experiential learning processes, MSOD students deepen their knowledge of themselves as instruments of change and clarify needed work in their behavioral style, ethical practices, and values orientation. We believe that the true worth of OD practitioners is measured by their ability to produce superior results and not by the set of skills or techniques they possess. The integration of OD knowledge and self-awareness creates powerful interventions and increased effectiveness.

Global Competencies

The MSOD program is the only graduate OD program that spends more than 30 percent of class time in worldwide locations. OD is becoming more and more global and cross-cultural, and the MSOD graduate is well prepared to help organizations develop their international operations and capabilities.
MSOD Program Design

The MSOD program is the result of more than 30 years of experience in educating change practitioners. We have learned that the educational process is as important as the subject matter; we are as interested in developing the whole person as we are in understanding organization change.

As an MSOD student, you will attend eight weeklong sessions scheduled at 10- to 12-week intervals over two years. The eight sessions are divided into four pairs integrated by concepts from systems theory and strategic management. You will gain competence in analysis and action at the individual, group, organizational, and multi-organization levels. You will also take courses in applied research methods and applied research projects that support the completion of the required master’s research project. For a detailed description of the courses in the curriculum, please visit http://bschool.pepperdine.edu/programs/msod.

<table>
<thead>
<tr>
<th>COURSES</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual Systems</strong></td>
<td></td>
</tr>
<tr>
<td>Foundations of Organization Development</td>
<td>• Introduce the history of OD</td>
</tr>
<tr>
<td>Practitioner as a Global Citizen (European location)</td>
<td>• Develop the skills and knowledge of the self as instrument of change</td>
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<tr>
<td></td>
<td>• Master concepts in change theory</td>
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<td></td>
<td>• Understand the implications of being a global citizen</td>
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<tr>
<td></td>
<td>• Develop an individual strategic plan</td>
</tr>
<tr>
<td><strong>Group Systems</strong></td>
<td></td>
</tr>
<tr>
<td>Small Systems Diagnosis and Change</td>
<td>• Master concepts in group theory</td>
</tr>
<tr>
<td>International Organization Development (Latin American location)</td>
<td>• Develop skills in facilitation and team building</td>
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<tr>
<td></td>
<td>• Understand cross-cultural issues in OD</td>
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<td></td>
<td>• Develop a learning group strategic plan</td>
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<tr>
<td><strong>Organization Systems</strong></td>
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<tr>
<td>Strategy and Organization Design</td>
<td>• Master concepts in organization redesign and strategic change</td>
</tr>
<tr>
<td>Strategy and Large-Scale Systems Change</td>
<td>• Understand environmental and cultural forces driving organization performance</td>
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<td></td>
<td>• Understand implementation dynamics</td>
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<tr>
<td><strong>Multi-Organizational Systems</strong></td>
<td></td>
</tr>
<tr>
<td>Integrative Action Strategies (Asian location)</td>
<td>• Master interorganizational concepts</td>
</tr>
<tr>
<td>Future Forms of Organizations</td>
<td>• Apply OD concepts to multi-organizational systems</td>
</tr>
<tr>
<td></td>
<td>• Understand change issues in international organizations</td>
</tr>
<tr>
<td></td>
<td>• Explore the issues shaping the future of organizations and OD</td>
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</tbody>
</table>

Debriefing a trail exercise improves teamwork.
Measuring Success

“As a city manager for many years, I have continually searched for ways to improve myself and to help develop the organization. I have tried a multitude of approaches and concepts but was never confident that we were headed in the right direction. MSOD helped to integrate my practical experience with proven methods to implement strategic changes and improvement initiatives that have increased the city’s effectiveness.”

Ray Patchett
City Manager
City of Carlsbad, California
MSOD 1998

“When I decided to return to graduate school, I was a fairly experienced OD practitioner looking for more depth at the organization and strategy level, with a focus on international/global work. My MSOD experience exceeded my expectations. Since graduation, my responsibilities have expanded to include global roles leading strategic change and leadership development. I have worked with leaders to refine their strategies and help them align their organizations to realize the strategy. MSOD gave me the content and confidence to contribute at a deeper and more strategic level in the organization.”

Stephanie Kerr
OD/Communications
CCC Information Services
MSOD 2000

“This program is magic, pure and simple. And, like any type of magic, it is not to be trifled with. MSOD made me a more effective leader and gave me the tools for initiating and managing change in my professional and personal lives. But it got me there by challenging everything I believed and thought I knew about myself in relation to the world around me. This is a program for people who are serious about mastering the toughest skill of all—the art of transformation.”

Grant Oliphant
Vice President, Programs and Planning
Heinz Endowments
MSOD 2006

“The Pepperdine MSOD program is the best organization development program available. The combination of experienced faculty and staff, the highest quality curriculum, and a focus on personal accountability for change drives development beyond a typical master’s program. My MSOD degree experience gave me relationships to last a lifetime and significantly accelerated my career accomplishments.”

Debbie Collard
Director, Business Excellence
Boeing Integrated Defense Systems
MSOD 2000

Organizations Represented in recent MSOD classes:

Adobe Systems Inc.
Allstate Insurance
American Airlines
Bearing Point
Boeing
British Petroleum
Chevron
Cisco Systems
Delta Airlines
Deloitte Consulting
Disney Studios
Ernst & Young
Federal Reserve Bank
Gates Foundation
GE Financial
Great Place to Work
Habitat for Humanity
Head Start
Healthnet
Healthways
Hewlett Associates
Hewlett Packard
Home Depot
Honeywell
Intel Corp, Intel China, Intel Technology Philippines
Kimberly-Clark
KPMG
Lutheran Church
Microsoft
Minnesota State Government
MTV
NASA: Goddard Space Flight Center
Raytheon
Right Management Consulting
R.R Donnelly
SAP Labs
Schlumberger Technologies
Sony Corporation
State Farm Insurance
Toyota
Universal Studios
U.S. Borax
Vanguard Health Systems
Volvo
Warner Brothers
Wells Fargo
Woman’s Hospital Baton Rouge
Washington Mutual Bank
World Bank
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MSOD COURSE TITLES AND DESCRIPTIONS

**MSOD 601a: Foundations of Organization Development (4)**

Starting at the individual level and moving through interpersonal to the formation of groups, this course reviews the essential values and tools upon which the field of organization development (OD) is based. This course takes a comprehensive approach to the change process through the integration of theory and practice with use of “third-party” consultation. Specific topics include ethics, interpersonal interventions, communications in consulting, diversity in the organization, authenticity in organization behavior, and an understanding of personal choice and of the self as an instrument of change.

**MSOD 601b: Practitioner as a Global Citizen (4)**

The skills and knowledge required for a global practitioner of change are the focus of this course. Basic assumptions and principles of anthropology, sociology, political science, economics, and psychology are explored as the foundations of organization development. Topics include systems theory, cross-cultural awareness, dynamics of consulting in a non-native land, and working with local country experts. Students focus on personal and professional growth through the formation of an individual learning contract. Knowledge of organizations, group dynamics and the self as instruments of change are emphasized in the MSOD program.

**MSOD 602a: Small Systems Diagnosis and Change (4)**

Definitions of individual, group, intergroup, and individual and interpersonal effectiveness are the focus of this course. Diagnostic methods for performance in small systems and intervention methods for creating and managing change in these systems are also covered. Specific topics include: group dynamics, structures, roles, composition, and norms; virtual teams; performance coaching; management development; conflict resolution; team and intergroup development; and consulting skills.

**MSOD 602b: International Organization Development (4)**

This course extends concepts learned in the Small Systems Diagnosis and Change course, applies them to international situations, and builds the capacity to manage planned change. The class focuses on small systems in organizations that are native to the country of study. Multinational organizations are also a focus of study in preparation for examining transorganizational systems and large-scale systems change. Specific topics include intervention theory, intervention design, and survey feedback. Students design and conduct a field project in the host country, involving data collection and analysis in an international setting.

**MSOD 603: Action Research and Evaluation Methods in Organization Development (4)**

The concepts and methods of applied research and action research are covered in this course. The focus is on the philosophy of research, issues in applied and action research, problem formulation, research design, sampling theory, data collection methods, data analysis, the interpretation of both quantitative and qualitative data, the organization and presentation of research findings, and report writing.
MSOD 604: Strategy and Organization Design (4)

To achieve high performance, including financial returns, stakeholder satisfaction, and productivity, an organization’s strategies, structures, and processes must be designed to support each other and to fit appropriately into the environmental context. The focus of this course is on the systemic, normative, and diagnostic considerations associated with formulating strategy and designing an organization’s strategic orientation. It examines the relationships among industry structure, organizational environments, and strategy and organization design. Specific topics include traditional and contemporary approaches to strategic management; competitive advantage; open systems theory; and organizational structure, reward, control, information, and human resource systems.

MSOD 606: Strategy and Large-scale Systems Change (4)

Contemporary organizations exist in social, political, and economic environments that change rapidly and unpredictably. This course deals with planned changes in an organization’s strategy, organization design, and other large-scale and multi-organizational systems. Diagnostic models and methods, the planning of complex change interventions, political processes in complex systems, and intervention methods are examined from a total systems perspective. Specific topics include managing strategic reorientations, mergers and acquisitions, and technological change. Interventions, such as employee involvement, self-managed work groups, quality management, organization learning, transorganizational development, and large-group methodologies are explored.

MSOD 607: Integrative Action Strategies (4)

Learning groups facilitate and support individual and team learning. A total systems approach to planned change is required to create optimal, lasting change. Emphasis is placed on the development of total system change strategies, the development and sustenance of learning communities, and the integration of intervention methods for structural, human systems, managerial, cultural, and technological changes. Application of organizational technologies to global social issues is explored.

MSOD 608: Future Forms of Organizations (4)

This course deals with current issues facing organizations in the planning and management of change and with recent advances in organization development and change. Topics explored are: the impact of technological change and globalization on organization design and on how people work, the role of leadership in managing innovation and creativity, and processes of future research. Students explore the forms that organizations may take and the possible appropriate interventions.

MSOD 609: Applied Research Project (4)

During the course of the program, the student designs and implements an applied project under the supervision of a faculty committee. Guidance is provided in the design, implementation, and evaluation of the planned change project and in the preparation of the written project report.
MSOD Session Schedule: 2010 – 2012 (dates subject to change)

I. Foundations of Organization Development  
   August 26 – September 3, 2010  
   Monterey, CA

II. The OD Practitioner as Global Citizen  
    November 11 - 19, 2010  
    Lyon, France

III. Small Systems Diagnosis and Change  
     February 10-18, 2011  
     Monterey, CA

IV. International Organization Development  
    April 28 – May 6, 2011  
    Costa Rica

V. Strategy and Organization Design  
   Consulting Skills Assessment and Feedback  
   September 27 -October - 7, 2011*  
   Dana Point, CA

VI. Strategy and Large Scale Systems Change  
    January 12 - 20, 2012  
    Dana Point, CA

VII. Integrative Action Strategies  
     March –20 – March 30, 2012*  
     (optional pre-trip, March –15 - 19)  
     China

VIII. Future Forms of Organizations  
      June 2 - 8, 2012*  
      Monterey, CA

Graduation  
August 4, 2012  
Malibu, CA

* Please note these sessions start and end on a different schedule from the other six sessions. The China session dates and the dates of the optional pre-trip are tentative. Session V begins on Tuesday, Session VIII begins on Saturday.

Faculty and Guest Speakers:

Application:
Apply by April 23 for the 2010 class. Applications received after this deadline will be considered for alternate status.

Cost:
The 2009 tuition is $61,752.00 for the 40-unit/two year program (subject to increase in 2010) and includes a nonrefundable $1,400 deposit. Additional costs include books (estimated at $1000) and participant's live-in expenses (estimated at $1,600 per week for double/shared rooming).

For further information please contact:
Pepperdine University  
George L. Graziadio School of Business & Management  
MSOD Program Office  
6100 Center Drive  
Los Angeles, California 90045  
(310) 568-5598 (phone)  
(310) 568-2312 (fax)  
msod@pepperdine.edu (e-mail)  
http://bschool.pepperdine.edu/programs/msod/index.html
PEPPERDINE UNIVERSITY
Graziadio School of Business and Management

Tuition costs of the 2009 – 2011 MSOD cohort program

<table>
<thead>
<tr>
<th>Trimester</th>
<th>Dates</th>
<th>COURSES</th>
<th>Units</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td><strong>Fall 2009 trimester</strong></td>
<td>August 31 - December 4, 2009</td>
<td>MSOD 601a Foundations of Organization Development</td>
<td>4</td>
<td>$11,776.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MSOD 601b Practitioner as a Global Citizen</td>
<td>4</td>
<td>$1,400.00</td>
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<tr>
<td></td>
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<td><strong>TUITION</strong> (8 units @ $1,472.00 per unit)</td>
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<td>$13,176.00</td>
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<tr>
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<td><strong>DEPOSIT</strong> <strong>(includes $1,400.00 workshop fee)</strong></td>
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<td>$13,176.00</td>
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<tr>
<td><strong>Spring 2010 trimester</strong></td>
<td>January 4 - April 16, 2010</td>
<td>MSOD 602a Small Systems Diagnosis and Change</td>
<td>4</td>
<td>$5,888.00</td>
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<tr>
<td></td>
<td></td>
<td><strong>TUITION</strong> (4 units $1,472.00 per unit)</td>
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<td>$5,888.00</td>
</tr>
<tr>
<td><strong>Summer 2010 trimester</strong></td>
<td>April 26 - August 6, 2010</td>
<td>MSOD 602b International Organization Development</td>
<td>4</td>
<td>$11,776.00</td>
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<tr>
<td></td>
<td></td>
<td>MSOD 603 Action Research and Evaluation in OD</td>
<td>4</td>
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<td></td>
<td>$11,776.00</td>
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<tr>
<td><strong>Fall 2010 trimester</strong></td>
<td>August 30 - December 3, 2010</td>
<td>MSOD 604 Strategy and Organization Design</td>
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<tr>
<td></td>
<td></td>
<td>MSOD 609 Applied Research Project</td>
<td>4</td>
<td>$12,364.80</td>
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<tr>
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<td><strong>TUITION</strong> (8 units <strong>estimated</strong> * @ $1,545.60 per unit)</td>
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<td>$12,364.80</td>
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<tr>
<td><strong>Spring 2011 trimester</strong></td>
<td>January 3 - April 15, 2011</td>
<td>MSOD 606 Strategy and Large-Scale Systems Change</td>
<td>4</td>
<td>$12,364.80</td>
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<tr>
<td></td>
<td></td>
<td>MSOD 607 Integrative Action Strategies</td>
<td>4</td>
<td>$12,364.80</td>
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<td></td>
<td><strong>TUITION</strong> (8 units <strong>estimated</strong> * @ $1,545.60 per unit)</td>
<td></td>
<td>$12,364.80</td>
</tr>
<tr>
<td><strong>Summer 2011 trimester</strong></td>
<td>May 2 - August 5, 2011</td>
<td>MSOD 608 Future Forms of Organizations</td>
<td>4</td>
<td>$6,182.40</td>
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<td></td>
<td></td>
<td><strong>TUITION</strong> (4 units <strong>estimated</strong> * @ $1,545.00 per unit)</td>
<td></td>
<td>$6,182.40</td>
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</tbody>
</table>

**TOTAL TUITION**

$61,752.00

*2nd academic year tuition is estimated to increase between 3% to 5%
A PERSONAL NOTE TO PROSPECTIVE STUDENTS
FROM THE MSOD ALUMNI NETWORK

We wanted more
After two years of intense learning and growing in the highly acclaimed MSOD program we made a choice. A walk across the stage in Malibu (graduation) would not be the end of this life-changing experience. Rooted in over 30 years of cutting-edge, real world programs, combined with first-hand experience with founders and leaders of the field, we chartered the MSOD Alumni Network as the program entered the 21st century.

We are a global network of practitioners sharing knowledge and tools
One of the frequently expressed wishes of program graduates is the desire to stay connected with the program and their experience of it. With a base of more than 800 alumni, the network is a pre-eminent group of global, internal and external practitioners spanning a broad range of specialties working in the public sector, non-governmental organizations, and many industries in the private sector. This network of practitioners is supported by the MSOD List Serv, a networked email system which allows you to send and receive emails with other MSOD alumni, accessing the expertise and experiences of seasoned OD professionals.

We continue personal and professional development
The alumni organizes and hosts a biennial conference where we interact and exchange thinking with well known leaders in OD to enrich our thinking and work. We have several active regional groups where alumni meet face to face for best practice sharing, learning and local connection.

We receive growing support from the University including employment opportunities and career assistance
The List Serv members and the University provide a conduit for employers to provide job seekers with information and requests for services. Additionally, the University has extended library privileges to their alumni and has launched a new career development website.

We are clear about our purpose
The MSOD Alumni Network mission is to support and sustain an evolving MSOD program alumni learning community that contributes to personal and professional growth, and furthers the positive influence of the field of OD in the world.

We invite you to join us
The MSOD Alumni Network invites you to explore the possibility of being a part of this professional network. We are a worldwide community, which shares the bond of a common experience and mutual respect for one another fostered in the MSOD Program.

Do you want more?
For further information, contact current cochairs of the MSOD Alumni Network Board: Lori Heffelfinger [lorih@heffelfingerco.com] or Steve Pile [spile@msn.com].