MASTER OF SCIENCE IN Leadership
Online
**Program Overview**

**Program Mission**

The Master of Science in Leadership program prepares aspiring or emerging leaders from a broad range of institutional settings to influence, motivate, and enable others to contribute toward the effectiveness and success of their organizations and communities.

**Program Outcomes**

**Graduates will:**

- Demonstrate leadership knowledge, capabilities, and characteristics needed to positively impact their organization.
- Understand and apply organizational behavior strategies to lead and manage change effectively within the context of organizational goals.
- Demonstrate strategic information leadership skills needed to design and monitor organizational communication capabilities and performance.
- Apply emotional intelligence theory to analyze and plan for effective use of human resources.
- Demonstrate the ability to create and sustain lifelong learning within an organizational learning culture.
- Create a dynamic plan to manage personal and professional growth.

**Master of Science in Leadership: From Leading to Inspiring**

The most effective leaders share certain qualities: exceptional communication skills, a strategic outlook, strong ethical convictions, emotional intelligence, and a passion for their organizations. The particular way in which they lead, however, differs from one leader to the next. Norwich University’s Master of Science in Leadership helps aspiring and rising leaders from a broad range of professional settings hone their personal leadership styles and develop the specialized knowledge and skills needed to not just manage but inspire positive change within their organizations.

Since its founding in 1819, the mission of the university has centered on preparing its students to ethically lead as CEOs of major corporations like AT&T, USAA, and NBC, as decorated officers in all branches of the military, and as elected and career public servants in countries all across the globe.

**The program is structured as follows:**

- Four start dates per year: March, June, September, or December.
- Six credits for each of the six, eleven-week courses.
- A course of study no longer than 18 months (date of graduation depends on your start date).
- One-week residency preceding graduation.
- Concentrations of specialized study in Organizational Leadership, Public Sector/Government/Military Leadership, Human Resources Leadership, or Leading Change Management Consulting.
Amy Bennett, Alumna

“One of the benefits of the leadership program is I’ve become a much better time manager and strategist. I’ve learned to distinguish between what’s urgent and what’s important to prioritize more effectively. I now think strategically about my next steps in life.”

The Norwich Advantage

In Your Corner. A Motivating Force.

If you can dream it, you can accomplish it — thanks to Norwich University’s expert faculty and dedicated student support advisers. Your team works together to keep you motivated and build the skills needed for a rewarding career. From program start to finish, you’ll never be alone. Our dedicated faculty and program staff are genuinely invested in your success and will go out of their way to provide the mentorship and support you need. Norwich provides 24/7 access and technical support to an online learning platform, enabling you to contribute to class discussions and complete your coursework at any time from any location.

Access to Extensive Resources

The Kreitzberg Library serves all online students and faculty. You will have access to our library’s 100 online databases, 54,000 full-text electronic journals, and hundreds of thousands of e-books.

To help you succeed as an online learner, our dedicated distance learning librarian and reference staff members provide research assistance via email, phone, and chat. Our staff can also ship you books anywhere in the world from our circulating collection of over 140,000 titles, and provide journal articles not available online through our material request services.
Curriculum

Overview

The leadership program is made up of six, six-credit courses for a total of 36 credits. Each course is approximately 11 weeks in length. It is designed so you can complete the coursework in as few as 18 months. The program ends with a one-week residency and graduation ceremony at Norwich University in June. We offer four start dates per year: March, June, September, and December.

The program examines the context of today’s and past leaders and their leadership styles, along with conceptual and theoretical aspects of leadership. Upon completion of the core courses, students can choose to specialize in one of four prominent areas of leadership. Each course delivers information and inspiration to prompt real change and growth as you become highly introspective about your own leadership style and potential. The critical elements of leadership are outlined in a simple formula for success — study what has worked for past and current leaders, apply what you have learned to your area of work, and integrate what works for you in your individual plan for leadership.

Throughout the program, students create a Leadership Development Portfolio in which they document the lessons covered in each course and reflect on their personal leadership strengths, weaknesses, and goals. Faculty members regularly review students' portfolios to provide individualized feedback on their progress and guidance on their career aspirations.

Concentration Courses

Organizational Leadership
- Strategic Communication and Information Leadership
- Strategic Organizational Behavior
- Strategic Organizational Leadership & Developing a Learning Organization

Human Resources Leadership
- Human Resource Leadership
- Leveraging Human Capacity for Strategic Results
- Capstone Studies

Leading Change Management Consulting
- Change Management Consulting
- Implementing Organizational Change
- Capstone Studies

Public Sector/Government/Military Leadership
- Theories and Innovative Practices of Public Sector/Government/Military Leadership
- Influence in the Public Sector/Government/Military
- Capstone Studies
Integrating leadership theory, analysis, and practice, our program curriculum provides students with a multidisciplinary framework for understanding their leadership skills as well as various opportunities to practice them. Students examine key concepts such as organizational behavior, human capital management, strategic communication, change management, and emotional intelligence through case studies and workplace-based projects. Class discussions also serve as a dynamic forum for students and faculty to learn from each other’s work experiences.

Because all of our courses are taught online, there are no geographic limitations to Norwich finding the best, most qualified faculty to teach them. In fact, like our students, many of our instructors offer an international perspective as they have lived, or are currently living, outside of the U.S. This adds a great depth of perspective to discussions and contributes to the understanding of complex, global issues that impact concepts studied in all of our programs.

**Superb Teacher-Practitioners**

Norwich faculty members embody the spirit of thinking and doing that has always informed Norwich’s academic model. Combining extensive academic and research credentials with career experience in the subjects they teach, our faculty members bring vast knowledge and real-world insight into the virtual classroom. They include nationally renowned subject-matter experts, published authors and researchers, high-ranking retired military officers, and accomplished professionals in various industries and sectors.

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**The Norwich Advantage**

**Unique Blend of Theory and Practicality**

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Annabelle Ridge, Alumna

“When we think about organizational change from a theoretical perspective it sounds so easy. But it was really through the coursework that I learned how to apply that theory to organizational changes within the role I have with my company. Doing those things in parallel, the theory and the application, has helped me understand why I might take one path versus another or why I might look at it in a different light entirely.”

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**Director of Strategy and Global Relations, Microsoft**
For leaders who are driven to serve.

Leading change takes commitment, compassion, and the skills and knowledge needed to inspire and motivate. Norwich University channels your motivation to serve into a strong ability to lead within your organization and community.

The Norwich Advantage

The pace of each course is designed with busy schedules in mind

Through our flexible online platform, you can access program content and contribute to class discussions on your own schedule and at your own pace each week. This format gives you extra time to contemplate questions and compose well-thought-out responses. Small classes and students from diverse professional and cultural backgrounds foster in-depth discussions and unique perspectives.

Your learning community can become an invaluable network

You will progress through the program in small classes called cohorts. Small classes of 16 or fewer students encourage frequent student-student and student-faculty interactions, while a team of dedicated program staff provides students with additional support and guidance as needed. When students enroll at Norwich, they not only gain access to a dynamic learning community but also to an extensive career network of successful alumni from around the globe.

Career Preparation

A master's degree in leadership from Norwich can help you advance within your current workplace or gain the skills and confidence needed to pursue management-level positions in other organizations or sectors. Examples of leadership jobs held by our alumni include senior director of strategy and global operations for Microsoft, associate for Booz Allen Hamilton, spokesperson for the Department of Homeland Security, special advisor for the Canadian Defense Academy, chief learning officer for Omnicell, and quality manager for Johnson Controls.

Residency

The culmination of the 18 months of study is the one-week residency at the beautiful campus in the Green Mountains of Vermont. Residency is held in June of each year. During residency, students meet to permanently cement their relationships with their cohort and faculty, exchange ideas, create and foster professional networks, and immerse themselves in Norwich's campus and legacy.
Norwich seeks goal-oriented individuals who have high standards of personal ethics and have demonstrated excellence in their professional lives and academic studies.

Applicants should have a desire to make a positive contribution to their field. Selective admissions standards are intended to ensure that those admitted will have the greatest prospect of successfully completing the program and contributing to the field.

Choosing a school to pursue your Master of Science in Leadership is a major decision. We invite you to contact our Advisors, who are available to guide you in your decision-making and provide as much information and assistance as you need.

**Admission Criteria**

- A bachelor’s degree from a regionally or nationally accredited institution or an equivalent degree from a foreign institution, as evaluated by WES, IERF, Span Tran, or CED
- The GRE/GMAT is not required to apply
- If English is not your first language, proof of English language proficiency is required. This can be demonstrated in one of two ways:
  - **TOEFL** - a minimum score of 550 (paper-based test) or 80 (internet-based test) is required.
  - **IELTS** - a minimum composite score of 6.5 is required.

**Application Process**

Call an Admissions Advisor to begin the application process and submit the following items:

- Application form
- Resume
- Official transcript from undergraduate degree-granting institution
- Letter of intent
- One letter of recommendation (professional or academic)
- Proof of English language proficiency TOEFL, if applicable

**Financial Aid Information**

Financing your graduate school education can be a daunting task if you are unfamiliar with the process, timeline, expectations, and options. Norwich University wants to make this process a smooth journey for you.

To speak with one of our Admissions Advisors about financial aid:
- Call 1-877-348-8153 or Email info@online.norwich.edu
- Visit https://online.norwich.edu for more information.
Master of Science in Leadership *Online*

About Norwich University

Founded in 1819, Norwich University is a small, private, not-for-profit university in Vermont that offers professional and liberal arts programs to military and civilian students. The College of Graduate and Continuing Studies builds upon nearly 200 years of Norwich University traditions while offering a variety of degree programs online in a rigorous academic environment. By enrolling in our Master of Science in Leadership program, you'll become part of a long tradition of public service education and leadership at Norwich, which goes all the way back to our founding as the nation’s first private military college.

Norwich University is accredited by the New England Commission of Higher Education (formerly the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc.).

Recognized for academic excellence, *U.S. News & World Report* ranks Norwich University in the top 100 for Regional Universities in the North. Rankings are based on undergraduate programs.

Recognized as offering the Best Value with respect to high academic quality and low net cost of attendance, *U.S. News & World Report* ranks Norwich University in the top Regional Universities in the North. Rankings are based on undergraduate programs and on students who received the average level of need-based financial aid.

College of Graduate and Continuing Studies

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Visit our online master’s programs at online.norwich.edu:

- Master of Arts in Diplomacy
- Master of Arts in History
- Master of Arts in International Relations
- Master of Arts in Military History
- Master of Arts in Strategic Studies
- Master of Business Administration
- Master of Civil Engineering
- Master of Public Administration
- Master of Science in Criminal Justice
- Master of Science in Information Security & Assurance
- Master of Science in Leadership
- Master of Science in Nursing

Student Consumer Information – [http://www.norwich.edu/consumer](http://www.norwich.edu/consumer)