



ACADEMIC CATALOG

2016-17



Lake Forest

Graduate School of Management
BROAD THINKERS | STRONG LEADERS

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LFGSM Directory

ACADEMICS		
Bryan J. Watkins, EdD Vice President and Chief Academic Officer	bwatkins@lfgsm.edu	847-574-5270
Cheryl Boncuore, PhD Dean of Faculty and Degree Programs	cboncuore@lfgsm.edu	847-574-5159
Registrar	registrar@lfgsm.edu	847-574-5208
LFGSM 24/7 Online Support Center Support.lfgsm.edu	lfgsm@edusupportcenter.com	866-471-4249
ADMISSIONS	AskAdmiss@lfgsm.edu	847-574-5240
STUDENT ACCOUNTS	StudentAccounts@lfgsm.edu	847-574-5228
FINANCIAL AID OFFICE	FinAid@lfgsm.edu	847-574-5264
STUDENT SERVICES		847-574-5158
Student Services	studentservices@lfgsm.edu	
Tutoring	tutor@lfgsm.edu	
Career Management	careerservices@lfgsm.edu	

Academic Calendar for 2016-2017



Weeknight classes at Lake Forest and Schaumburg meet on Monday, Tuesday, Wednesday or Thursday from 6:30 - 10:00 p.m.

Saturday morning classes at Lake Forest meet from 8:30 a.m. - 12:00 p.m.

Weeknight classes at Allstate meet from 5:30 - 9:00 p.m.

Weeknight classes at HCSC meet from 4:30 - 8:00 p.m.

Online courses begin their weekly sessions on Monday and end on Saturday at 11:59 pm Central Time.

Important Contact Information

General Information

847-234-5005

Admissions

admissions@lfgsm.edu

Sue Sternberg

847-574-5240

Student Services

studentservices@lfgsm.edu

Currie Gasche, 847-574-5158

Registrar/Academic Records

registrar@lfgsm.edu

Chris Perlstrom

847-574-5208

Diana Booth

847-574-5152

Financial Aid

finaid@lfgsm.edu

Rebecca Kim

847-574-5264

Student Accounts

studentaccounts@lfgsm.edu

AJ Rodino

847-574-5228

LFGSM facilities will be closed on the following dates:

July 4, 2016

September 5, 2016

November 24, 2016

November 26, 2016

May 29, 2017

Instructors will make alternate arrangements for courses scheduled on these days.

Classes are offered at:

Lake Forest
Conway Park
1905 W. Field Court
Lake Forest, IL 60045
847-234-5005

Schaumburg
1300 E. Woodfield Road
Suite 600
Schaumburg, IL 60173
847-234-5005

Online
my.LFGSM.edu

Corporate-sponsored
MBA classes meet at
designated locations.

For more information visit www.lakeforestmba.edu



Lake Forest
Graduate School of Management



Greetings,

As you browse through our Academic Catalog, or use it to acquire specific information, you will quickly note that a clear philosophy is evident in every facet of Lake Forest Graduate School of Management. Whether you have had an opportunity to dialogue with our Business Leader Faculty, collaborate with our students, or network with our alumni, it is obvious that at the very core of Lake Forest Graduate School of Management lies one firm belief – as we create Broad Thinkers we are also creating Strong Leaders. This remains as the foundation upon which our educational teaching and learning community is built.

As you continue to frame and reframe your educational goals, I trust that the insights and information provided on the following pages will assist you in formulating your own plan of action and navigating your own course toward completing your graduate business leadership education. We at Lake Forest Graduate School of Management stand ready to assist, and we wish you continued success!

Respectfully I remain,

A handwritten signature in black ink that reads "Bryan J. Watkins". The signature is fluid and cursive, with a long horizontal line extending from the end.

Bryan J. Watkins, Ed.D.

Vice President and Chief Academic Officer

About Lake Forest Graduate School of Management

Philosophy and Mission Statement

Welcome to Lake Forest Graduate School of Management (LFGSM), a community of successful business professionals highly motivated to advance careers and improve organizations through lifelong graduate business education. If your professional goals include advancing, transitioning or launching your career through a richer understanding of the key areas of business and leadership, consider the benefits of joining our business community and earning an LFGSM graduate degree or Graduate Leadership Certificate.

LFGSM's Mission, Vision, and Edge

Our Mission

We are an independent, not-for-profit, accredited business management education enterprise dedicated to improving the competence, confidence, and ability of working professionals and organizations to make significant business contributions that lead to outstanding and measurable results.

Our Vision

To be an unparalleled community of business professionals that creates and captures value by providing affordable, accessible and accountable business management education solutions that address emerging business challenges.

Our Edge

We distinguish ourselves by delivering collaborative degree and non-degree business management education that is contemporary in content, relevant to the workplace, led by proven business leaders, and designed and facilitated for business impact. For our students, the LFGSM edge is our Leadership Learning™ Learning and

Teaching Philosophy and the Leadership Learning model, unique learning approaches expressly designed to ensure that our students master management competencies, apply that mastery immediately to real business problems, and achieve business impact.

History of Lake Forest Graduate School of Management

The post-World War II economy was growing rapidly. While seasoned people were available, they lacked the breadth of experience necessary to qualify them for increasing responsibility. To meet the challenge, three leading Illinois companies – Abbott Laboratories, Fansteel Metallurgical Corporation, and Johns-Manville Products Corporation – joined with Lake Forest College in 1946 to form the Lake Forest College Industrial Management Institute (IMI). IMI provided practical, applicable management knowledge and experience to help managers meet rapidly changing business needs.

IMI soon evolved into Lake Forest Graduate School of Management. In the 1960s, LFGSM became the independent, non-profit graduate school of management that it is today. In 1978, the Higher Learning Commission (HLC) accepted LFGSM for accreditation. A year later, the Illinois Board of Higher Education (IBHE) recognized LFGSM as a Master of Business Administration (MBA) - granting institution. In 2006, HLC accepted LFGSM into the Academic Quality Improvement Program (AQIP), a quality-based program for continued accreditation that promotes excellence through continuous improvement.

Who We Are

Lake Forest Graduate School of Management is a collaborative learning community dedicated solely to the advancement of business leadership competencies for business professionals. Our community comprises business-professional students, alumni, volunteers, Business Leader Faculty[®], and donors, as well as some of the largest and most successful corporations in the Chicagoland area. We are committed to supporting lifelong learning, business leadership, and measurable career and business impact. Our unique collaborative community identifies emerging business trends and challenges, creates and supports broad leadership competencies, instills emotional connections, builds relationships and networks, encourages discovery, and contributes to professional leadership advancement for all members. Our alumni, Business Leader Faculty[®], and Board members hold key positions at leading companies. Volunteer alumni mentors support students with the type of feedback and guidance that can only come from someone who has walked in their shoes. Finally, LFGSM's leadership team is comprised of seasoned business and education leaders who bring extensive, hands-on experience to everything we do.

LFGSM has grown to be one of the largest graduate management programs in the Midwest. Today, our graduate degrees are specifically designed for accomplished professionals who want to develop strong leadership skills and a broader perspective of critical business functions in order to advance their careers.

Our Corporate Learning Solutions (CLS) group is committed to providing high quality, non-degree business management education. CLS derives a portion of its content, faculty, and course delivery from the graduate degree programs. Equally important, the insight that CLS gains into emerging business trends contributes to the continuous updating of the graduate degree program curriculum.

What We Teach

Our practical experiential programs leverage the deep insights of our faculty and employ research-based adult learning principles. Beyond learning contemporary business concepts, theories and practices, our students develop critical thinking and leadership skills, which result in advanced business acumen and more sophisticated executive decision-making capabilities. Students who are less experienced develop and practice the necessary business acumen and decision-making capabilities to fast-forward their careers. This results in business professionals who can make significantly measurable positive contributions to their careers, their organizations, and their communities.

LFGSM continually works to improve the quality, relevance, and depth of our graduate-level business leadership degree programs. We are committed to designing the learning approach and assessments to gain the desired

business impact. We work with the business community and maintain a dynamic dialogue with business leaders to continually reinforce our connection to the stakeholders we serve. These strong, reciprocal relationships are extremely important to the continued value of LFGSM graduate degree programs and Corporate Learning Solutions. Through indirect and direct assessments of measurable learning outcomes and subsequent analysis of assessment data, faculty members and the administration help the School and its students continually improve.

We continually seek out the most current business thinking and experiential educational elements to integrate into our course content and delivery. Our mission requires us to ensure that our graduates properly apply their learning for business impact. Our belief that “Broad Thinkers Make Strong Leaders” and our emphasis on the four program competencies “Know Yourself, Understand the Business, Relate to People, and Deliver Results” thread through all degree programs and course goals.

Leadership Learning™: The LFGSM Learning and Teaching Philosophy

The LFGSM Leadership Learning approach provides innovative, affordable, and accessible business leadership education solutions that address emerging business challenges and get measurable business results. The learning environment — whether in the classroom or online — is about experience, providing a practical approach to business leadership education that enables students to “learn it today, use it today.” Graduate degree and Certificate Programs are based in business competencies, are action-focused, and use a variety of experiential learning methods that are directly linked to the capabilities companies need to face the dynamic complexities of today’s business environment.

The activities, materials, and learning technologies used at LFGSM mirror the business world. We encourage students to be forward thinking, take ownership of their learning experience, practice what they learn and engage in active participation as individuals and in teams. The goal is to provide opportunities for students to apply their insights directly and immediately, supporting their ability to utilize relevant concepts and tools while using technology that is present in the business environment.

Facilitated discussion, case studies, computer simulations and exercises, role-play, and team projects and presentations help students apply face-to-face and online learning to current workplace projects to achieve business impact. Students build skills and confidence while developing a greater understanding of the relationships among disciplines.

LFGSM believes that effective business education occurs when Business Leader Faculty® interact with business professional students in a manner that incorporates research-based, best-practice teaching techniques and technologies. Accordingly, LFGSM’s instructional design principles are experiential, that is, they are structured to allow maximum opportunities for students to learn by doing. This approach involves concise and relevant “lecturettes”, effective use of technology, and structured opportunities that allow students to practice, review, and learn from others. It also provides students the opportunity to integrate skills by applying them to both simulated and real business situations.

Our Business Leader Faculty®

LFGSM faculty members are experienced business professionals leading courses within their contemporary subject matter expertise. As a group, they demonstrate a deep understanding of emerging business trends and technologies along with a student-centered passion for developing business leaders. Faculty members demonstrate their business credentials and contemporary subject matter expertise by participating in the business community, including the digital community, and by participating in LFGSM faculty development activities and other LFGSM community events.

Today, a key point in our differentiation – and an important component in the delivery of our business management education – is our faculty. We prefer a part-time faculty comprised of business professionals because of the value of their real-life experiences. This experiential approach helps our students directly relate

class material to actual business situations and quickly transfer learning to their workplace. Faculty members bring a high level of strategic perspective honed from years of work experience, a facilitative style leveraged by educational technology, and a passion to develop their students' business and leadership competencies. Their active participation in business provides an understanding of the evolving needs and complexities of today's organizations. This differs significantly from traditional programs that tend to rely on tenured professors and business theory as the primary components of their program delivery.

Working together, engaging the students using the Learning and Teaching Philosophy, and being lifelong learners themselves energizes our faculty members to stimulate students' intellectual growth. LFGSM recognizes the vital role that the faculty members play in our community, and is committed to continuously developing their skills as effective teachers of business professionals. Faculty are business professionals serving business professionals. They are actively engaged in our learning community by teaching in both degree and non-degree programs, guest lecturing, and developing curriculum. Faculty members serve as subject matter experts, instructional designers, and course facilitators to develop and deliver curricula that address the critical skills that students will find essential to advance their careers. The role of the faculty is to facilitate the learning process by bringing in relevant and contemporary examples drawn from their own experience. They provide invaluable guidance and feedback, helping learners to tie their readings and experiences to key business concepts.

Our Students

Students value our close ties to the business community. This is one of the primary reasons students choose our graduate leadership programs. LFGSM students are typically "functional experts" — working professionals with a specific area of deep business expertise and a strong desire to advance their careers through graduate-level leadership education. These functional experts include research scientists, engineers, sales and marketing professionals, IT professionals, and human resource specialists looking to broaden their business knowledge and perspective.

Most LFGSM students have substantial workplace responsibilities and, in many cases, significant family and community obligations. These students find that LFGSM specifically tailors course delivery in a flexible format to balance the difficult and often competing demands of graduate education, business travel, and community and family responsibilities.

LFGSM students become part of a larger community of business professionals that provides valuable guidance and support throughout the program and after graduation. Student intimacy is an integral part of our culture and how we do business.

Learning Delivery Models

Face-to-Face (With Web Support)

All LFGSM courses have a strong Web support component designed to enhance the classroom experience. Web support acts not only as a repository of course materials, but also provides access to other School and course resources. It facilitates the following:

- In-class discussions continue beyond the physical class session.
- Students can work collaboratively outside of class.
- Instructors can include supplemental resources and links for students.
- Instructors can share current and emerging trends through the web support available for each course.

Hybrid

The Hybrid delivery model combines in-class sessions with virtual sessions. Using the Learning Management System (LMS) and other technology tools, engaging and interactive synchronous and asynchronous sessions become a significant part of the course. Students use the virtual classroom to participate in discussions,

simulations, and other activities that support the learning outcomes of the course.

Online

Students in online courses do not meet face-to-face. These courses are delivered through the Learning Management System (LMS) and other technology tools. Each course provides engaging and interactive synchronous and asynchronous activities that encourage discussion and interaction among students, with a high degree of involvement and feedback from the instructor. All online courses require students to become part of an active learning community, with the opportunity to take part virtually in classroom location or campus activities.

Accelerated

Accelerated courses are full credit graduate degree courses offered in a condensed timeframe. These courses require students to attend sessions over several days or a few weeks, rather than a full term. The course goals and objectives remain the same, as does the workload. Accelerated courses require a significant time commitment in a short time period.

Core Competencies

At LFGSM, both the curriculum and approach to teaching are grounded in Leadership Learning. In the business environment, professionals must be ready not only to adapt to change, but also to lead change. This requires a well-rounded, agile business leader whose perspective goes beyond a single department or functional area to encompass a greater understanding of the organization's overall strategies and goals. The four main competencies and fifteen sub-competencies below define these core traits of leadership and provide the roadmap for learning in the LFGSM graduate degree programs.



Student Services

LFGSM Student Services provides the resources, guidance and services to help all students achieve their professional and academic goals. As busy working professionals, students will be better equipped to leverage their graduate degree experience through these co-curricular opportunities. Key features include:

Networking and Community Access. Students have access to a strong network of accomplished professionals. Students have the opportunity to participate in regular networking events, access to powerful social networks, and the tools and strategies for developing a “board of advisors” from among their classmates, faculty, and alumni colleagues.

Professional Development. To help students manage their careers, we offer:

- No-cost online career planning and job-search resources, powered by CareerBeam
- Private job board for students in transition, and for hiring managers to source LFGSM talent
- Workshops, webinars and networking events designed to enhance career management skills
- Personalized coaching for CareerBeam users and event attendees who require additional, one-on-one support

With the accelerated rate of change in organizations, professionals need to assume new roles quickly and confidently. While the school does not offer job placement, it is our belief that with the above services and constant networking with like-minded professionals (classmates, alumni, faculty, and staff), opportunities present themselves to motivated students.

Leadership Exchange. Students seeking guidance on specific, work-related business issues may request a one-on-one consultation with participating Business Leader Faculty®. Sessions can be held virtually or in-person and will be limited to 90 minutes. A student may request up to two sessions at no fee.

Mentoring Program. Students may add a volunteer mentor to their personal advisory board. Mentors are successful professionals from our alumni ranks and our advisory boards.

Workshops and Events. Workshops, webinars and other events designed to supplement the curriculum help students sharpen their business acumen and career management skills.

Tutoring. With the variety of subjects built into the curriculum, some students seek assistance with topics outside their comfort zone. Tutors are available to work with students in their core courses, on areas such as accounting, Excel®, business writing, and more.

Admissions Policies and Entrance Requirements

Admissions Philosophy

At Lake Forest Graduate School of Management, the coursework is challenging but the experience of working with us is not. Our admissions process is streamlined and highly personalized and our Admissions team is available to assist you every step of the way.

LFGSM graduate degree programs offer a challenging and transformational learning experience for working professionals who want to become more effective leaders within their organizations and communities. We are looking for students with intellectual curiosity and personal qualities that will contribute to our learning community, and potential to succeed as a leader in a competitive business environment.

We evaluate candidates based on the following criteria:

- Leadership potential and professional experience
- Ability to contribute to the graduate degree program experience
- Intellectual ability and motivation
- Verbal and written communication skills

LFGSM is not currently accepting online students from Maryland or Massachusetts, unless part of an approved corporate degree location.

Graduate Degree Program Admissions Requirements

The following components are required to complete the admissions process:

1. Admissions Interview

The admissions interview is a critical step in the admissions process. By recommending the admissions interview as the first step in the admissions process, we encourage candidates to assess their fit with an LFGSM graduate degree program prior to completing their admissions documentation. The interview is helpful in assessing the candidate's professional and academic qualifications, in addition to qualities such as commitment, motivation, maturity, and professionalism. Interviews are tailored to the individual, and designed to learn more about the candidate in the context of a conversation. The interview is also used as a tool to stress the LFGSM collaborative learning environment and to help ensure a good institutional fit.

The Admissions Committee may request a second-level interview for candidates who show potential to succeed in a graduate degree program, but have an area of concern within their admissions file. The second-level interview is an additional conversation with the Senior Director of Admissions, Vice President and Chief Academic Officer, or a Senior Manager of Admissions. The second-level interview is intended to assess the area of concern within the candidate's file. The interview will also evaluate the candidate's overall ability to succeed in a graduate degree program.

Interviews may be conducted in person or virtually. After the interview, an Admissions Representative will help the candidate continue his/her application process. Candidates scheduling an interview should call an Admissions Manager toll-free at 800-890-7340 or e-mail the Admissions Office at AskAdmiss@lfgsm.edu.

2. Current Résumé or Robust LinkedIn Profile

LFGSM is looking for candidates who can demonstrate their potential as a leader. We prefer candidates with a minimum of two years of professional work experience that includes managing people, processes, and/or projects. A candidate's work background should demonstrate an ability to

contribute effectively to an interactive classroom environment. Students who already have a framework of experience against which to apply their education, and who understand workplace issues, generally get more out of the LFGSM graduate degree program and contribute more to class discussions and team projects. More important than length of experience is the quality of a candidate's accomplishments and career progression.

3. Professional Letter of Recommendation

The Admissions Committee requires one online recommendation from a professional supervisor or coworker who is familiar with the candidate's work. A recommendation from a candidate's direct manager is preferred. Other useful sources of recommendations are a candidate's clients or former employers. Recommenders should be individuals who are able to give specific information about professional capabilities and accomplishments. The Letter of Recommendation form can be completed electronically and is available at my.LFGSM.edu/ICS/Admissions/, or an e-mail version can be requested by contacting the Admissions Office.

4. Official Academic Transcripts

Candidates who are graduates from U.S. institutions must submit an official written or electronic copy of their transcripts. LFGSM requires official transcripts or proof of an earned undergraduate or graduate degree from an institution accredited by a U.S. regional accrediting agency. Candidates who transferred in more than 30 hours of credit from a single institution to their degree-granting institution must also submit transcripts from other contributing institutions unless these grades are indicated on the degree-conferring transcript.

For Non-U.S. Degree Holders

Candidates may submit their mark sheets and diploma to the Admissions Department for evaluation by LFGSM. If LFGSM is unable to make a degree equivalency evaluation, a third-party transcript evaluation is required. Degree equivalency evaluations must be approved by the Vice President and Chief Academic Officer.

Candidates who are asked to submit a third-party transcript evaluation must submit an acceptable third party transcript evaluation from a firm affiliated with one of the following organizations:

1. American Association of Collegiate Registrars and Admissions Officers, International Education Services (AACRAO-IES) at www.aacrao.org; or
2. Members of the Association of International Credential Evaluators, Inc. (AICE). A current membership listing can be found at www.aice-eval.org; or
3. Members of the National Association of Credential Evaluation Services (NACES). A current membership listing can be found at www.naces.org.

For candidates who already have a third-party transcript evaluation completed, LFGSM will review these instances on a case-by-case basis and determine if the transcript evaluator has credentials similar to the organizations listed above. If so, the evaluation is acceptable to LFGSM. If not, the graduate degree program candidate must have their degree evaluated by LFGSM or by a firm that is affiliated with one of the organizations listed above.

Degrees from accredited institutions in the UK, Australia and Canada may not require a third party evaluation. Candidates with a three-year international degree from an accredited institution will be considered on a case-by-case basis. Please contact an Admissions Representative with any questions about third-party evaluations at 847-574-5240.

5. Online Application

Candidates are required to complete the online application form, which includes the submission of background information, contact information (mailing address, phone number, and e-mail address), biographical information, and academic degrees earned. Candidates can apply online at www.lakeforestmba.edu/apply.

6. Written Personal Statement

Personal statements help the Admissions Committee learn more about our candidates and their motivation behind seeking a graduate degree. Resumes and transcripts give the Committee insight into professional and academic accomplishments. The personal statement should provide insight into the individual seeking to become an active member of the Lake Forest MBA learning community. The personal statement also serves as a writing sample, and is evaluated for expression and clarity of ideas. In accordance with LFGSM's writing guidelines, the personal statement should be free of fundamental errors in format, spelling, punctuation, and grammar. Writing prompts for the personal statement can be found on the online application.

Non-Degree Seeking Candidates

A non-degree seeking candidate is a person who wishes to take graduate degree courses but does not intend to earn a graduate degree. A non-degree seeking candidate may take a maximum of four courses (12 semester credit hours). Non-degree seeking candidates who wish to enroll in more than four courses must satisfy all LFGSM graduate degree program admissions requirements and be accepted to one of the graduate degree programs. Appropriate courses taken for credit may apply toward completing a degree for non-degree seeking students who are admitted to a degree program within one year of completing the non-degree seeking courses. Successful completion of non-degree seeking coursework does not guarantee admission to a graduate degree program. A non-degree seeking student whose application to a degree program is denied may not enroll in further courses or continue as a non-degree seeking student.

Students who intend to complete a Leadership MBA Certificate, but not the MBA degree, are considered non-degree seeking.

Non-degree seeking candidates are required to meet the same admissions standards as degree seeking students, and must fulfill all course prerequisites or receive approval from the Dean of Faculty and Degree Programs or the Vice President and Chief Academic Officer. Non-degree seeking students are not eligible for financial aid. Non-degree seeking students may participate in the Global Focus course with permission of the Dean of Faculty and Degree Programs or the Vice President and Chief Academic Officer.

Non-degree seeking candidates must fulfill the following eligibility and admissions requirements:

Eligibility Requirements

- Meet work experience requirements
- U.S. Bachelor's degree or equivalent

Admissions Requirements

- Admissions interview
- Résumé or robust/detailed LinkedIn profile
- Application
- Personal Statement
- Official transcripts from institution granting highest earned degree

Acceptance and Notification

When the admissions file is complete, the Admissions Committee will evaluate the candidate's credentials. Notification of the Admissions Committee's decision occurs within one to two weeks after all of the admissions requirements are received. All candidates receive notification via preferred e-mail address and U.S. Mail. Upon acceptance, to guarantee a place in a graduate degree program, an enrollment confirmation form and a non-refundable \$100 enrollment deposit is required. The \$100 deposit will be applied to the student's first tuition bill. Candidates who do not start a graduate degree program within one year of acceptance must re-apply for admission under admissions policies in effect at the time of re-application.

Application Fee

A \$75 application fee is required at the time of application. If paying by check or money order, please send payment to the Lake Forest campus Admissions office. All payments should be made payable to Lake Forest Graduate School of Management. Electronic payments may be made when applying online. This fee is not refundable.

Admissions Application Deadline

The admissions application deadline varies for each academic term. For additional details, please contact the Admissions office at 847-574-5240.

An Equal Opportunity Enterprise

Lake Forest Graduate School of Management selects students, faculty, and staff without regard to race, color, gender, religion, veteran status, marital status, national origin, age, disability, or any other legally protected characteristic. However, the School reserves the right to reject any candidate who does not fully meet our admissions requirements.

Academic Policies

Academic Credit Hour Policy

Lake Forest Graduate School of Management assigns and awards credit hours that conform to commonly accepted practices in higher education. The school employs the Federal Credit Hour Definition in the assignment and awarding of credit hours as stated in the following policy:

At LFGSM, a credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally-established equivalency that reasonably approximates not less than:

- One hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester.
- At least an equivalent amount of work as required in paragraph (1) of this definition for other activities as established by an institution, including laboratory work, internships, practica, studio work, and other academic work leading toward to the award of credit hours.

Two eight-week terms are considered one semester, resulting in three semesters with six terms over one academic year.

For traditional lecture-discussion and seminar courses, a one credit hour class meets 50 minutes per week over the course of the semester. All definitions and standards apply equally to courses offered both on and off campus. For more information, please contact the Registrar.

Short term courses

Half-semester courses (eight-week term), summer session courses, and other courses offered over a different period of time will require the same amount of classroom and out of class work per credit hour as required of semester-long courses with that work distributed over the shorter period of time.

Research Assistants and Internships

These roles require at least one full-time five-day week of professional practice or the equivalent over a longer period for one credit hour.

Workshops and Contract Courses

Credit bearing courses offered for special student populations by special arrangement will meet regular academic credit hour standards.

Independent Study

Independent Study will represent a minimum of three hours of student work per week throughout the course of the semester or the equivalent work distributed over a different period.

Distance Education, Internet and Hybrid (Blended) Courses

Credit hour policy is consistent with the standards of courses offered through face-to-face instruction, although some or all of content and faculty-student interaction occurs through one or more forms of distance education.

Transfer Credit

Transfer of semester credit hours from other accredited graduate programs may be accepted, pending approval by the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer. Transfer of credit from other accredited graduate programs must be determined upon entry to LFGSM. See each graduate degree program description for the maximum number of semester credit hours allowable for Transfer Credit.

Transfer credit hours must be equivalent in content to those of LFGSM, and will have been completed with a grade of “B” or better in order to qualify. Courses taken on a Pass/Fail basis are not transferable. The student is responsible for providing detailed documentation of course content, syllabus, official transcript, and other pertinent data that reflects the course when it was taken. Transfer credits are not considered in computing a student’s grade point average.

Current students are not permitted to take graduate courses at any other institution for transfer without prior approval from the Dean of Faculty and Degree Programs or the Vice President and Chief Academic Officer. Students should contact the Registrar’s Office to inquire about transfer eligibility.

Course Waiver for Credit

Students may demonstrate their competence in areas where they meet the learning outcomes of a specific course. The Dean of Faculty and Degree Programs or the Vice President and Chief Academic Officer may grant a course waiver with credit to a student who satisfies the School’s criteria for competence in a subject, with concurrence of the appropriate course faculty. Students can apply for course waivers for up to two courses. Course waiver applications must be made during the first 12 months of the student’s graduate degree program. A Course Waiver processing fee of \$300 will be charged per successful waiver request to cover the costs of documentation review. No course waivers will be granted for Capstone courses in any graduate degree program.

The student has the responsibility for initiating a course waiver petition and providing the necessary documentation of the equivalent competency. A Course Waiver for Credit petition includes presenting relevant professional work experience or certifications that demonstrate the competency acquired or academic background documentation (course descriptions from the previous school at the time of enrollment, as well as course work that addresses the course learning outcomes of the course to be waived). Petitions and documentation should be submitted to the Registrar for evaluation.

Students cannot seek a course waiver for a course in which they are currently enrolled once the term has started, or seek a retroactive waiver for courses already completed. Final decision on all Course Waiver petitions rests with the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer.

Credit for Prior Learning

Under certain circumstances, LFGSM will consider granting credit for prior learning acquired through approved corporate training experiences.

Changing Degree Programs

Students may apply to change from one graduate degree program to another by submitting the Degree Program Change Petition. Students must satisfy admission requirements for the new degree program at the time of application to the new program. Acceptance into and/or successful completion of one degree program does not guarantee admission to another program. Appropriate courses taken for credit in one LFGSM graduate degree program may apply toward completing another LFGSM graduate degree program. Students may not enroll in more than one degree program concurrently.

There are no fixed rules regarding granting credit for previously completed coursework at LFGSM toward the new degree program requirements. A case-by-case review of the student’s prior academic record will be done to determine whether credit can be granted for previously completed coursework at LFGSM. Factors

considered during the academic record review include, but are not limited to: length of time since the coursework was completed, grade earned in the course, and curriculum changes that may have occurred since coursework was completed. Required courses with grades below B for the student's first degree program are not eligible for credit toward the new degree program requirements. Courses completed for the first degree program that are not required for the new degree program are not eligible for course waiver.

Grade point average (GPA) is restarted if a student changes from one degree program to another.

Grading System

Student Learning Assessment

LFGSM is committed to the objective assessment of student learning outcomes, the determination of students' application of their mastery of competencies to business problems, and the resulting business impact of that learning application. This commitment is manifested in embedded direct and indirect measures of student learning and the designation of certain courses as Pass/Fail.

Grading Scale

Lake Forest Graduate School of Management uses a numeric grading system for core graduate degree courses. An authentic assessment grading system for elective courses results in a Pass/Fail grade. Academic performance is evaluated using the full range of grades A through F. Plus and minus modifiers are used at the instructor's discretion; however, grades of A+, F+, and F- are not used. Students receive the grades they earn, without regard to tuition reimbursement or other grade point average minimum requirements.

Grade to Grade Point Average (GPA) Comparison	
Letter Grade	GPA Value
A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C-	1.70
D+	1.30
D	1.00
D-	0.70
F	0.00

Authentic Assessment: Elective Grading for 2016-2017

For the 2016-2017 Academic Year, students in graduate degree program elective courses are awarded a Pass/Fail grade using the LFGSM authentic assessment model.

Rather than earn a letter grade, which gives limited information, students either pass or fail a course and receive narrative information linked to the course goals. This end of course assessment is part of an overall feedback process. Students will have a clear understanding of what course goals they met, where they exceeded those goals, and where they need improvement. Feedback at the midpoint and end of a course will be developmental, with examples of what a student needs to accomplish to achieve particular competencies.

To determine which courses are included in Authentic Assessment, students should check their schedule on the student portal, my.LFGSM.edu. The column "Grade Type" will indicate if the elective course is designed as Pass/Fail.

Some companies require a letter grade to reimburse employees' tuition. A grade of *Pass* in a graduate level course is equivalent to a B or better. Students needing a letter describing this policy can obtain one from the Registrar's Office.

2017-2018 Elective Grading Change

Beginning July 1, 2017, the authentic assessment model awarding a Pass/Fail grade will no longer be used. Students taking a graduate degree program elective course will be awarded a letter grade according to the Grading Scale.

Academic Designators

Designators	Description
AU	Audit
P	Pass
I	Incomplete
TR	Transfer Credit
CW	Course Waived
W	Withdrawal

Grade Point Average (GPA)

Student GPAs are calculated based on performance in courses applicable to the Program of enrollment. Cumulative grade point averages are calculated for all matriculated students at the conclusion of each term and are based on a 4.00 scale. The term "GPA" is a GPA for work completed in a given term only. Grades from transferred or waived courses are not included in GPA calculations. The grade point average is calculated only upon grades earned at Lake Forest Graduate School of Management. Grade point average is restarted if a student changes from one degree program to another.

Computation of GPA

The GPA for graduation is computed by dividing the total number of quality points by the total number of credit hours attempted. Quality points are determined by multiplying the GPA value earned by the number of hours attempted. A grade of “pass” is printed on the permanent record as a “P” and does not count in the quarterly or cumulative GPA, but does count as credits earned toward graduation. To graduate, students must complete all courses with a total grade point average of 2.70 or better, with no more than one grade of D+ or lower. A failed course must be repeated with a passing grade.

Repeated Courses

Students are permitted to repeat courses in order to improve their GPAs or to enhance their understanding of course material. All grades will appear on a student’s transcript; however, the highest grade earned will be used for computing the GPA.

Grade Period and Posting

Lake Forest Graduate School of Management operates on a term basis. The academic year consists of six terms. Each term is eight weeks in length and may have courses offered within the term in a short accelerated format. Grades are posted within one week of the final day of the term.

For all graduate degree programs and Certificate Programs, all grades are issued electronically. Grade cards may be printed via the Student Portal at my.LFGSM.edu.

Students who require an official grade card mailed by the School must contact the Registrar’s Office at 847-574-5208 or Registrar@lfgsm.edu.

Grade Appeal

To appeal a grade, students must follow the procedure listed below:

1. Within thirty days of the posting of the grade in question, the student must contact the instructor who issued the grade. The student has the right to a full explanation of how the grade was determined.
2. Within fourteen days of contacting the instructor, if the issue has not been resolved, the student may contact the Dean of Faculty and Degree Programs in writing. The Dean of Faculty and Degree Programs will confer with the instructor and review the situation.
3. The student will receive a written response to the grade appeal within fourteen days.
4. If the appeal is not resolved, the student’s final course of action is to write the Vice President and Chief Academic Officer.

Students may only appeal a grade if there has been a deviation from the instructor’s established, announced, or published grading procedures. The Vice President and Chief Academic Officer may initiate the review of a grade if the instructor’s grading practices indicate a serious question concerning the objective application of grading criteria.

Incomplete Grades

If 25% or less of a student’s required coursework has not been completed by the end of the term, the student may request or the instructor may issue a grade of Incomplete (I) prior to the end of the term. Incomplete grades are issued at the instructor’s discretion. The student is responsible for completing the unfinished work in a manner specified by the instructor. Upon posting the incomplete grade, an automatic e-mail is sent to the student and instructor with notification of due dates and student responsibility.

For an eight-week course, the incomplete coursework must be submitted within four weeks from the date the incomplete grade was recorded on the student’s record. For courses shorter than eight weeks, must be submitted within two weeks from the date the incomplete grade was recorded on the student’s record.

If the incomplete coursework is not completed within the specified timeframe, or if more than 25% of a student's required coursework has not been completed by the end of the term, the instructor will calculate the student's grade based on the work completed to date, with no credit given for the incomplete assignment(s). If the grade recorded is "F," no credit is given and the student must retake the course.

A student may have only one incomplete on his/her academic record at any time (two, if a student is taking two courses per term). Students on academic probation or provisional acceptance status must successfully complete each probationary course. Students on academic probation or provisional acceptance status receiving an incomplete grade will not be allowed to participate in the next course until the incomplete grade has been replaced with a grade.

Maximum Time to Completion

Students must successfully complete all graduate degree program or Certificate requirements within six years of their first enrollment. Degree-seeking and non-degree seeking students requiring more than six years to complete the degree program or Certificate must submit a petition to the Registrar. The Registrar, in conjunction with the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer, will evaluate the applicability of the content of those courses completed early in the student's program.

Academic Honors

The grade point average of each student graduating in June 2017 will be computed at the end of the Spring 2 Term, after all grades have been received. Academic honors will be conferred upon those graduates with a grade point average of 3.95 or above. All graduates with academic honors will be recognized at the Commencement ceremony.

The Hotchkiss Scholar Award

The Hotchkiss Scholar Award was established in 1984 in honor of Dr. Eugene Hotchkiss, President Emeritus of Lake Forest College and former member of the LFGSM Board of Directors. Hotchkiss Scholars are selected based on outstanding academic achievement, leadership ability, and a commitment to their community. The Hotchkiss Scholar designation is the highest honor that LFGSM confers on a graduating student.

The vision for the Hotchkiss Scholar Award is to encourage and celebrate LFGSM students who demonstrate LFGSM's four competencies: Know Yourself, Relate to People, Understand the Business, and Deliver Results.

Beginning in July 2016, LFGSM students in graduate degree programs who have a 3.95 or higher GPA by the end of the Fall Term of their graduating academic year are eligible to apply for the Hotchkiss Scholar Award. The Hotchkiss Scholar Application is due at the end of the Fall Term, and will be available on the student portal, my.LFGSM.edu. Completed applications should be sent to the Director of Student Services at studentservices@lfgsm.edu.

The Hotchkiss Scholar Review Committee will evaluate all applications and select a limited number of applicants, totaling no more than 10% of the eligible applicants. Hotchkiss Scholar recipients are expected to have a 3.95 GPA at the time of graduation and will be notified in June. Hotchkiss Scholars receive a Hotchkiss Scholar Medallion and are recognized at the Commencement ceremony.

2016-17 Hotchkiss Scholar Award Qualifications:

The Hotchkiss Scholar Candidates scheduled to graduate in June 2017 will be evaluated by a selection committee that will consider the following criteria:

- Cumulative GPA of 3.95 or higher
- Completed Hotchkiss Scholar Application, including a personal essay
- One Letter of Recommendation from a faculty member or supervisor
- Twenty hours of documented community service or business project (outside of the student's own

organization). Volunteering or Business Project must be approved by the Director of Student Services prior to beginning.

- Participation in the LFGSM Business Community through networking events, student groups, golf outing, Graduation, or Admissions Open Houses

Standard of Satisfactory Academic Progress (SAP) Policy

The Office of Financial Aid is required by federal and state regulations to monitor the academic progress of potential and current financial aid recipients. Financial aid applicants must comply with the Satisfactory Academic Progress (SAP) Policy as a condition of initial or continued eligibility. Please note: Even if a student has not currently applied for financial aid, or is not currently receiving aid, this policy applies and prior academic progress will be evaluated to determine eligibility for financial aid.

Satisfactory academic progress is measured both qualitatively and quantitatively. The qualitative measure requires maintaining a satisfactory grade point average. Students may complete a graduate degree program at their own pace, but the quantitative measure requires successful completion of a graduate degree program per Lake Forest Graduate School of Management's timeframe policy, described below.

Federal regulations require Lake Forest Graduate School of Management to establish and apply reasonable Standards of Satisfactory Academic Progress for the purpose of the receipt of financial assistance under the programs authorized by Title IV of the Higher Education Act. Students must maintain a minimum grade point average and complete a minimum number of credits each term enrolled. Failure to meet the requirements of satisfactory progress and academic good standing will result in the suspension of financial aid eligibility.

Two Components for Satisfactory Academic Progress:

Qualitative:

Students must maintain a minimum cumulative GPA of 2.70 or higher to remain in good academic standing. The Registrar's Office reviews student academic standings at the end of each term. The Financial Aid Office reviews student academic standings at each scheduled loan disbursement in a term.

Each student must complete all courses with a total grade point average of 2.70 or better with no more than one grade of D+ or lower on his/her academic record and may only be placed on Academic Probation one time. If a student is placed on Academic Probation for a second time, he/she will automatically be released from the graduate degree program and will not be eligible for reinstatement.

Quantitative:

Students must complete the graduate degree program in a timely manner.

Maximum Time Frame: The time limit for completing the graduate degree program is six years from the date of entry into the program. Students requiring more than six years to complete the coursework must submit a petition to the Registrar, who, in conjunction with the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer, will evaluate the applicability of the content of those courses completed early in the student's graduate degree program.

Academic Probation and Re-Admittance

Students who do not maintain a cumulative grade point average of at least 2.70 or who receive a grade of "D+" or lower in any course are automatically placed on academic probation.

Students placed on academic probation must achieve a cumulative grade point average of at least 2.70 upon the completion of the next six semester credit hours to be removed from probationary status. If a student remains on probationary status at the completion of the next six semester credit hours, the student will be released from the graduate degree program.

Immersion MBA students placed on academic probation must achieve a cumulative grade point average of at least 2.70 upon the completion of the next eight semester credit hours to be removed from probationary status. If a student remains on probationary status at the completion of the next eight semester credit hours, the student will be released from the program.

Students on academic probation must successfully complete each probationary course. Students on academic probation receiving an incomplete grade will not be allowed to participate in the next course until the incomplete grade has been replaced with a grade. Students must maintain a GPA of 2.70 or higher and are allowed only one grade below "C-" on their record to graduate.

Any student receiving federal financial aid and who is placed on academic probation is also placed on financial aid probation. The same academic requirements listed above must be met to qualify for financial aid. Financial Aid may be reinstated as soon as the student has been given approval to return to the graduate degree program.

Appeal of Academic Release

A student who has been released from the graduate degree program for academic reasons and wishes to be reinstated must petition the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer in writing. The petition should clearly state the compelling and extenuating circumstances that contributed to the poor academic performance, show how the circumstances have been overcome, and present a realistic plan for meeting the requirements to return to good academic standing. The Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer will review the petition and make a final decision. A student placed on academic probation for a second time will automatically be released from the graduate degree program and will not be eligible for reinstatement.

Academic Load

Two eight-week terms are considered one semester. Graduate degree program students typically take six semester credit hours per semester, except Immersion MBA students typically take eight semester hours per semester.

Attendance and Coursework Policy

Lake Forest Graduate School of Management regards regular face-to-face or online class attendance as vital to academic success. All students are expected to actively participate in academic activities, whether in the classroom or online. Consequently, attendance at all scheduled classes is expected and Lake Forest Graduate School of Management reserves the right to deal with individual cases of non-attendance at any time.

If a student does not attend the first two class sessions, or does not participate online for the first two weeks of the term, and does not respond to the School's e-mails or phone calls, the School reserves the right to remove the student from the course. The student will be charged for tuition according to the published Cancellation/Refund Policy.

Student Responsibilities for Face-to-Face Classes

Responsibility for class attendance, coursework and participation rests with the student.

1. Students must notify their instructor in advance of an unavoidable absence due to personal or business reasons, and are responsible for obtaining approval for make-up options with their instructor.
2. Students have the option to attend their missed face-to-face session in another face-to-face session (if available), at the same location or at a different location, or attend via web conference, with instructor approval and with no attendance or participation penalty. Web conference sessions may be used to make up missed face-to-face class sessions; however, students may not attend every class session of the term via web conference. Students using the web conference option for four class sessions or more must receive prior approval from the instructor and the Registrar's Office.
3. If the student does not attend an alternate face-to-face session or web conference, the student is responsible for completing missed work that is equivalent in content and rigor for class participation credit,

- if the instructor determines make-up work to be appropriate.
4. Students will receive the grade that they have earned based on their completion of required coursework, class participation and contribution. Participation in face-to-face courses is defined by the grading rubrics associated with the course.

Student Responsibilities for Online Classes

1. Attendance for online classes is monitored through tracking of student time in the course site, student submission of class assignments, participation in threaded discussions, and completion of quizzes and exams.
2. Students will receive the grade that they have earned based on their class participation and contribution. Participation in online courses is defined by the grading rubrics associated with the course.

Class Session Make-Up Work for Face-to-Face and Online Classes

If the instructor determines that make-up work for a missed class session is appropriate, the make-up work shall require the student to demonstrate substantially the same level of knowledge or competence expected of a student who attended the scheduled class session.

Tardiness

It is incumbent upon the instructor to take appropriate action in the event that a student is consistently tardy.

Temporary Leave of Absence/Program Exit Policy

With the amount of flexibility students have in the graduate degree programs, a leave of absence is infrequent. Before taking a leave of absence or exiting from a program, students are required to contact the Registrar to discuss scheduling options available to remain in the program. Notifying the instructor of stopping out of the class, taking a leave of absence, or exiting the program, is not sufficient.

Students must submit to the Registrar's Office a written request on a Leave of Absence/Exit Petition found on my.LFGSM.edu. The leave of absence or exit request is considered official when the Registrar's Office has received the Leave of Absence/Exit Petition Form. When a graduate degree program or non-degree seeking student's Leave of Absence/Exit Petition is received by the Registrar's Office, tuition credit or refund will be made, following the Cancellation/Refund Policy.

Administrators of Title IV (Stafford) and VA program loans under which a student may be receiving funds will be immediately notified of any and all leaves of absence and/or exits from the Program.

Re-enrolling: Students may re-enter the Program in any term depending on availability of classes, prerequisites, and class size. Students who have not taken a class in the graduate degree program for six consecutive terms or more will follow the graduation requirements in effect at the time of the student's re-entry to a graduate degree program. A student who wishes to re-enroll must contact the Registrar's Office, and may be required to meet with Student Services and/or the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer to discuss a plan for success in the program.

Student Records

Permanent student records are maintained, including admissions information, academic transcripts, and other relevant information. Students may review the content of their files by notifying the Registrar in writing. All materials submitted in support of students' applications become the property of Lake Forest Graduate School of Management, including transcripts from other institutions, letters of recommendation and related documents.

Student Conduct

Lake Forest Graduate School of Management is a business community consisting of students, alumni, faculty, staff, donors, and corporate sponsors. Working within the educational mission, vision and values of LFGSM, the School promotes its core values of focusing on the customer, continuous improvement, and integrity. The enforcement of student conduct protects the rights, health and safety of all members of the business community so that they may pursue their educational goals without unwarranted interference. The entire community shares the responsibility for building and maintaining a safe learning experience.

Attending LFGSM is a privilege best safeguarded by each student's use of good judgment and consideration of the rights and property of others. Students are expected to conduct themselves in a professional manner appropriate within our academic environment.

Ethical Behavior

Community members are expected to aspire to a set of principles and values that demonstrate a commitment to fairness, honesty, empathy and achievement.

Integrity

Community members are expected to possess and adhere to the professional standards and values of Lake Forest Graduate School of Management.

Respect for Others

Community members are expected to respect every person regardless of religion, race, ethnicity, national origin, gender or gender identity, sexual orientation, political view, physical abilities, age, or intelligence.

Respect for Surroundings

Community members are expected to respect the campus and classroom properties, corporate sponsored onsite locations, and other properties used by the School.

Instances of inappropriate behavior are referred to the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer. Consequences could be up to and including dismissal from the School. If asked to leave, a student must wait one year before petitioning the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer for reinstatement. Students are not immune from local, state or federal laws. Lake Forest Graduate School of Management reserves the right to contact local authorities to address those acts that are in violation of the law.

Computer Requirements Policy

LFGSM's interactive environment goes beyond the classroom, utilizing technology to advance learning on a continual basis. All LFGSM courses use Internet-based course management software. All students are required to have unlimited access to a personal computer with readily available Internet access to maximize the educational experience and satisfy coursework requirements. As firewalls at students' places of business may prevent them from accessing Internet communication areas, students are expected to obtain personal Internet provider and e-mail service. Using this computer, a student must be able to:

- Install third-party software as required by course technologies. (Java Runtime Environment, Cisco WebEx Meeting Launcher, etc.)
- Have unrestricted access to course-related Internet content.
- Access the LFGSM Learning Management System.
- Create, review, and share professional-quality documents. (Using Microsoft Office, Adobe Reader, etc.)

Some courses may require additional software to support the course goals and session learning outcomes; check the syllabus and course site for details.

Student Verification and Authentication

All students are assigned and must use a unique user account and password combination, which is automatically generated by the student information system. In addition to providing access to student-specific resources and the online learning environment, a student may log into the student portal with this account to edit and maintain specific facets of his or her personal information. Students are directed to reset their own passwords through functionality built into the portal. LFGSM staff do not have access to a student's unique password, and cannot alter the password. It is LFGSM school policy that student account information is not shared with others.

Reference Resources

LFGSM's reference resources include ProQuest Library, which is accessible through the Learning Management System (LMS) and my.LFGSM.edu, LFGSM's secure student administrative website. Access is available remotely using the Internet or from student computers located at the Lake Forest campus and other classroom locations. ProQuest Library has content from six sources totaling millions of documents: reference books, magazines, newspapers, TV/radio transcripts, maps, and photographs. The resources are updated daily. The ProQuest Library features online help and a powerful, easy-to-use search engine. Per the RAILS Illinois Libraries Agreement, anyone holding a valid Illinois library card has usage privileges at all local and Chicago libraries.

Academic Freedom

LFGSM supports academic freedom, the belief that the freedom of inquiry by faculty members and students is essential to the mission of the academy as well as the principles of [academia](#), and that scholars should have freedom to teach or communicate ideas or facts (including those that are inconvenient to external political groups or to authorities) without being targeted for repression, job loss, or imprisonment.

Academic Honesty/Plagiarism Policy

Honesty and integrity are the very foundation upon which any academic enterprise is based. Accordingly, to avoid plagiarism, LFGSM requires the proper citing of sources for all work submitted by students using American Psychological Association (APA) citation guidelines. All work must correctly identify the source of language and ideas, and embody the spirit of intellectual integrity valued by the School.

Plagiarism is defined as the presentation of words or ideas from an existing source as if it were the student's work. A student must not adopt nor reproduce the ideas, words, or statements of another person or group without appropriate citation.

LFGSM considers submission of work done partially or entirely by another person or student group to be academic dishonesty. LFGSM further considers the resubmission of work produced for one course in a subsequent course without the permission of the subsequent course's instructor to be academic dishonesty.

It is the student's responsibility to seek clarification from the course instructor about how much help may be received in completing an assignment, exam, or project, and what sources may be used. The instructor must notify the student and the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer when plagiarism or academic dishonesty is suspected. Appropriate steps will be taken to determine whether plagiarism or academic dishonesty has occurred. Students found guilty of plagiarism or academic dishonesty shall be subject to disciplinary action, up to and including dismissal from the School.

Copying Copyrighted Materials

LFGSM's policy is to comply with the requirements of the United States Copyright Law of 1976, as amended, including the law relating to photocopying. Materials provided digitally as part of a course are offered only for students of that course, and are provided only within a timeframe relevant to the completion of that course. Accessing, sharing or distributing these materials outside of those parameters may constitute a violation of

copyright.

What is Copyright?

Copyright is a law that gives copyright owners exclusive rights of reproduction, adaptation, publication, performance and display of their work. This law extends to authors of literary, dramatic, musical, artistic, and certain other intellectual works.

What works are protected?

The Copyright protects virtually any written, musical, dramatic, choreographic, pictorial, sculptural, cinematic, software, sound recording or architectural work. However, short phrases, individual words, ideas, and works consisting entirely of information that is common property (e.g. calendars, height & weight charts, and tape measures) are not copyrightable. Unless there is specific information to the contrary, it is assumed that a work is copyright protected.

How can I legally make copies of Copyrighted works?

Under the law there is a provision for “fair use” of a copyrighted work that applies in cases of research, teaching, reporting and commentary. In determining whether the use of a work in any particular case will be considered “fair use,” the following factors should be considered:

- The purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes
- The nature of the copyrighted work
- The amount and substantiality of the portion used in relation to the copyrighted work as a whole
- The effect of the use upon the potential market for or value of the copyrighted work
- If proposed copying is not covered by “fair use” guidelines, the student must obtain source permission.

Copyright Infringement

Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or “statutory” damages affixed at not less than \$750 and not more than \$30,000 per work infringed. For “willful” infringement, a court may award up to \$150,000 per work infringed. At its’ discretion, a court can also assess costs and attorneys’ fees. For details, see Title 17, United States Code, Sections 504, 505. Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to \$250,000 per offense.

For more information, please see the Web site of the U.S. Copyright Office at www.copyright.gov, especially www.copyright.gov/help/faq.

Student Complaint Policy and Log

The complaint process at LFGSM is comprised of three steps. Most complaints can be resolved through informal conversations among the involved parties.

Step 1: Informal Processes

LFGSM encourages students to make every effort to resolve their problems and concerns directly and informally with faculty members or other involved parties.

Step 2: Formal Complaint

If informal discussions between the involved parties do not result in a resolution of the problem, students may initiate the formal complaint by submitting a written complaint using the Complaint Form found on my.LFGSM.edu. The formal complaint must be submitted to Complaint@lfgsm.edu within thirty business days of the incident or concern. The School will review and discuss the formal complaint with the involved parties, individually and/or with all concerned parties as appropriate, and will inform the student of a decision within fifteen days of receiving the written complaint.

Step 3: Appeal of Complaint Decision

If the student is not satisfied with the School's decision, the student may submit complaint documentation to the Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer for further review. The Dean of Faculty and Degree Programs or Vice President and Chief Academic Officer will review the complaint documentation and speak to the involved parties as appropriate, and will render a decision within fifteen days of receipt of the student's complaint documentation. Students dissatisfied with the School's response to their complaint, or who are not able to file a complaint with the School, can file a formal complaint with the Higher Learning Commission (HLC), Illinois Board of Higher Education (IBHE), Wisconsin Education Approval Board (EAB), or other relevant agencies and/or accreditors.

LFGSM provides published procedures for grade appeals. These procedures include provisions for formally resolving issues and will not be considered as complaints that are to be included in the log of student complaints.

The Registrar's Office will maintain a log entry on student complaints, which includes:

1. The date the complaint was submitted
2. The nature of the complaint
3. The steps taken to resolve the complaint
4. The date and the final decision regarding the complaint, including referral to outside agencies
5. Any other external actions initiated by the student to resolve the complaint, if known by LFGSM.

The information in the log of student complaints, which is maintained by the Registrar's Office, is confidential. It will be made available for outside review by the Department of Education (DOE), the Higher Learning Commission (HLC), and the Illinois Board of Higher Education (IBHE). However, steps will be taken to ensure the anonymity of any student who files a complaint.

The purpose of an outside review can include, but is not limited to:

1. Establishing that LFGSM handles complaints in a timely manner
2. Demonstrating fairness and attention to student concerns
3. Identifying any pattern in the complaints that suggests problems with institutional quality.

Financial Policies

Tuition and Fees

Degree Program	Course or Course Type	Semester Hours / Course	Number of Courses	Tuition per Course	Estimated Textbook Expense / Course	Total Program Cost
Leadership MBA	Core or Elective	3	16	\$3,450	\$140	\$57,440
	Global Focus*	3	1	\$3,450*	\$140	
Immersion MBA	History of Management	1	1	\$914	\$0	\$41,628
	Career Development	3	1	\$2,740	\$34	
	Core Course	4	10	\$3,654	\$140	
MS in Management	Core Course	3	14	\$3,450	\$140	50,260

Notes

1. Course tuition for 2016-17 academic year. Tuition is increased annually, effective in Summer Term of each academic year.
2. Estimated textbook cost is as of Catalog publication date, if textbook is purchased through the online Lake Forest Graduate School of Management Student Bookstore. Textbook cost is not covered by tuition. Students may purchase or rent required textbooks from any source. Please note that required textbooks may change from time to time to reflect curriculum revisions and as a result, textbook cost may change. All currently required textbook information will be provided to students prior to their course.
3. At current tuition rates and credit hours shown, the total cost of the program includes application fees and the average current textbook cost.
4. Global Focus tuition is subject to exchange rate fluctuations, based on double occupancy (premium tuition applies).

* These courses require the payment of a supplemental international travel fee and airfare. See Course Descriptions for details.

Textbooks

Students are responsible for purchasing textbooks. To obtain a listing of textbooks needed for specific courses, visit our online bookstore at www.LFGSMbookstore.com, click on the "Find Books" button, and follow the drop-down menus. Some courses may not require a textbook. Students may purchase or rent required textbooks from any source.

Tuition and Fee Billing

All students are billed electronically during Week 1 of each term. The subject line of the billing e-mail notice will read "LFGSM Billing Notice." Each month thereafter, an electronic bill is generated if there is an outstanding balance. Students should check their e-mail settings to ensure that the electronic bill is not sent to a junk/spam folder. Students can view their account information and payment history at the my.LFGSM.edu student portal.

Payment Options

Students are expected to pay tuition and fees in full within 30 days of receiving the invoice.

Deferred Payment: Students who receive tuition reimbursement from their employer may opt to defer payment of tuition until successful course completion. Please note that finance fees, described below, will be assessed on any outstanding balance.

Tuition and fees can be paid via cash, check, or with the following credit cards: American Express, Discover, MasterCard and Visa. Checks can be dropped off at the Lake Forest campus or Schaumburg location, or mailed to the Manager of Student Financial Accounts, Lake Forest Graduate School of Management, 1905 W. Field Court, Lake Forest, IL 60045. Please include the student account number or invoice number clearly on the check.

Students can submit payments online at the my.LFGSM.edu student portal, with the option of paying via direct debit/ACH or credit card. Please note that payments made using a credit card will incur a 2.4% convenience fee charged at the time of payment, while direct debit/ACH payments will incur no additional processing fee. Please allow 24 to 48 hours for processing.

Student accounts that are past due may be put on financial hold until payment is received. Students with past due balances will not be permitted to register for additional courses, will not have access to the Learning Management System (LMS), and cannot obtain grades and transcripts.

Finance Fee Charges

Finance Fees are applied on the 15th of every month. Finance Fees are assessed on outstanding balances that are greater than thirty days old at the time Finance Fees are applied to a student's account. Finance Fees are computed at 0.75% per month, which equates to an annual rate of 9%.

Employer Tuition Reimbursement / Deferred Payment

Many students' employers offer a tuition reimbursement benefit that students can use to finance their education. LFGSM is supportive of this arrangement, and encourages students to use this benefit if available to them. However, students are responsible for tuition payment regardless of arrangements with their employer. Tuition reimbursement does not eliminate students' responsibility to pay tuition by the due date.

Students who receive tuition reimbursement may opt to defer payment of tuition until successful course completion. Students may have up to two weeks after the completion of the course to pay in full. Students may be placed on hold if payment is not made. Students opting for a deferred payment arrangement will be assessed the Finance Fee as stated above.

Students will continue to receive a statement of account every month if there is a balance outstanding. By paying a portion of the invoice, students can reduce their monthly Finance Fee.

Financial Aid

Federal Loans

Federal Stafford Loans are available to eligible students through the Federal Direct Loan program. These loans are made directly by the U.S. Department of Education, not by commercial banks or other financial institutions. Most students are eligible for Stafford Loans regardless of credit history, level of income, or value of assets. Students can borrow a maximum of \$20,500 per academic year. Student loan disbursements are received directly by LFGSM. LFGSM will use a student's loan disbursement first to pay for tuition, fees, and other school charges for the academic year. If any loan money remains, the student will receive the funds by check or ACH.

Currently, all loans carry a fixed rate interest of 5.84% per year. After a student graduates, leaves school, or

drops below half-time enrollment, the student will have a six-month grace period before loan repayment begins. During this period, the student will receive repayment information from the loan servicer, and the student will be notified of the first payment due date. Payments are usually due monthly.

The Direct Loan Program offers several repayment plans designed to meet the different needs of individual borrowers. Generally, a student will have ten years to repay a student loan, depending on the repayment plan chosen.

To receive aid from the federal student aid programs, students must:

- Be enrolled at least half-time or accepted for enrollment as a regular student working toward a degree.
- Be a U.S. citizen or eligible non-citizen.
- Have a valid Social Security Number.
- Maintain Satisfactory Academic Progress (SAP). The Financial Aid Office follows the School's policies for determining Satisfactory Academic Progress when distributing financial aid. For more information, please see the "Standard of Satisfactory Academic Progress" section of the Catalog.
- Sign a statement on the FAFSA certifying the student is not in default on a federal student loan and does not owe money back on a federal student grant.
- Register with the Selective Service, if required.

Loan Default Rate

The Direct Loan borrower default rate for LFGSM, as taken from the U.S. Department of Education, National Student Loan Data System, is available at the [NSLDS website](#). The 3-year borrower default rate for FY 2012 at LFGSM was 2.0%.



School Default Rates
FY 2012, 2011, and 2010

[RETURN TO RESULTS](#)

Record 1 of 1

OPF ID	School	Type	Control	PRGMS	FY2012	FY2011	FY2010	
023192	LAKE FOREST GRADUATE SCHOOL OF MANAGEMENT 1905 WEST FIELD COURT LAKE FOREST IL 60045-4824	Master's Degree or Doctor's Degree	Private	Both (FFEL/FDL)	Default Rate	2.0	2.7	0.0
					No. in Default	2	3	0
					No. in Repay	100	110	111
					Enrollment figures	905	982	1,053
					Percentage Calculation	11.0	11.2	10.5

ENROLLMENT: To provide context for the Cohort Default Rate (CDR) data we include enrollment data (students enrolled at any time during the year) and a corresponding percentage (borrowers entering repayment divided by that enrollment figure). While there is no direct relationship between the timing of when a borrower entered repayment (October 1 through September 30) and any particular enrollment year, for the purpose of these data, we have chosen to use the academic year ending on the June 30 prior to the beginning of the cohort year (e.g., FY 2012 CDR Year will use 2010-2011 enrollment).

Current Date : 05/16/2016

Refunds, Including Title IV Refunds

According to federal law, the Office of Financial Aid must recalculate Federal Title IV financial aid for students who withdraw from all classes in a particular term. Funds must be returned for all students who cease to attend on or before completing the 60% point of the semester, (a semester is two eight-week terms). After the 60% point, the student is deemed to have earned 100% of the Title IV funds.

A Financial Aid Checklist is available at [my.LFGSM.edu](#), or by contacting the Financial Aid Office.

Graduate PLUS Loans

Graduate PLUS Loans funds are available to students through the U.S. Department of Education. The maximum PLUS Loan amount a student can borrow is for the cost of attendance (determined by the School) minus any other financial assistance a student will receive. There are several repayment plans that are designed to meet the different needs of individual borrowers. Generally, a student will have ten years to repay the loan, depending

on the repayment plan chosen, and a student may defer repayment while enrolled at least half-time. Students will receive more detailed information on loan repayment options during entrance and exit counseling sessions.

Veterans Benefits

LFGSM is approved by the Illinois State Approving Agency for educational aid under the G.I. Bill (including the Yellow Ribbon Program) to eligible veterans. Students must provide their Certificate of Eligibility to the school. The Certificate of Eligibility may be obtained through the St. Louis Veterans Affairs Customer Service Office, available 24 hours a day at 888-442-4551. For additional information, contact the St. Louis Veterans Affairs Customer Service Office or the LFGSM Financial Aid office.

Alumni Tuition Benefit

Recognizing the value of lifelong learning, LFGSM offers alumni the opportunity to pursue most graduate-level coursework at a reduced tuition rate. Non-degree seeking alumni receive a 50% tuition discount on graduate degree program courses. Alumni seeking to earn a subsequent graduate degree at LFGSM receive a 25% tuition discount on courses taken toward the new degree. Materials and other fees are charged at the published price.

ASSIST Program

The ASSIST (Assistance for Students in Sudden Transition) Program offers financial support to help students who have experienced sudden, unexpected job loss. Career coaching and job-search resources are included to help students rebound quickly. For more information, contact Student Services at 847-574-5158.

Cancellation/Refund Policies

Tuition Credits and Refunds (Illinois Residents):

A tuition credit or refund will only be issued to a student who provides written notification to the Registrar of withdrawal from a course. The tuition credit or refund will be made according to the following schedule.

Refund per Dropped Course	4-Week Accelerated Courses	8-Week Courses
Full Refund	Up to 3 calendar days after first class meeting	Up to 7 calendar days after the first class meeting
50% Refund	-----	8 to 14 days after the first class meeting
No Refund (administrative fee may apply)	4 days or more after the first class meeting	15 days or more after the first class meeting

Cancellation/Refund Policy (Wisconsin Residents)

The student will receive a full refund of all money paid if the student:

1. Cancels within the three-business-day cancellation period under EAB 6.04.
2. Accepted but unqualified and the school did not secure a disclaimer under EAB 9.04.
3. Enrollment was procured as the result of any misrepresentation in the written materials used by the School or in oral representations made by or on behalf of the School.

Refunds will be made within 10 business days of cancellation.

A student who withdraws or is dismissed after attending at least one class, but before completing 60% of the instruction in the current enrollment period, is entitled to a prorated refund as follows:

At Least:	But Less Than:	Refund of Tuition:
1st class	10%	90%
10%	20%	80%
20%	30%	70%
30%	40%	60%
40%	50%	50%
50%	60%	40%
60%	100%	no refund

As part of this policy, the school may retain a one-time application fee of no more than \$100. The school will make every effort to refund prepaid amounts for books, supplies and other charges. A student will receive the refund within 40 days of termination date. If a student withdraws after completing 60% of the instruction, the school may refund a pro rata amount if withdrawal is due to mitigating circumstances beyond the student's control. A written notice of withdrawal is not required.

Refund Policy for Students Called to Active Military Service

A student who withdraws as a result of being called to active duty in a military service of the United States or the Texas National Guard may elect one of the following options:

1. If tuition and fees are paid in advance of the withdrawal, the student receives a pro-rata refund of any tuition, fees, or other charges paid by the student of the Program, and a cancellation of any unpaid tuition, fees, or other charges owed by the student for the portion of the Program the student does not complete following withdrawal.
2. The student receives a grade of "incomplete" with the designation "withdrawn-military" for the course in the Program, other than courses for which the student has previously received a grade on the student's transcript, and the right to re-enroll in the Program, or a substantially equivalent program if that Program is no longer available, not later than the first anniversary of the date the student is discharged from active military duty, without payment of additional tuition, fees, or other charges for the Program other than any previously unpaid balance of the original tuition and fees for the Program.
3. The student is assigned an appropriate final grade or credit for the courses in the Program, but only if the instructor determines that the student has satisfactorily completed at least 90% of the required coursework for the class and demonstrated sufficient mastery of course material to receive credit for completing the class.

Refunds will be totally consummated within 60 days after the effective date of termination.

Graduate Degree Program Descriptions

Leadership MBA Program

Degree and Graduation Requirements

- Students must have a cumulative grade point average of at least 2.70 for all coursework applied toward their MBA degree.
- The Leadership MBA program requires a minimum of 48 semester hours of credit.
- At least 36 semester hours of credit must be taken from Lake Forest Graduate School of Management.
- A maximum of 12 semester hours of transfer credit may be applied toward the Leadership MBA degree requirements upon entry to the degree program.
- Students must successfully complete the degree program requirements within six years.
- If the student breaks matriculation for six consecutive terms, the program requirements in effect during the term of re-entry shall be the student's graduation requirements.
- Students are ultimately responsible for ensuring that they have met all graduation requirements.
- The Capstone course must be taken within the Leadership MBA program. No course waivers or course transfer credit will be granted for the Capstone course.

Course Number	Course Name	Semester Credit Hours
COM 5100	Executive Success Skills	3
LDR 5120	Effective Leadership	3
STR 5130	Strategic Thinking	3
LDR 5220	Leading Organizational Change	3
DAT 5140	Business Analytics & Research	3
ECO 5170	Economics for Managers	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
BUS 5160	Global Business and Cultural Diversity	3
STR 5200	Innovation and Risk	3
MKT 5210	Marketing	3
MGT 5230	Operations Management	3
CAP 5240	Strategic Management	3
	Elective	3
	Elective	3
	Elective	3
TOTAL PROGRAM HOURS		48

Elective Courses

Elective courses for the Leadership MBA program may be chosen from the following list:

BUS 5802	BUS 5822	MGT 5833
HRM 5806	FIN 5827	BUS 5843
LDR 5807	FIN 5828	FIN 5848
HRM 5810	BUS 5831	MKT 5849
MGT 5820	FIN 5832	MKT 5850

Certificates

Leadership MBA students mark their progress through the curriculum by achieving Certificates, each of which includes a series of four core courses (12 semester credit hours). At least nine semester hours of credit toward a Certificate must be earned at LFGSM. Certain courses build on previous work. The recommended Core Certificate sequence, the default schedule, is designed to help students maximize their learning in each course that constitutes the Certificate. A statement at the end of the course description (Recommended Prerequisites) identifies those courses. Students are able to change their schedule to fit their personal needs, but they should be aware that additional work may be needed to take full advantage of the course content.

Change Management Certificate

This series of four core courses helps students develop the skills needed to increase leadership effectiveness. Students will gain the knowledge and skills to guide and facilitate constructive strategic change.

COM 5100 Executive Success Skills
LDR 5120 Effective Leadership
STR 5130 Strategic Thinking
LDR 5220 Leading Organizational Change

At the completion of the **Change Management Certificate**, students will be able to:

- Communicate effectively verbally and in writing to a variety of audiences using the most appropriate and effective tool
- Articulate the business case for change
- Gain personal insight from an analysis of their personal leadership style relative to change
- Evaluate how culture impacts and drives change in a global environment
- Apply change leadership principles to create and lead a successful change initiative that enhances organization excellence and maximizes value

Global Business Certificate

The global economy trends toward greater integration and interdependency. From cultural diversity, financial management, and marketing perspectives students will learn how to work and build success across borders. These courses examine issues under the umbrella of the global challenge that include strategic ethical considerations, global financial markets, cross border investments, competitive markets, and environmental factors.

BUS 5160 Global Business and Cultural Diversity
BUS 5843 Global Focus
FIN 5848 Global Finance
MKT 5849 Global Marketing

At the completion of the **Global Business Certificate**, students will be able to:

- Evaluate personal assumption and build an increased awareness, sensitivity and exposure to cross-cultural differences and the global business environment
- Demonstrate the ability to address a real-world business situation in a global organization integrating and applying concepts learned in other courses

- Evaluate business, cultural, social, political, economic, and legal differences through an analysis of key trade blocs and their current impact on regional and global trade
- Develop awareness, skills and practice in assessing an international opportunity

Healthcare Management Certificate

Healthcare is dynamic, complex, and a force of change in the world today. The Healthcare Management Certificate prepares students to address the evolving models of delivery and financing of care, continually rising costs, and increasing regulatory compliance. Students will learn how to make sound business decisions within healthcare's rapidly changing business environment through site visits to facilities, guest speakers from clinical, scientific, and operations perspectives, as well as political and/or public health arenas.

FIN 5190 Financial Management
 BUS 5831 The Healthcare Landscape
 FIN 5832 Advanced Topics in Healthcare Finance
 MGT 5833 Healthcare Business Operations

At the completion of the **Healthcare Management Certificate**, students will be able to:

- Evaluate the healthcare landscape and the diversity of the stakeholders, and identify contemporary issues framing the healthcare agenda
- Understand the healthcare financial environment and recognize industry- specific analytical tools to support short and long term planning
- Evaluate, explain and defend ethical issues associated with healthcare finance
- Formulate and implement change in the highly complex organizational environments typical of the healthcare industry

Management Analytics Certificate

This series of four core courses helps students structure an approach to gathering, understanding, and interpreting data in various functional business areas, such as accounting and finance. Students will also learn key economic concepts that are critical to managerial decision-making within today's business environment.

ACC 5110 Accounting for Decision Making
 DAT 5140 Business Analytics and Research
 ECO 5170 Economics for Managers
 FIN 5190 Financial Management

At the completion of the **Management Analytics Certificate**, students will be able to:

- Manage the process of identifying, developing, analyzing and challenging data gathered both internally and externally to make sound business decisions
- Communicate quantitative data confidently
- Use performance measurement (accounting) tools to communicate timely and relevant business progress to key stakeholders
- Apply economic value creation concepts to business decisions by understanding its drivers, dynamic relationships, the importance of "what if" analysis, and the need for trade-offs
- Analyze the major components of financial strategy: marketing environment, forecasting needed funds, sources of funds, cost of capital, and appropriate capital structure
- Understand and evaluate how economic issues influence business opportunities and decision making

Strategy and Execution Certificate

This series of four core courses helps students develop and implement strategy and initiate strategically aligned innovation. Students will gain tools to construct an effective marketing strategy based on competitive advantage,

and understand and implement the decisions necessary to optimize operational business processes.

BUS 5160 Global Business and Cultural Diversity
STR 5200 Innovation and Risk
MKT 5210 Marketing
MGT 5230 Operations Management

At the completion of the **Strategy and Execution Certificate**, students will be able to:

- Create and apply organizational strategy
- Understand and evaluate the core functions of the organization
- Apply critical thinking models within the organization
- Evaluate and respond to risk, internally and externally, to address organizational initiatives and to remain competitive
- Understand and apply innovation processes

Leadership MBA Specializations

Completing one of the following groups of three elective courses (9 semester credit hours) qualifies a Leadership MBA student for an optional “Specialization” credential. At least six semester hours of credit toward a Specialization must be earned at LFGSM. Any student can take any of the Specialization electives, even if he/she does not declare the Specialization. A Global Focus course can be applied to any Specialization. Students should contact the Registrar’s office at Registrar@lfgsm.edu to declare a Specialization and request assistance with scheduling courses.

Finance Specialization (choose any three courses below)

FIN 5827 Investments
FIN 5828 Entrepreneurial Finance
FIN 5832 Advanced Topics in Healthcare Finance
FIN 5848 Global Finance
BUS 5843 Global Focus

At the completion of the Finance Specialization, students will be able to:

- Analyze portfolio strategies focusing on common investment types and calculate yield and total return expectations for investment.
- Understand and apply various financing options that reflect the particular risk profile and potential return to investors required by the enterprise.
- Evaluate the global financial and macroeconomic environment to manage exchange risk and market imperfections while maximizing organizational financial performance.

Global Business Specialization (choose any three courses below)

BUS 5843 Global Focus
FIN 5848 Global Finance
MKT 5849 Global Marketing

At the completion of the Global Business Specialization, students will be able to:

- Evaluate personal assumption and build an increased awareness, sensitivity and exposure to cross-cultural differences and the global business environment.
- Demonstrate the ability to address a real-world business situation in a global organization integrating and applying concepts learned in other courses.
- Evaluate business, cultural, social, political, economic, and legal differences through an analysis of key trade blocks and their current impact on regional and global trade.
- Develop awareness, skills and practice in assessing an international opportunity.

Healthcare Specialization (choose any three courses below)

BUS 5831 The Healthcare Landscape
FIN 5832 Advanced Topics in Healthcare Finance
MGT 5833 Healthcare Business Operations
BUS 5843 Global Focus

At the completion of the Healthcare Specialization, students will be able to:

- Evaluate the healthcare landscape and the diversity of the stakeholders, and identify contemporary issues framing the healthcare agenda.
- Understand the healthcare financial environment and recognize industry- specific analytical tools to support short and long term planning.
- Evaluate, explain and defend ethical issues associated with healthcare finance.
- Formulate and implement change in the highly complex organizational environments typical of the healthcare industry.

Marketing Specialization (choose any three courses below)

MKT 5822 Social Media
MKT 5849 Global Marketing
MKT 5850 Digital Marketing
BUS 5843 Global Focus

At the completion of the Marketing Specialization, students will be able to:

- Construct an effective and integrated global marketing and product launch strategy that includes global and regional product sourcing options and staffing resources.
- Apply contemporary digital marketing principles and create a tool set to assess, build, and sustain a successful, comprehensive integrated digital marketing program.
- Understand and apply the basics of the sales process and territory management; create forecasts and the structure to support and deploy the sales force to achieve them.

Organizational Behavior Specialization (choose any three courses below)

BUS 5802 Negotiations and Conflict Management
HRM 5806 Team and Employee Effectiveness
LDR 5807 Ethical Leadership and Decision Making
HRM 5810 Strategic Talent Management
BUS 5843 Global Focus

At the completion of the Organizational Behavior Specialization, students will be able to:

- Create an environment that fosters personal growth, professional engagement, and productive conflict resolution.
- Build productive functional teams that give and receive constructive feedback.
- Recognize how values shape ethical behavior and influence leadership and decision-making.
- Apply effective negotiation strategies that rely on perceptual, analytical, and interpersonal skills.

Immersion MBA Program

Degree and Graduation Requirements

- Students must have a cumulative grade point average of at least 2.70 for all coursework applied toward their degree.
- The Immersion MBA program requires a minimum of 44 semester hours of credit.
- At least 32 semester hours of credit must be taken from Lake Forest Graduate School of Management.
- A maximum of 12 semester hours of transfer credit may be applied toward the Immersion MBA degree requirements upon entry to the degree program.
- Students must successfully complete the program requirements within six years.
- If the student breaks matriculation for six consecutive terms, the degree program requirements in effect during the term of re-entry shall be the student's graduation requirements.
- Students are ultimately responsible for ensuring that they have met all graduation requirements.
- The Capstone course must be taken within the LFGSM Immersion MBA Program. No course waivers or course transfer credit will be granted for the Capstone course.

Course Number	Course Name	Semester Hours
	Orientation Course (30-40 Minutes to complete)	0
BUS 7800	Career Development	3
MGT 7810	History of Management Thought	1
MGT 7815	Management for Results	4
MKT 7820	Marketing for Results	4
HRM 7825	Human Resources & Organizational Behavior	4
FIN 7830	Financial Accountability	4
STR 7836	Innovation and Risk	4
DAT 7840	Decision Analysis in Organizations	4
BUS 7845	International Business	4
LDR 7850	Leadership in Organizations	4
STR 7855	Organizational Strategy	4
CAP 7860	Strategic Management - Capstone Experience	4
TOTAL PROGRAM HOURS		44

Certificates

Aspiring professionals mark their progress through the Immersion MBA curriculum by achieving Certificates, each of which includes a series of three core courses (12 semester credit hours). At least nine semester hours of credit toward a Certificate must be earned at LFGSM.

Business Certificate

Total of three courses - two required courses:

- MKT 7820 Marketing for Results
- FIN 7830 Financial Accountability

Plus selection of one course:

- MGT 7815 Management for Results
- HRM 7825 Human Resources and Organizational Behavior
- DAT 7840 Decision Analysis in Organizations

At the completion of the **Business Certificate**, students will be able to:

- Read and explain key financial statements including income statements, balance sheet and cash flow.
- Demonstrate how to apply financial techniques to managing the business and making management decisions.
- Analyze a marketing challenge systematically to recommend product, pricing, promotional, distribution and global marketing strategies.
- Apply planning, implementation and evaluation to a marketing challenge using qualitative and quantitative methods.

If MGT 7815 Management for Results, add this goal:

- Systematically prepare, plan, organize and measure an approach to management challenges using identified methods and tools.

If HRM 7825 Human Resources & Organizational Behavior, add this goal:

- Explain general principles of group dynamics, motivation, organizational dynamics and HR practices that affect performance.

If DAT 7840 Decision Analysis in Organizations add this goal:

- Analyze common organizational problems, assess the decision needed and determine the quantitative method best suited for decision analysis.

Organizational Behavior Certificate

Total of three courses - two required courses:

HRM 7825 Human Resources and Organizational Behavior
LDR 7850 Leadership in Organizations

Plus selection of one course:

MGT 7815 Management for Results
STR 7855 Organizational Strategy

At the completion of the **Organizational Behavior Certificate**, students will be able to:

- Distinguish among the nuances of managing, leading, and mentoring.
- Explain general principles of group dynamics, motivation, organizational dynamics and HR practices that affect performance.
- Gain personal insight from an analysis of their leadership and communication strengths, potential, and challenges based on recognized leadership dimensions and write a professional improvement plan.
- Apply ways to build credibility and trust within an organizational context.
- Identify cultural differences that impact individual, team and organizational performance.

If MGT 7815 Management for Results add this goal:

- Systematically prepare, plan, organize and measure management initiatives using identified methods and tools.

If STR 7855 Organizational Strategy add this goal:

- Conduct an industry or market analysis, formulate a strategy, and construct the core elements in its successful execution.

Master of Science in Management (MSM)

The MSM degree program is best suited to working professional students with practical business experience. This degree is designed for professionals from non-business backgrounds in liberal arts, engineering, technology, science, and other fields. Students will develop the leadership and management skills needed to advance as a business leader in the private or public sector. Graduates of the MSM degree program gain the interpersonal, strategic, and business knowledge necessary to successfully lead and orchestrate change in their organizations. Prospective students will typically have an undergraduate degree in a non-business field.

Program Goals

Know Yourself: LFGSM MSM graduates will be able to use self-assessment instruments, peer feedback, and instructor feedback to identify strengths and development needs, and create and execute a personal Leadership Development Plan.

Understand the Business: LFGSM MSM graduates will be able to understand the role, function, integration, and value of all functions in various types of businesses, and strategically contribute to maximizing their performance.

Relate to People: LFGSM MSM graduates will be able to select and implement collaboration and communication strategies across business functions, within work teams, and between individuals to create positive and effective business relationships.

Deliver Results: LFGSM MSM graduates will be able to employ critical thinking and analysis skills, plan and implement strategic initiatives, and continuously improve business functions and processes to deliver excellent personal and business performance.

Degree and Graduation Requirements

- Students in the MS in Management degree program must complete 14 required courses (42 semester credit hours).
- Students must have a cumulative grade point average of at least 2.70 for all coursework applied toward their degree.
- At least 30 semester hours of credit must be taken from Lake Forest Graduate School of Management.
- A maximum of 12 semester hours of transfer credit may be applied toward the MS in Management degree requirements upon entry to the degree program.
- A maximum of 7 courses may be applied from a completed LFGSM MBA or former MSM toward the MSM degree.
- Students must successfully complete the program requirements within six years.
- If the student breaks matriculation for six consecutive terms, the degree program requirements in effect during the term of re-entry shall be the student's graduation requirements.
- Students are ultimately responsible for ensuring that they have met all graduation requirements.
- The Capstone course must be taken within the LFGSM MS in Management program. No course waivers or course transfer credit will be granted for the Capstone course.

Course Number	Course Name	Semester Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3
STR 5130	Strategic Thinking	3
ECO 5170	Economics for Managers	3
LDR 5220	Leading Organizational Change	3
MGT 5820	Project Management	3
BUS 5802	Negotiations and Conflict Management	3
HRM 5810	Strategic Talent Management	3
FIN 5310	Accounting and Finance	3
HRM 5320	Leading Human Capital	3
LDR 5340	Organizational Ethics	3
STR 5350	Innovation Methods	3
HRM 5360	Workplace Diversity	3
CAP 5370	Team Capstone Experience	3
TOTAL PROGRAM HOURS		42

Course Descriptions

ACC 5110 ACCOUNTING FOR DECISION MAKING

(3 semester hours credit)

This course provides students with an understanding of the management information critical to internal stakeholders in achieving stated goals in the organization. The creation of useful analysis and communication of management financial information is essential to meeting internal corporate objectives. This course will provide students with a set of tools and models to approach difficult decisions faced each day.

BUS 5160 GLOBAL BUSINESS AND CULTURAL DIVERSITY

(3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course examines the effect of cultural diversity on personal and organizational effectiveness, the impact of globalization on business operations, and the strategic considerations and factors necessary to compete ethically and effectively in this dynamic marketplace. Students will view the global environment from many viewpoints (individual contributor, functional manager, and CEO) through case studies, discussions, simulations and assignments. This course addresses effective communication, ethical decision-making, and strategic thinking under the umbrella of the global challenge.

Required Prerequisite: 5170

BUS 5802 NEGOTIATIONS AND CONFLICT MANAGEMENT

(3 semester hours credit)

The purpose of this course is to help students become more effective in handling the frequent conflicts and resulting negotiations that confront business executives. The course treats negotiation as a complex process that requires the successful practitioner to develop and utilize a unique blend of perceptual, analytical, and interpersonal skills.

Recommended Prerequisite: 5120

BUS 5822 SOCIAL MEDIA

(3 semester hours credit)

Social media has increased the complexity of business and interpersonal communication by creating interactive environments where customers become collaborators and employees become facilitators. The way organizations communicate and interact internally as well as with consumers has been significantly altered. Learning to use social media tools that assist in identifying and targeting particular markets or addressing organizational initiatives that create interactions and build relationships are critical to organizations. This course is grounded in practice, and students will participate in social networks, forums, blogs, wikis, micro-blogs, and more.

BUS 5831 THE HEALTHCARE LANDSCAPE

(3 semester hours credit)

Healthcare is dynamic, complex, and a force of change in the world today. It offers substantial career opportunities for the aspiring business professional. It is essential that managers possess a greater understanding of the healthcare landscape and the forces driving changes today. This course will provide an overview of the healthcare landscape and the diversity of the stakeholders, and will introduce some of the contemporary issues framing the healthcare agenda.

BUS 5843 GLOBAL FOCUS

(3 semester hours credit)

This course expands students' understanding of business operations beyond the US and helps them become global business leaders with sensitivity to and awareness of international and cross-cultural differences. Combining traditional, classroom-based learning with rigorous in-country experiential learning, the Global Focus enables students to identify business growth opportunities, as well as the challenges that these offer, in an innovative and flexible framework. The operational aspects of business functions outside the US will include analysis and a comparative review of key elements. Beyond cultural differences, the comparison will focus on the organization, management, economics, resource production, and delivery of goods and/or services. (Additional Student Cost)

Required Prerequisite: 5160 or Dean approval.

Students must register with LFGSM Registrar and travel partner WorldStrides 60 days before term begins. There is a 15-student minimum required to conduct course. Due to enrollment requirements, LFGSM advises that students book airfare when course is confirmed. Students are responsible for booking their own airfare, processing visa applications and in-country ground transportation between airport and hotel. (WorldStrides offers optional upgrade services: visa processing, and in-country ground transportation between airport and hotel.) Standard LFGSM course tuition and fees apply (payable to LFGSM). There is a supplemental International travel fee based on location, (payable to travel partner – WorldStrides), which includes hotel, daily breakfast, in-country ground transportation for planned events, and boxed meals during scheduled visits.

BUS 7800 CAREER DEVELOPMENT

(3 semester hours credit — pass/fail)

This course is the foundation upon which you will successfully manage your career. The course is divided into three parts that expound on our proven four-step career management process: Discover, Network, Interview, and Perform.

BUS 7801 Part 1 - Discover: Covers topics such as self-assessment, personal branding, company research, and personal marketing materials, such as a résumé.

BUS 7802 Part 2 - Network & Interviewing: Focuses on networking, uncovering the hidden job market, interviewing, and accessing job opportunities.

BUS 7803 Part 3 - Perform: Orients students to delivering excellence in their job through topics such as offer evaluation, negotiation, emotional intelligence, and creating 90-, 180-, and 365-day plans.

BUS 7845 INTERNATIONAL BUSINESS

(4 semester hours credit)

This course gives attention and practice to the knowledge and skills needed to grow and sustain performance in an international business organization, whether a full company, department, division, or other strategic business unit within an existing organization. It addresses the common global business functions of market analysis, exporting, sourcing, direct foreign investment, and cross-cultural management. Students will integrate and apply their learning through a required project.

Required Prerequisite: 7830

CAP 5240 STRATEGIC MANAGEMENT

(3 semester hours credit)

This capstone course is designed to provide students with an opportunity to apply and integrate knowledge and skills acquired in the degree program. The emphasis is on the holistic perspective of the CEO/General Manager in crafting a business strategy and using acquired team and leadership skills to successfully execute this strategy. Strategic management issues are explored and applied within the contexts of stakeholder value, ethical decision-making, innovation, and strategic thinking. No course waivers will be granted for CAP 5240 Strategic Management.

Required Prerequisites: All MBA Core Courses

CAP 5370 TEAM CAPSTONE EXPERIENCE

(3 semester hours credit)

This capstone course is designed to provide students with an opportunity to apply and integrate knowledge and skills acquired in the degree program. The emphasis is on the holistic perspective of the CEO/General Manager in crafting a business strategy and operational recommendations. The student will use acquired team and leadership skills to successfully craft and deliver the recommendations within a “live business case” experience with a real company. Strategic management and leadership issues are explored and applied within the contexts of stakeholder value, ethical decision-making, innovation, and strategic thinking. No course waivers will be granted for CAP 5370 Team Capstone Experience.

Required Prerequisites: All MSM Courses

CAP 7860 STRATEGIC MANAGEMENT

(4 semester hours credit)

This capstone course is designed to provide students with an opportunity to apply and integrate knowledge and skills acquired in the degree program. The emphasis is on the holistic perspective of the CEO/General Manager in crafting a business strategy and using acquired team and leadership skills to successfully execute this strategy. Strategic management issues are explored and applied within the contexts of stakeholder value, ethical decision making, and strategic thinking. No course waivers will be granted for CAP 7860 Strategic Management.

Required Prerequisites: All MBA Core Courses

COM 5100 EXECUTIVE SUCCESS SKILLS

(3 semester hours credit)

Communication is at the heart of effective leadership. This introductory course establishes performance expectations for the critical communication skills necessary for success in business. Students will have an opportunity to fine-tune their written, oral, and listening skills as well as to learn the basics of teamwork. Students will learn how to frame a message for maximum impact using a variety of communication tools (both face-to-face and virtually), how to incorporate delivery techniques into their presentations that will engage the audience, and how to respond effectively to their managers and peers. Fundamental concepts and guidelines are reinforced through practical assignments, ongoing instructor/peer/self-critique, and participation in team activities. Subsequent courses will build upon the criteria for excellence in communications that have been defined in this class.

COM 5330 ORGANIZATIONAL COMMUNICATION

(3 semester hours credit)

Communication is at the heart of effective leadership. This course establishes performance expectations for the critical communication skills necessary for success in business leadership. Students will fine-tune their written,

oral, and listening skills as well as learn the basics of teamwork. Students will learn how to frame a message for maximum impact using a variety of communication tools (both face-to-face and virtual), how to incorporate delivery techniques into their presentations that will engage the audience, and how to communicate effectively to their managers, peers and subordinates. Fundamental concepts and guidelines are reinforced through practical assignments, ongoing instructor/peer/self-critique, and participation in team activities.

DAT 5140 BUSINESS ANALYTICS AND RESEARCH

(3 semester hours credit)

This course focuses on the practical application of statistical tools to understand and use relevant data, which leads to successful decision-making. Students are introduced to major statistical and decision analysis tools used in business. Students are prepared for quantitative analysis in a variety of areas, including strategy, operations, finance, human resources, marketing and sales. By separating fact from opinion and identifying the most influential factors and risks in those areas, students will formulate judgments that provide a competitive advantage to themselves and their organizations. Interpreting data and making decisions are not exclusively mechanical processes; they also involve intuition, ideas and values to find real-world meaning from real-world numbers.

DAT 7840 DECISION ANALYSIS IN ORGANIZATIONS

(4 semester hours credit)

This course provides students with the concepts, methods and tools for the application of logical and quantitative analysis to business decision-making and problem-solving. The course highlights and practices the benefits as well as the limits of quantitative analysis in a real-world context.

ECO 5170 ECONOMICS FOR MANAGERS

(3 semester hours credit)

This course examines key economic concepts critical to managerial decision-making within today's business environment, including microeconomic and macroeconomic principles. Microeconomic topics addressed include supply and demand, consumer and competitor behaviors, cost analysis, and pricing and output decisions within various market structures. Issues related to public policy and regulation as they apply to market dynamics and business decision-making is also included. In the macroeconomics section, the course considers the national and worldwide economic environment within which businesses operate. Specifically, it provides an understanding of gross domestic product, unemployment, investment, interest rates, the supply of money, inflation, exchange rates, international trade, business cycles, and fiscal and monetary policy. All topics are discussed with an emphasis on real-world applications.

FIN 5190 FINANCIAL MANAGEMENT

(3 semester hours credit)

This course combines understanding, application, and discussion of important financial management concepts, resulting in the student's improved appreciation of the dynamics of financial relationships. Students build upon prior skills and knowledge, identifying the real-world tradeoffs in business planning and corporate operations. They apply financial principles, tools, and identifiable risk to create and measure economic value. This course places particular emphasis on the practice and theory associated with asset valuation and the maintenance of appropriate capital structure.

Recommended Prerequisites: 5140, 5110

FIN 5310 ACCOUNTING AND FINANCE

(3 semester hours credit)

This course covers basic concepts and techniques of accounting and finance and their application to accounting statements and financial reports. Topics include operating statements, balance sheets, fund flow statements, financial resource allocation and utilization, and internal and external auditing functions. Interrelationships among financial statements, key financial ratios, financial ethics, and time value of money decisions are also included.

FIN 5827 INVESTMENTS

(3 semester hours credit)

This course introduces basic portfolio strategies focusing on common investment types, including mutual funds, fixed-dollar annuities and variable-dollar annuities from the perspective of the individual and institutional investor. Market operations, performance evaluation, fundamental security analysis methods (in relation to stocks and bonds), mutual funds, options, and futures are included and students have the opportunity to analyze how each type works, recognizing the advantages and disadvantages as well as yield expectations.

Required Prerequisite: 5190

FIN 5828 ENTREPRENEURIAL FINANCE

(3 semester hours credit)

This course covers the financial concepts, analysis, and tools that entrepreneurs will need to optimize the efficient and effective rationing of scarce resources. Students will learn how to model future financial performance with Microsoft Excel via a full set of financial projections, a break-even analysis, and valuation of the firm and the various opportunities it encounters. Emphasis will be placed on methods for conducting intensive primary and secondary research to substantiate all assumptions that support the financial projections. With this foundation, students will explore the various financing options that are available for the company's particular risk profile and potential return to investors.

Required Prerequisite: 5190

FIN 5832 ADVANCED TOPICS IN HEALTHCARE FINANCE

(3 semester hours credit)

The healthcare industry is characterized by challenges and complexities that revolve around third-party payers, increasing regulations, competitive market forces, and a mixture of government, private, not-for-profit, and investor owned organizations. Healthcare leaders are faced with evolving models of delivery and financing of care, continually rising costs, and increasingly regulatory compliance. Today more than ever, healthcare leaders need a greater understanding of complex financial issues and analytical tools to make sound business decisions. This course will include a brief overview of the healthcare financial environment, industry-specific analytical tools, balance sheet management of both short-term and long-term assets and liabilities, integrated strategic and financial planning, risk management, and ethics.

Required Prerequisite: 5190

FIN 5848 GLOBAL FINANCE

(3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course provides students with an advanced and in-depth understanding of financial management principles as they relate to the challenges of global expansion, the assessment of global risks and global capital markets. Focusing on the global financial and macroeconomic environment, topics such as foreign exchange markets, management of foreign exchange exposure, international financial instruments, and cross

border capital spending and investment are analyzed. Through lecture, case study, group discussion, and presentation, students will increase their ability to manage currency-related exchange risk and market imperfections using various techniques while maximizing organizational financial performance in light of a firm's risk tolerance. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge.

Required Prerequisite: 5190

FIN 7830 FINANCIAL ACCOUNTABILITY

(4 semester hours credit)

This course is intended to present students with basic skills and terminology in financial accountability, and then allow them to apply these skills in practical critical thinking exercises, decision situations, and other higher levels of learning. Topics include both financial and managerial accounting concepts. The course begins with an understanding of the various financial statements and the basic accounting process. A more in-depth coverage of assets, liabilities, equities, revenues, and expenses leads to financial statement analysis. The course transitions into foundational managerial accounting concepts, including: cost behavior, budgets, performance evaluation, differential analysis, and capital budgeting. Students practice these skills through an application assignment.

Required Prerequisite: 7840

HRM 5320 LEADING HUMAN CAPITAL

(3 semester hours credit)

This course highlights the leader's responsibilities in human capital decisions and administration. Both social and legal frameworks for effective human capital management are examined within the context of historical patterns and current developments. The course focuses on all aspects of human capital management, including employee rights and responsibilities, employment at will, performance evaluation and management, compensation and benefits, collective bargaining, equal employment, non-discrimination, and motivation.

HRM 5360 WORKPLACE DIVERSITY

(3 semester hours credit)

Today's U.S. workplace is more diverse than ever before, and global business integration is strategically critical. For the first time, four generations potentially work together in today's U.S. businesses. Student will gain the knowledge and skills to effectively navigate within, communicate with, value, and leverage workplace diversity within the frameworks of generational diversity, gender diversity, ethnic/racial diversity, socioeconomic diversity, and value diversity.

HRM 5806 TEAM AND EMPLOYEE EFFECTIVENESS

(3 semester hours credit)

This course covers both the communications challenges specific to teams as well as the feedback process that occurs in coaching or managing relationships. The most productive teams are facilitated by skilled process managers who understand how to build teams and keep them productive for a defined time period. Students learn in real-time how to build a team by working in teams. Employee effectiveness is dependent upon the feedback processes that occur in the workplace. Managers typically engage in a number of key one-on-one interactions with employees to ensure improved performance. These key interactions revolve around the life

cycle of employment, including interviewing, onboarding, setting goals, performance reviews, coaching and termination. This course addresses strategies that help managers develop direct reports and improve their ability to successfully engage in critical coaching conversations.

Recommended Prerequisite: 5120

HRM 5810 STRATEGIC TALENT MANAGEMENT

(3 semester hours credit)

This course builds a conceptual framework for business leaders to understand that the strategic management of people can improve business performance. This course will help participants maximize the performance of their employees and learn techniques that promote the success of their employees. As leaders move up in their organizations, their success ultimately depends on their ability to achieve results by managing the efforts of their direct reports and colleagues. Three major themes are developed in this course: An organization is most effective when “people strategies” are properly aligned with “business strategies.” The strategic management of people is a critical responsibility of all business leaders within an organization. As leaders move up in an organization, the challenge of working through others to achieve success increases.

Recommended Prerequisites: 5120, 5220

HRM 7825 HUMAN RESOURCES AND ORGANIZATIONAL BEHAVIOR

(4 semester hours credit)

This course examines the knowledge and skills needed to identify, grow and sustain talent in an organization. It addresses the common functions of recruitment, training and talent development, motivation, teamwork, compensation, performance, rewards and recognition, safety, laws and cultural concerns, specifically targeted within the context of human resources management (HRM). Students have the opportunity to transfer key human resources concepts to situations they face in their daily life.

LDR 5120 EFFECTIVE LEADERSHIP

(3 semester hours credit)

Effective Leadership is a highly personal look at leadership. This course enables students to better understand their own leadership styles and apply these styles effectively in the workplace. The course includes a discussion of individual and universal leadership concepts, how leaders think and act, and how various management styles impact situations and relationships within an organization. Exploring how effective teams are formed and how team members interact allows students to become more effective members and leaders of teams. In addition, coaching models are demonstrated to help students become influential leaders within their companies. Students develop action plans to enhance their professional and personal leadership skills through the completion of personal assessments and interactive activities.

LDR 5220 LEADING ORGANIZATIONAL CHANGE

(3 semester hours credit)

This course helps students learn how to become change agents who can effectively execute strategies in dynamic environments. Students will learn to identify what needs to be changed, when to change it and how to be successful in small, medium or large-scale efforts. They will be able to create change with or without formal authority to support strategic needs. Focusing on an individual, business-related change project, students will provide peer feedback, contribute to group online simulations, and work with a team to build a comprehensive, change management action plan to lead effective change.

Recommended Prerequisite: 5120

LDR 5340 ORGANIZATIONAL ETHICS

(3 semester hours credit)

This course provides an understanding of how values shape individual ethical behaviors, and how these behaviors influence leadership and decision-making. The course will provide practical knowledge and tools needed to effectively manage the everyday ethical conduct of self and employees. The course also discusses how legal, philosophical, and corporate practices influence ethical behavior for individuals and companies. Students examine how social, environmental, and stakeholder responsibilities, as well as different values, impact ethical behavior in companies.

LDR 5807 ETHICAL LEADERSHIP AND DECISION-MAKING

(3 semester hours credit)

This course provides an understanding of how values shape individual ethical behaviors, and how these behaviors influence leadership and decision-making. It will provide practical knowledge and tools needed to effectively manage the everyday ethical conduct of employees. The course also discusses how legal, philosophical, and corporate practices influence ethical behavior for individuals and companies. Students examine how social, environmental, and stakeholder responsibilities, as well as different values impact ethical behavior in companies.

Recommended Prerequisite: 5120

LDR 7850 LEADERSHIP IN ORGANIZATIONS

(4 semester hours credit)

This course examines the knowledge and skill sets needed to lead people in business organizations. The course combines examination of some of the classic and recent insights on leadership effectiveness with application of those insights at the individual, interpersonal and institutional levels. Like other courses, the student has the opportunity to practice the skills learned through an application assignment and project.

MGT 5230 OPERATIONS MANAGEMENT

(3 semester hours credit)

This course provides an overview of key operations management functions in the context of a globally competitive environment, both in a service and a manufacturing setting. Various elements critical to achieving optimal performance are examined. Such elements include labor evaluation, process design and management, capacity planning, site selection, software systems such as ERP, inventory management, scheduling and demand flow, quality systems, managing customer relationships, supply chain management, employee involvement, lean enterprise management, operational strategies, and the impact of global operations. Students will attain insight and a deeper understanding of the role that operations play in the overall organizational strategy.

Recommended Prerequisite: 5140

MGT 5820 PROJECT MANAGEMENT

(3 semester hours credit)

This course covers the process and techniques required to manage almost all types of projects. The course integrates key management skills with specific project management skills and knowledge. This integration helps students more effectively meet project objectives on time and within budget, as well as meet expectations and quality requirements. Considerable emphasis is placed on the knowledge, skills, tools, and techniques needed to manage projects successfully.

MGT 5833 HEALTHCARE BUSINESS OPERATIONS

(3 semester hours credit)

This course builds upon the student's understanding from previous coursework about the scope and breadth of the healthcare services and products industry, the unique aspects related to financing, the political and regulatory issues and impacts, and the various ethical issues that run through all aspects of decision-making in the industry. This course incorporates the use of case analysis, and broad-based, in-depth exposure to various industry segments through site visits to healthcare service and/or manufacturing settings, and guest speakers from clinical, scientific, and operations perspectives across segments and political and/or public health arenas.

Recommended Prerequisites: 5831, 5832

MGT 7810 HISTORY OF MANAGEMENT THOUGHT

(1 semester hour credit — pass/fail)

This introductory course introduces the student to learning through online virtual reality scenarios. It starts with an initial orientation session where students meet their faculty and classmates online through real-time collaboration software as an online discussion community and discuss the overall program requirements and expectations. It then provides an overview of major schools or perspectives of management theory. The focus is on the disciplinary foundations of management theory, as well as the impact of historical context upon the development of management theory. The course also focuses on the rise of the concept of management as a distinct profession. This pass/fail course is completed prior to taking any other courses.

MGT 7815 MANAGEMENT FOR RESULTS

(4 semester hours credit)

This course focuses on the knowledge and skills needed to grow and sustain performance in an organization (whether a full company, a department, division, or other strategic business unit within an existing organization) by getting the right things done through teams of people. It addresses the common management functions of planning, organizing, leading, and controlling. Students learn from classic and contemporary readings, case studies, peer and faculty discussion, and practicing managers. They integrate and apply their learning through application assignments and a required project.

MKT 5210 MARKETING

(3 semester hours credit)

This course provides students with a working knowledge of contemporary marketing principles, the ability to solve diverse and complex marketing problems, and a comprehensive set of marketing strategies that can be used effectively within a global environment. Emphasis is placed on applying course learning to real-world challenges. Students are taught to think strategically and ethically to achieve a desired market presence and to develop and maintain strong customer relationships. Areas of study include market assessment and development, understanding consumer behavior, segmentation and target selection, strategic brand positioning, product management, integrated communications, channel management, strategic pricing, and market planning.

Recommended Prerequisite: 5140

MKT 5849 GLOBAL MARKETING

(3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course provides students with an advanced and in-depth understanding of marketing principles as they relate to the global marketplace. Environmental factors that influence marketing in the global arena (political, economic, legal, socio-cultural, technological, and competitive) are examined as to the impact on entry strategy, product, pricing, distribution, packaging, promotion planning, and branding. Through lecture,

case study, group discussion, presentation, and in-store research, the complex and dynamic global environment in which marketing strategies are formulated and implemented are analyzed to advance student decision-making skills in successful global marketing. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge.

Required Prerequisite: 5210

MKT 5850 DIGITAL MARKETING

(3 semester hours credit)

This course examines the ways new digital technologies have changed the marketing industry. It covers its impact on the e-enabled marketing mix and communication strategies, as well as changes in product and channel strategy driven by digital technology. The course provides the student with a working knowledge of contemporary digital marketing principles and provides a tool set to assess, build, and sustain a successful, comprehensive integrated digital marketing program. In a field that literally changes on a daily basis, emphasis is placed on staying on top of contemporary topical issues, while applying course content to real-world challenges.

Required Prerequisite: 5210

MKT 7820 MARKETING FOR RESULTS

(4 semester hours credit)

This course gives attention to the knowledge and skills needed to manage the marketing function in a 21st-century organization. It addresses the common marketing functions of industry and market research, customer research, product and service design, pricing, creating awareness, distribution, and presentation. Students learn from the experience in the virtual reality courseware, online discussion community and by applying the learning to a marketing-related project.

Required Prerequisites: 7830, 7840

STR 5130 STRATEGIC THINKING

(3 semester hours credit)

In this course, students will learn to think strategically and apply strategic concepts and tools to the fundamental functions and processes necessary to lead a business in a dynamic and highly competitive environment. Students are introduced to a higher level of thinking – the type that general managers rely on in running successful businesses – by forming an integrated systems perspective of an organization. Students will be required to demonstrate their ability to convert their analysis into logical and persuasive recommendations. The course challenges students to improve their ability to resolve complex business issues, identify underlying problems, be open to new ideas that lead to innovative but feasible alternatives, and take actions that will meet the needs of their organization's stakeholders.

STR 5200 INNOVATION AND RISK

(3 semester hours credit)

This course focuses on the acquisition of discovery techniques, risk assessment tools, and innovation leadership skills to initiate strategically aligned innovation in an organizational environment. The significance of innovation, the strategic and organizational environment, and best implementation practices for both individuals and teams are examined and experienced.

Recommended Prerequisites: 5130

STR 5350 INNOVATION METHODS

(3 semester hours credit)

This course explores innovation methods relevant to process, product and system innovations within a business environment. Students will learn and practice multiple innovation methods within various simulated business types to gain knowledge and skills enabling them to apply innovation methods to their role and function within the workplace.

STR 7836 INNOVATION AND RISK

(4 semester hours credit)

This course focuses on the acquisition of discovery techniques, risk assessment tools, and innovation leadership skills to initiate strategically aligned innovation in an organizational environment. The significance of innovation, the strategic and organizational environment, and best implementation practices for both individuals and teams are examined and experienced.

STR 7855 ORGANIZATIONAL STRATEGY

(4 semester hours credit)

This course equips students to understand the complexities of managing entire organizations from the perspective of the executive managers. Common strategic functions are addressed with an application assignment to integrate the learning, such as: external analysis, internal analysis, competitive analysis, determining strategic alternatives, execution and strategic control.

IMMERSION MBA ORIENTATION COURSE

This course allows students to directly experience the scenario-based environment during the admissions process. Students have the opportunity to test their IT systems. This orientation introduces students to the virtual learning environment, company, coworkers and interactive tools. This orientation takes 30-40 minutes to complete.

Consumer Information and Policies

Student Right to Know

Key Institutional Data

In accordance with the Student Right to Know and Campus Security Act, Public Law 101-542, as amended by the Higher Education Technical Amendments of 1991, Public Law 102-26, Lake Forest Graduate School of Management discloses basic institution information below, including enrollments, degrees conferred, graduation rate, graduates' time-to-completion, retention, and tuition and required fees.

Please note that all information in the following charts pertain to the 2014-2015 academic year and may not be representative of the year in which a student will enroll.

12-Month Unduplicated Headcount - Degree Programs July 1, 2014 through June 30, 2015	
Total	694
By Program MBA, General Management CIP Code 52.0201	694

Fall Enrollment (August 1 through October 31)			
	Fall 2013	Fall 2014	Fall 2015
Total	530	470	401
Level			
Graduate	530	470	401
Gender			
Female	219	219	189
Male	311	251	212
Race/Ethnicity			
Black, non-Hispanic	12	30	28
White, non-Hispanic	163	209	162
Hispanic	19	21	20
Non-Resident Aliens	0	5	1
Asian	32	44	39
Hawaiian or other Pacific Islander	2	1	1
American Indian/Alaskan Native	2	2	1
Two or more races	0	3	2
Not reported	300	155	147
By Program			
MBA, General Management	530	470	401

Degrees Conferred			
	2012-2013	2013-2014	2014-2015
Total Degrees Awarded	213	216	206
Master's Degrees	213	216	206
By Program			
MBA, General Management	213	216	206

This institution does not offer programs at or below the baccalaureate level, and does not admit first-time, full-time undergraduate-level students; therefore, reporting of gainful employment, graduation rate, time-to-completion, and first-to-second year retention rate are not required.

Graduation rate and mean completion time by start year are provided below for informational purposes only. Students must complete their graduate degree program within six years.

Graduation Rate and Mean Completion Time				
Start Year	Graduated	Mean Completion Time (Years)	Left Institution	Current Students
2013	15%	---	19%	66%
2012	45%	2.40	27%	28%
2011	62%	3.00	26%	12%
2010	71%	3.31	25%	4%

Cost of Attendance

Master's Degree Programs - Tuition and Fees		
July 1, 2014 through June 30, 2015		
	Leadership MBA	Immersion MBA
Tuition Per Course	\$3,300 (3 credit hours)	\$3,400 (4 credit hours) \$850 (1 credit hour)
Materials Fee Per Course	\$50	\$0
Technology Fee Per Course	\$20	\$0
Degree Conferral Fee (required)	\$0	\$0

Please Note: The data above is from the 2014-2015 academic year. Consult <http://www.lakeforestmba.edu> or an Admissions Manager for the current tuition rates.

Campus Security Policy, Campus Crime Statistics Act, and Emergencies

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

Consistent with federal law, Lake Forest Graduate School of Management publishes an annual security report on or before October 1 of each year. The report includes statistics for the previous three years concerning reported crimes that occurred on any LFGSM campus and corporate sponsored sites, or on public property within or immediately adjacent to and accessible to the campus. The report also includes information on reporting crimes and other emergencies, crime prevention, and other important matters about security at each campus and corporate-sponsored location.

The annual security compliance document is available on the Lake Forest Graduate School of Management's Student Portal.

Emergency Procedures

While the school strives to provide a safe and secure environment, safety is enhanced when students and employees take precautions such as:

- Never leave valuables (wallets, purses, books, computers) unattended
- Avoid walking alone at night; travel with a friend or companion
- Avoid parking or walking in secluded or dimly lit areas

- In case of emergency, follow the clearly marked exit procedures for the classroom and building in which you are located.

Students, faculty, and staff are encouraged to report all crimes or suspicious persons immediately. Please report all non-emergency incidents to the Facilities Manager at 847-574-5249, during business hours. In case of an emergency, call the Police Department or Fire Department at 911 from any phone.

Emergency Notification

LFGSM has several vehicles at its disposal to communicate emergency notifications to the LFGSM community. The appropriate modes of communication are determined based upon the severity and urgency of the emergency.

Communication Vehicles Available to LFGSM:

- E-mail (individual or small batches) through Outlook
- Direct mail (letters, etc.) to home addresses or work addresses
- Telephone
- In-person announcement at meetings, classes, etc.
- Posting to school websites
- Posting to student/faculty/alumni portal my.LFGSM.edu
- Posting on Learning Management System (LMS) (for students and faculty)

Emergency Contacts

Police	911
Fire Department	911
Paramedics	911
Bomb and Arson	911
Main Reception (during business hours)	877-771-4MBA
Facilities Director (during business hours)	847-574-5249
IT Emergency Support	847-574-5217

Americans with Disabilities Act

LFGSM complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Documentation of the student's disability and its effect on his/her course participation must be submitted to the Director of Student Services. Any student with special needs or difficulties in learning and/or in completing course requirements should notify the instructor immediately so that available and reasonable accommodations can be arranged. It is the student's responsibility to disclose his/her accommodation request with the instructor and discuss the necessary arrangements. Assistance with these arrangements can be facilitated with the help of Student Services upon request.

Title IX Non-Discrimination Policy

Lake Forest Graduate School of Management (LFGSM) is committed to providing a non-discriminatory and harassment-free educational and working environment for all members of the LFGSM community, including students, faculty, administrators, staff, and visitors. In compliance with Title IX of the Education Amendments of 1972, LFGSM prohibits all forms of sexual or gender-based harassment, discrimination or misconduct, including sexual violence, sexual assault, and stalking. Misconduct of this nature is contrary to LFGSM's institutional values and prohibited by state and federal law.

LFGSM encourages the prompt reporting of any incident of sexual or gender-based misconduct to local law enforcement and to LFGSM's Title IX Coordinator using the complaint procedure described in our policy. This means that anyone that is either a **victim or a witness** of sexual or gender-based misconduct must report the incident. The full institutional policy on Title IX can be found at <http://www.lakeforestmba.edu/about/consumer-information-policies/titleix.aspx>.

Persons with inquiries concerning the application of Title IX, or persons wishing to report a Title IX incident or complaint may contact LFGSM's Title IX Coordinator:

Linda Stolberg

Title IX Coordinator

(847) 574-5244

1905 W. Field Ct.

Lake Forest, IL 60045

l Stolberg@lfgsm.edu

Anonymous report: complaint@lfgsm.edu

Family Educational Rights and Privacy Act (FERPA)

All information provided to LFGSM is kept confidential in accordance with the Family Educational Rights and Privacy Act (FERPA) of 1974 (Public Law 93-380). Except as required by law, no information regarding attendance, grades or any other aspect of students' academic standing will be released to any third party without written student consent. The records are maintained for five years after graduation or at least six years after a student's last day of attendance.

Students have the right to file a complaint with the Family Policy Compliance Office, Department of Education, 400 Maryland Avenue, SW, 600 Independence Ave., SW, Washington, DC 20202-5920, concerning any alleged failure by the College to comply with FERPA.

FERPA Annual Notice – Possible Federal and State Data Collection & Use

As of January 3, 2012, the U.S. Department of Education's FERPA regulations expand the circumstances under which a student's education records and personally identifiable information (PII) contained in such records — including Social Security Number, grades, or other private information — may be accessed without the student's consent. First, the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or state and local education authorities ("federal and state authorities") may allow access to student records and PII

without consent to any third party designated by a federal or state authority to evaluate a federal- or state-supported education program. The evaluation may relate to any program that is “principally engaged in the provision of education,” such as early childhood education and job training, as well as any program that is administered by an education agency or institution. Second, federal and state authorities may allow access to students’ education records and PII without their consent to researchers performing certain types of studies, in certain cases even when Lake Forest Graduate School of Management objects to or does not request such research. Federal and state authorities must obtain certain use-restriction and data security promises from the entities that they authorize to receive a student’s PII, but the authorities need not maintain direct control over such entities.

In addition, in connection with statewide longitudinal data systems, state authorities may collect, compile, permanently retain, and share without students’ consent PII from their education records, and they may track their participation in education and other programs by linking such PII to other personal information about students that they obtain from other federal or state data sources, including workforce development, unemployment insurance, child welfare, juvenile justice, military service, and migrant student records systems.

Solomon Act

The Solomon Amendment (10 U.S.C. §983, effective January 2000) is a federal law that mandates that colleges provide student recruiting information upon request to military recruiting organizations. The request and information released by the college is limited to military recruiting purposes only. The request for information must be in writing on letterhead that clearly identifies the military recruiting organization. The release of student recruiting information follows the FERPA guidelines defining student directory information. Students are not permitted under federal law to restrict the release of this information specifically to military organizations, but if students withhold the release of directory information generally, then the College may not release this information to military organizations.

Illinois Firearm Conceal Carry Act (Public Act 098-0063)

Section 65 of the law specifies the prohibited areas where conceal carry licensees cannot legally carry a firearm:

“A Licensee under this Act shall not knowingly carry a firearm on or into any building, classroom, laboratory, medical clinic, hospital, artistic venue, entertainment venue, officially recognized university-related property under the control of a public or private community college, college, or university.”

LFGSM qualifies as a prohibited area. Conceal carry licensees **cannot** legally carry a firearm on LFGSM property.

True and Correct Statement

Lake Forest Graduate School of Management reserves the right to make changes affecting policies, curricula, or any other matters announced in this catalog, and to refuse to admit, refuse to re-admit, or to dismiss any student at any time, should it be deemed to be required in the interest of the student or the School to do so. The information contained in this catalog is true and correct to the best of our knowledge.



Bryan J. Watkins, EdD
Vice President and Chief Academic Officer

Effective Date

The information contained in this MBA catalog is applicable to students on the first day of the Summer Term 2016-17. Lake Forest Graduate School of Management (LFGSM) reserves the right to revise, supplement, or rescind any contents of this publication at any time.

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Since 1978, LFGSM has been continually accredited by the Higher Learning Commission (HLC). HLC is one of six regional accrediting bodies for higher education in the United States, and is recognized by the U.S. Department of Education. The School participates in HLC's Academic Quality Improvement Program (AQIP), a continuous improvement-based accreditation pathway. This is a voluntary, rigorous program and accreditation pathway modeled after well-known state and national quality programs.

Higher Learning Commission (HLC)

230 South LaSalle Street, Suite 7-500
Chicago, Illinois 60604-1411
www.ncahlc.org
800.621.7440
info@hlcommission.org

Since 1979, LFGSM has received operating and degree-granting authority by the Illinois Board of Higher Education in the North Suburban, Chicago, and West Suburban regions.

Illinois Board of Higher Education (IBHE)

431 East Adams, 2nd Floor
Springfield, Illinois 62701-1404
www.ibhe.state.il.us
888.261.2881
info@ibhe.org

Ownership

LFGSM is an independent, accredited, non-profit graduate school, and is registered as a 501 (c) 3 corporation.

Classroom Locations

Lake Forest Campus:

Lake Forest Graduate School of Management
1905 West Field Court
Lake Forest, IL 60045

Schaumburg Location:

Lake Forest Graduate School of Management
1300 East Woodfield Road, Suite 600
Schaumburg, IL 60173

Corporate MBA Locations

Allstate Insurance Company

2775 Sanders Road
Northbrook, IL 60062

Allstate Insurance Company

3200 Windy Hill Road, Suite 900 East
Atlanta, GA 30339

Health Care Service Corporation

300 East Randolph Street
Chicago, IL 60601

Corporate MBA Programs are open to qualified employees of the hosting corporation.

The campus and all other classroom locations are equipped with contemporary learning technology and have restrooms, vending, and break areas. The campus and all locations are overseen by the Vice President and Chief Academic Officer, and are staffed by the local Campus Operations Team.

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LFGSM is an approved institution in the National Council for State Authorization Reciprocity Agreements (NC-SARA). SARA is a voluntary agreement among its member states and U.S. territories that establishes comparable national standards for interstate offering of postsecondary distance education courses and programs. For more information, visit www.nc-sara.org.

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BA, Economics and Accounting, Carthage College
Certified Public Accountant (Illinois)

Carolyn Brune, Senior Director of Admissions

MBA, Lake Forest Graduate School of Management
MEd, College Student Personnel, Loyola University Chicago
BS, Communications, Iowa State University

Carrie G. Buchwald, Vice President, Corporate Learning Solutions

MBA, Lake Forest Graduate School of Management
Bachelor of Business Administration, University of Notre Dame
Post-Graduate studies in Organizational Development, University of Wisconsin, Milwaukee

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MDiv, University of St. Mary of the Lake
BS, Computer Science, Loyola University of Chicago
BA, English, Loyola University of Chicago
BS, Mathematics, Loyola University of Chicago

Thomas Perozzi, Vice President of Finance and Chief Financial Officer

BBA, Accounting, University of Notre Dame – Mendoza College of Business
Certified Public Accountant (Illinois)

Barbara L. Siegel, Senior Director of Marketing

MBA, Marketing and Finance, Northwestern University – Kellogg School of Management
BS, Business, Miami University

Bryan J. Watkins, Vice President and Chief Academic Officer

EdD, Adult and Continuing Education, National-Louis University
MBA, Keller Graduate School of Management
BS, Business Administration, Morningside College

Stasia V. Zwisler, Vice President, External Relations and Human Resources

MA, International Affairs, The George Washington University
MA, History, University of Wisconsin-Milwaukee
BS, Economics, Carroll College

Key Academic and Administrative Staff

Cheryl Boncuore, Dean, Faculty and Degree Programs

PhD, Professional Studies, Capella University
MATD, Training and Development, Roosevelt University
BS, Journalism, Southern Illinois University

Neil Holman, Dean, Corporate Learning Solutions

PhD, Educational Technology, University of Colorado
MS, Broadcasting, City University of New York
BS, Communication Arts/Education, University of Wisconsin-Madison

Chris Perlstrom, Registrar

AAS, College of Lake County

Business Leader Faculty® - Degree Programs

Lance Adams

Investments
MBA, Loyola University Chicago
BS, Western Illinois University

Atakan Arica

Global Business and Cultural Diversity, Leading Organizational Change, Business Analytics and Research
MBA, The University of Michigan – Ann Arbor
BS, Northwood University

Janice Aull

Effective Leadership
MA, DePaul University
BA, Concordia University

Michael Baskin

Effective Leadership
MBA, Northwestern University – Kellogg Graduate School of Management
BA, Vassar College

Christopher Bona '00

Executive Success Skills
MBA, Lake Forest Graduate School of Management
MA, DePaul University
BA, Lake Forest College

Paul Chaitkin

The Healthcare Landscape
DDS, University of Illinois at Chicago
MBA, Northwestern University – Kellogg Graduate School of Management

Mark Dapier

Negotiations and Conflict Management
JD, John Marshall Law School
BS, University of Dayton

Sergey Diykov

Global Business and Cultural Diversity
PhD, Market Research Institute of USSR
Foreign Trade
MBA, Harvard University
BA, Moscow State Institute for International Relations

Barbara Adelman

Financial Management
MBA, The University of Chicago
BA, The University of Chicago

Robert Arvidson

Effective Leadership, Team and Employee Effectiveness
MBA, Roosevelt University
MA, Loyola University Chicago

Theresa Austerberry

Effective Leadership, Strategic Thinking
MBA, University of Michigan
BS, Michigan State University

Katherine Bertone

Project Management, Global Business and Cultural Diversity, Team and Employee Effectiveness, Leadership in Organizations
MBA, Baker College
BAS, Boston University

Luz Canino-Baker

Effective Leadership
MBA, The University of Chicago
BS, DePaul University

Gary Conrad '91

Effective Leadership, Operations Management
MBA, Lake Forest Graduate School of Management
BA, Gettysburg College

James Deters

Strategic Thinking, Financial Management, Strategic Management
MBA, The Ohio State University
BS, The Ohio State University

Charles Dull

History of Management Thought, Management for Results, Human Resources and Organizational Behavior
PhD, Capella University
MBA, Youngstown State University
BSBA, Youngstown State University

Jill Anderson

Strategic Thinking, Leading Organizational Change
MBA, Western Michigan University
BS, Western Michigan University

Kenneth Atwater

Project Management
MBA, Roosevelt University
MPM, Keller Graduate School of Management
BS, Northwestern University
BS, Roosevelt University

James Austin

Strategic Thinking, Financial Management
MPA, Princeton University
MURP, Princeton University
BA, Yale University

Carol Blindauer

Global Business and Cultural Diversity, Global Marketing
MBA, Dominican University Illinois
BS, University of Illinois at Urbana-Champaign

Tracey Cantarutti

Effective Leadership, Strategic Thinking
PhD, Benedictine University
MM, Thunderbird School of Global Management
BA, University of Illinois at Urbana-Champaign

Jeanne Craig

Marketing for Results
DBA, Anderson University
MBA, Middle Tennessee State University
BS, Ball State University

David Detlefsen

Innovation and Risk
MBA, Illinois Institute of Technology
MS, Illinois Institute of Technology
BS, Illinois Institute of Technology

Thomas Ealy

Leading Organizational Change
MBA, Harvard University
BA, University of Notre Dame

B. Montgomery Edson

Innovation and Risk, Strategic Management
MBA, Harvard University
BA, Middlebury College

Jay Frischkorn '12

Business Analytics and Research, Financial Management, Operations Management, Financial Accountability
MBA, Lake Forest Graduate School of Management
BS, University of California, Berkeley

Susan Granquist '09

Executive Success Skills, Project Management
MBA, Lake Forest Graduate School of Management
MPM, George Washington University
BA, Aurora University

Cristina Haidau

Business Analytics and Research
PhD, University of Illinois at Chicago
MS, University of Illinois at Chicago
BS, Universitatea de Vest Din Timișoara

Ronald Hirasawa

Effective Leadership, Marketing, Strategic Management, Global Marketing
MBA, St. Mary's University
BS, University of Pennsylvania – Wharton School of Business

Sangita Kasturi

Executive Success Skills, Effective Leadership, Leading Organizational Change
MA, Northwestern University
BS, Rensselaer Polytechnic Institute

Maureen Kiernan

Financial Management, Advanced Topics in Healthcare Finance
MBA, Northwestern University – Kellogg Graduate School of Management
BBA, Notre Dame University

Sean Klunder '04

Digital Marketing
MBA, Lake Forest Graduate School of Management
BA, Concordia University Wisconsin

Mark Long

Financial Management, Entrepreneurial Finance, Advanced Topics in Healthcare Finance
MBA, Northwestern University – Kellogg Graduate School of Management
BS, Northern Illinois University

Michael McCullough

Accounting for Decision Making
MM, Northwestern University
BBA, University of Iowa

Miguel Edwards

Strategic Thinking
MBA, Rider University
BA, Metropolitan College of New York

Marshall Gardner

Accounting for Decision Making
MS, Roosevelt University
BSBA, Roosevelt University
Certified Public Accountant

William Griffin

Strategic Thinking, Leading Organizational Change
EdD, National-Louis University
MBA, DePaul University
BS, DePaul University

James Heyland

Operations Management
MS, Illinois Institute of Technology
MS, University of Illinois at Chicago
MS, Illinois Institute of Technology
BS, Illinois Institute of Technology

James Holton

Effective Leadership, Strategic Talent Management
MBA, Loyola University Chicago
BA, DePaul University

John Kautenberger

Effective Leadership, Marketing
DM, University of Phoenix
MBA, Keller Graduate School of Management
BA, North Central College

Kristie King '99

Entrepreneurial Finance
MBA, Lake Forest Graduate School of Management
BS, Northern Illinois University

Kathleen Leck

Effective Leadership, The Healthcare Landscape
MS, National-Louis University
BA, Northeastern University

Christopher Looby '94

Leading Organizational Change, Operations Management, Healthcare Business Operations
MBA, Lake Forest Graduate School of Management
BA, University of Illinois at Urbana-Champaign

Nancy Miller

Career Development
EdD, National-Louis University
MA, DePaul University
BA, University of Illinois at Chicago

John Flood '00

Operations Management
MBA, Lake Forest Graduate School of Management
BA, Northern Illinois University

Hilda Gonzalez

Executive Success Skills
MA, Lewis University
BS, Calumet College

Robert Gross

Financial Management, Global Finance
MBA, University of Wisconsin - Whitewater
BBA, University of Wisconsin - Whitewater

Elizabeth Hill

Strategic Thinking
MBA, Northwestern University – Kellogg Graduate School of Management
MA, Northwestern University
BA, Wellesley University

Jerome Jaros

Marketing, Strategic Management
MBA, Loyola University Chicago
BA, Lewis University

Matthew Keogh

Operations Management
PhD, Capella University
MBA, Webster University
MS, National University
BA, University of Virginia

Robert Kinton

Project Management
MBA, University of Illinois at Urbana-Champaign
BS, University of Missouri - Columbia

Peter Logothetis

Strategic Talent Management
MBA, DePaul University
BS, University of Illinois at Chicago

Jean Luber

Innovation and Risk, Project Management
MS, University of Illinois at Urbana-Champaign
BS, University of Illinois at Urbana-Champaign

Patricia Moten Marshall

The Healthcare Landscape
MHA, St. Louis University
BA, Kansas State University - Salina

Charles Munro

Economics for Managers, Investments
MBA, Northwestern University – Kellogg
Graduate School of Management
BSBA, University of Florida

Anthony Palcheck

Marketing, Digital Marketing
MBA, DePaul University
BS, DePaul University

Robert Pearlstein

Business Analytics and Research, Operations Management
MBA, Northwestern University – Kellogg
Graduate School of Management
BS, University of Illinois at Chicago

James Prather, '13

Marketing
MBA, Lake Forest Graduate School of Management
BS, Syracuse University

Michelle Robinette-Das

Strategic Thinking, Economics for Managers, Strategic Management
MBA, Loyola University Chicago
BS, Northwestern University

Steven Rudnick '92

Business Analytics and Research, Operations Management
MBA, Lake Forest Graduate School of Management
BS, University of Rochester

Loren Sanders '12

Executive Success Skills
MBA, Lake Forest Graduate School of Management
BS, University of Illinois at Urbana-Champaign

Manish Shah

Strategic Thinking, Innovation and Risk
MBA, Northwestern University – Kellogg
Graduate School of Management
MS, Illinois Institute of Technology
BS, BVM - India

Katherine Sopranos

Organizational Communications
MBA, Northwestern University – Kellogg
Graduate School of Management
MA, DePaul University
BA, Illinois Wesleyan University

Brian Steinberg

Marketing, Sales Management
MBA, Webster University
BA, Bloomsburg University of Pennsylvania

Richard Olejniczak

Business Analytics
MEM, Northwestern University
MBA, DePaul University
BS, United States Military Academy

John Pappas '92

Marketing, Ethical Leadership and Decision Making, Leading the Sales Function
MBA, Lake Forest Graduate School of Management
BA, Drake University

Remo Picchiatti

Global Business and Cultural Diversity, Strategic Management, Global Focus, Global Marketing
MBA, Northwestern University – Kellogg
Graduate School of Management
BS, Drake University

Max Reed

Economics for Managers
MBA, The University of Chicago
BS, Northwestern University

Juan Rocha

Leading Organizational Change, Global Focus
MBA, Northwestern University – Kellogg
Graduate School of Management
BS, Ibero-American University

James Russell

Innovation Methods
MDes, Illinois Institute of Technology
BA, University of Illinois at Urbana-Champaign

Janine Sergay

Strategic Thinking
MA, University of the Witwatersrand
BA, University of the Witwatersrand

Muddassir Siddiqi

Business Analytics and Research
EdD, Northern Illinois University
MBA, University of North Alabama
MS, Illinois Institute of Technology
MBA, Institute of Business Administration
BSEE, NED University of Engineering and Technology

Judi Spaletto

Business Analytics
PhD, Argosy University
MBA, Roosevelt University
BA, DePaul University

Bruce Such '87

Executive Success Skills, Global Business and Cultural Diversity, Negotiations and Conflict Management, Strategic Talent Management
MBA, Lake Forest Graduate School of Management
MDiv, University of St. Mary of the Lake
BA, Loyola University Chicago

Willie Oler

Leading Organizational Change
EdD, Nova Southeastern University
MS, Salve Regina University

Teresa Pappas

Business Analytics and Research
PhD, Illinois Institute of Technology
MS, Illinois Institute of Technology
BS, Loyola University Chicago

Anthony Poidomani

Accounting for Decision Making
MBA, Loyola University Chicago
BS, Ithaca College

Cynthia Riehman '93

Leading Organizational Change
MBA, Lake Forest Graduate School of Management
BS, Southern Illinois University

Amy Rubinstein

Negotiations and Conflict Management
MS, Loyola University Chicago
BA, University of Arizona

Dianne Russo, '14

Effective Leadership, Leading Organizational Change
MBA, Lake Forest Graduate School of Management
BS, Bowling Green State University

Carleen Shaffer

Social Media
EdD, National-Louis University
MS, California State University
BS, University of Illinois at Urbana-Champaign

Marshall Sims

Marketing
MBA, The University of Chicago
BA, DePaul University

Joseph Stachnik

Economics for Managers, Strategic Management
JD, Loyola University Chicago
MBA, Loyola University Chicago
BS, DePaul University

Christine Sullivan

Financial Management, Advanced Topics in Healthcare Finance
MBA, University of Illinois at Chicago
BA, University of New Hampshire

Mark Tauber

Executive Success Skills, Effective Leadership
MS, Illinois State University
BS, Illinois State University

Robin Thompson

Effective Leadership
MS, University of Utah
BS, West Virginia University

Derrick Walters

Project Management
EdD, Northern Illinois University
MBA, Keller Graduate School of Management
BS, Purdue University

James Welch

Ethical Leadership and Decision Making
JD, University of Kentucky
MA, University of Alabama
MBA, Florida State University
BA, University of South Carolina

Jeannie Thomas

Marketing
MS, Southern Methodist University
BA, Millsaps College

John Venetch

Effective Leadership
MA, New York University
BS, Brooklyn Polytechnic

Douglas Warren

Entrepreneurial Finance
MSM, Northwestern University – Kellogg
Graduate School of Management
BS, The University of Chicago

Evan Wood

Leading Organizational Change, Strategic Talent Management
PhD, Indiana State University
MBA, Indiana University-Purdue University – Fort Wayne
BA, Cedarville University

Willis Thomas

Project Management
PhD, Western Michigan University
MS, National-Louis University
BA, University of Wisconsin – Madison

Leslie Wainwright

Innovation and Risk
PhD, Northwestern University
BA, DePauw University

Kathryn Weber '02

Operations Management
MBA, Lake Forest Graduate School of Management
BA, University of Notre Dame

Steve Woodward

Global Business and Cultural Diversity
MBA, Brunel University
BA, University of the Witwatersrand

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