



Master of Science in Organizational Leadership

**Discover and
unleash your
inner leader**

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Become a valued leader in your organization

With a large gap in skillsets, organizations need people like you who are going to make a positive impact in organizational culture, communication, and talent and performance management. Alongside your peers, you’ll learn the secrets to becoming an effective and committed leader. With coursework in data-driven decision-making, ethics in the workplace, innovation and strategy, negotiating and conflict response, and more, you’ll become a well-rounded leader that companies will not take for granted.

A Master of Science in Organizational Leadership (MSOL) from Goodwin University will take you to new places academically, personally, and professionally. Whether you’re interested in a career change, want to gain more recognition at work, or want to earn this degree for personal reasons — this MSOL degree program is right for you!

Say hello to Program Director Dr. Sandi Coyne-Gilbert



“Thank you for taking the time to learn more about our MSOL program.

Unlike other graduate leadership programs, we don’t believe in a ‘one-size-fits-all’ approach to education. Our MSOL degree is unique because it recognizes that everyone comes to the classroom with different experiences and knowledge to share.

As program director, it is my privilege to help create a collaborative environment where we can tell our stories and learn from one another. Through partnerships with thought leaders and experts in

the field, this program will give you the skills you need to make a positive impact in organizational culture, communication, and talent and performance management.”

Dr. Sandi Coyne-Gilbert, MBA DM

Dr. Sandi Coyne-Gilbert is an accomplished leader with experience in both the education and nonprofit sectors. Coyne-Gilbert specializes in working with adult learners and is enthusiastic about instilling a passion for lifelong learning in her students. Her work with at-risk and marginalized groups provided her with unique insights into the power of education for people in transition. Beyond the educational field, Coyne-Gilbert also has experience in marketing and nonprofit leadership. Most notably, she was one of the driving forces behind the development of the Ronald McDonald House in Springfield, MA. Coyne-Gilbert enjoys bringing her experiences to the classroom as program director for the master’s degree in Organizational Leadership at Goodwin University.

Become your best self with a Master's in Organizational Leadership



Realize your potential

You will gain a better sense of self — your strengths and your weaknesses — and overcome obstacles that may have held you back in the past. Being in tune with who you are as a leader will allow you to lead others more positively and effectively.



Master the soft-skills

In order to be an effective leader, you need to possess the soft skills employers are looking for. Soft skills are transferable and can be applied to any career path. Knowing your audience and communicating accordingly and effectively, understanding and recognizing social cues, being able to think creatively, problem solve, and build relationships and connections are just a few.



Maximize your employability

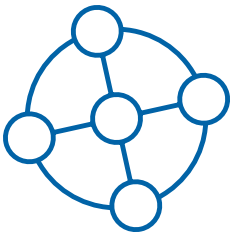
An MSOL degree will set you apart from the rest. Employers want you to bring value to the table. Through all your coursework and self-discovery, you will be equipped with the skills needed to become a valued and sought-after employee.

Earn your master's degree at Goodwin University



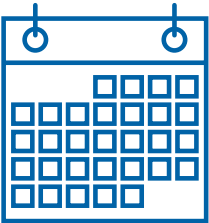
An inclusive learning community

Our MSOL cohort program comprises individuals from many different industries — all dedicated to improving their lives through education. You'll take the journey to earning your degree with the same classmates, learning and growing together, from start to finish.



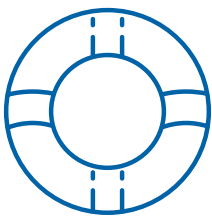
A well-rounded curriculum

Alongside your peers, you'll learn the secrets to becoming an effective and committed leader. With coursework in data-driven decision-making, ethics in the workplace, innovation and strategy, negotiation and conflict response, and more, you'll become a valued leader.



Flexible class schedules

You can complete the Organizational Leadership program part-time in as few as 20 months in a fully online or hybrid online/on-campus format.



Supports and resources for graduate students

We're completely invested in the success of our students, and we don't expect you to take the journey alone. You will have many supports and resources available when you need them, including career coaches, writing tutors, and committed faculty.

Discover and Unleash Your Inner Leader



By Sandi Coyne-Gilbert, MBA DM

MS Organizational Leadership Program Director, Goodwin University

There is something so profound about the word “impact.” If we consider impact in terms of a meteor, rocketing from space, the fate of the world lies in the impact. But what about when we consider people? What does “impact” really mean to each of us?

Kaplan Mobray is a famous motivational speaker and the author of the book *10Ks of Personal Branding*. When I read the book for the first time, I was struck by aspects of his deep dive into personal branding: what do people say when you leave the room? What does your absence say about your presence? What is your impact on others? I found this idea of impact so intriguing, and I began to see the power in the ability to be visible!

Sometimes when we stop and look at where we are right now, we tend to gloss over the impact we’ve had on others and inside our organizations. Some of you may even feel invisible in the workplace. Maybe you are all too familiar with the feeling that you’re producing quality work, but that you’re not being noticed. It’s hard continuing to contribute to an organization where you don’t feel seen. It’s even worse that your coworkers are being recognized and valued more for their contributions.

You start to ponder: How can I become a more sought-after employee? When will I be considered for the next great assignment? Why wasn’t I offered a promotion? Why do I feel so invisible?

The unfortunate truth is that more employees are invisible than are seen. Those who are seen are not more gifted than you, but are often people who can and will share their successes and position themselves to move forward.

Invisible people often remind themselves that they are lucky to have a job and don't want to rock the boat. Invisible people do not think about their impact. They worry about their current position.

Visible people think about the next opportunity and reach for the brass ring.

Just because you may not feel seen now does not mean that you won't in the future. You need to position yourself for success and take the initiative to be seen. You have the opportunity to better develop yourself and your intentions, and begin on the path to displaying your talents. To reach your full potential, you must first embrace who you truly are. Finding ourselves is almost as tough as recognizing that no one else sees us.

Becoming a leader and becoming visible does not happen overnight. You have to take action. You have to want to make a change. You have to put yourself out there to be noticed. At Goodwin University, we offer a master's degree in Organizational Leadership (MSOL) program designed for working professionals. Our graduate students thrive in an inclusive learning environment, with classes structured in a cohort-model, meaning you will take the

journey to achieving your degree with the same classmates from start to finish. This is not a typical master's degree program; it's a life-changing experience. We help you discover and unleash your inner leader! You will find the dynamic and passionate you, the individual that your organization wants to stand behind and support. Knowing and trusting in who you are as a leader allows you to speak more confidently, share more freely, and enhance the relationships you create with your colleagues, your boss, and others in your organization. ■

Curriculum

Core Courses - 21 credits		
OL 500	Foundations of Leadership	3
OL 510	Leader Practices in Organizational Communications	3
OL 520	Data-Driven Decision-Making for Executives	3
OL 540	Talent and Performance Management	3
OL 650	Sustainability of Innovation and Strategic Advantage	3
OL 660	Leading Organizational Change	3
OL 690	Portfolio Required for Graduation	0
OL 695	Leadership Capstone	3
Electives - 6 credits (choose 2)		
OL 525	Special Topics in Leadership	3
OL 620	Negotiating & Conflict Response	3
OL 680	Engaging with Senior Executives	3
Directed Electives - 3 credits (choose 1)		
OL 665	Applied Research Skills for Organizational Leaders OR	3
OL 685	Leadership Training and Development	3

Total Credits: 30



Course format

You deserve a college that offers graduate level classes on your schedule. At Goodwin University, we understand that work and family obligations are just as important as pursuing your master's degree. That's why we designed our Master's in Organizational Leadership program to be completed without wasting your time or money. Unlike many other graduate level organizational leadership schools, at Goodwin University, we're all about convenience.

- Master's in Organizational Leadership classes are offered in an accelerated 7-week format.
- MSOL coursework is offered fully online or in a hybrid format which combines classroom and online learning.
- You can complete your MSOL degree in as few as 20 months part-time.

Class formatting options

- **Online classes**

As you know, taking classes fully online can be a huge time saver and perfect for your busy schedule. No matter what class format you choose, online classwork doesn't mean you'll miss out on rich class dialogue. Through our interactive online discussion boards, you, your professors, and your peers will engage remotely to discuss and debate class material.

- **Hybrid (online/on-campus) classes**

Many students enjoy our hybrid class format, which offers the best of both worlds — both online assignments and on-campus responsibilities. We know our students have busy lives so we've designed our MSOL program to be offered in accelerated 7-week sessions with a 15-week capstone. With this program option, you only need to come onto campus once a week and do online work at home on your own time.

Become a Fire-Starters at the Office



By **Sandi Coyne-Gilbert, MBA DM**

MS Organizational Leadership Program Director, Goodwin University

Are you ready to start a fire at work? I don't mean becoming an arsonist. I mean becoming someone who accelerates whatever they focus their attention on with determination and persistence.

Fires are dynamic, ever-changing, fluid mysteries that challenge limits with their presence and power. There is a life force in a fire. Fires move with cause and can't be avoided — and neither can fire-starters.

What is a fire-starter?

Fire-starters are individuals who are flexible in their thinking and fearlessly share their thoughts with others. They thrive on jumping into discussion without waiting for someone to give them a cue. Fire-starters promote the

importance of sharing ideas, and empower others to open up and speak up. They're people you respect and see value in. They acknowledge your ideas, and you feel comfortable around them. Every day, fire-starters harness the energy of ideas and people. They lead with passion, purpose, and potential.

Still waiting to start your fire?

How often have you wanted to share something in a meeting, but instead kept quiet and waited for someone else to begin the discussion? Aren't we all just waiting to start the fire? We really want to be first to speak, but subordinate our ideas and contributions to those of others, finding ourselves stuck in the middle of the pack with nothing to say. But what might happen if you started a fire?

How I got the courage to become a fire-starter

When I was growing up, I quit college — three times, actually, before I finally graduated. My father was pretty worried to say the least. He wanted me to be able to take care of myself and hoped I would join him in his insurance business. My father was not someone who took no for an answer, so he kept at me until he finally convinced me. I took the insurance exam and went to work with him. The easy part was the exam; the tough part was working with my father.

One night, we visited one of his clients. Although he had planned out what I would say, when the time came, I just couldn't do it, and he had to cover for me. Once the ordeal was over, he asked what happened.

I told him that the people we'd just met with did not want to hear from me, and I was sure they wouldn't want to buy from me. Frustrated, my father simply asked, "What is the worst that could happen?" I responded immediately, "They could say no!"

He was stunned! "You've never heard no before? I have said it to you many times!" Then he added something that changed my life: "No is a very small word, only two letters. Don't ever allow yourself to be defined by two little letters. No is a word for now, not forever. No doesn't matter. The people who loved you in the morning will love at the end of the day, even if someone tells you no."

In that short speech, my father gave me the courage to become a fire-starter: someone who takes risks, respects the contributions of others, but most importantly respects their own.

Fire-starters are the individuals being promoted at work. They take risks based on their instincts and beliefs. If their ideas get shot down, they find another way, no matter what. Their fires are inextinguishable; no matter how hard the world tries to defeat them, they keep going.

Being a fire-starter isn't the slightest bit easy, but it is certainly worthwhile. As you begin to weave your trajectory with words, actions, and dynamic participation, you will grow and accelerate. Your fire will stand tall.

What would you do if you weren't afraid of hearing the word no? What can you do today that might promote the next steps in your career? Better yet, what can you do to make a difference in a project, in a conversation, in a life? Fire-starters think about these questions every day. ■

MSOL program admissions requirements

Unlike many other hybrid online MSOL programs, we don't require GRE scores for admission. We know you work hard enough without having to take extra tests before you even get into the program.

Graduate applicants to Goodwin University are required to:

- Complete a graduate application for admission.
- Pay a \$50 non-refundable application fee (waived for Goodwin University graduates).
- Submit an official or unofficial transcript verifying receipt of a bachelor's degree from a college or university accredited by an accrediting agency recognized by the Council for Higher Education Accreditation (CHEA) or the equivalent of this degree from another country with a cumulative GPA of at least 3.0.
 - Applicants with less than a 3.0 CGPA may be considered for conditional admittance into the program under certain circumstances.
- Provide a professional resume.
- Submit proof of immunizations (Measles, Mumps, Rubella, and Varicella).
- View the complete list of requirements in the catalog.

All applicants to the MSOL Program must:

In addition to the meeting the University's requirements of all graduate program applications, students interested in the Master of Science in Organizational Leadership must also:

- Write a letter of intent/personal statement describing the benefit to the applicant of this course of study (maximum 500 words).
- Include two letters of recommendation attesting to the applicant's readiness for advanced study and leadership potential.

Tuition information for graduate students

Getting a great education means a financial investment. Luckily, at Goodwin, you can pursue your degree regardless of your financial resources.

Tuition for our graduate programs is competitive with other private non-profit colleges in Connecticut, and we break it down for you so you know exactly what you'll pay ahead of time.

Don't forget, there are many kinds of financial aid available to students, including grants and scholarships that don't have to be paid back, student loans that will have to be repaid, and work-study opportunities that provide a regular paycheck.

Graduate Programs Tuition and Fees 2022-2023

Tuition	\$750 / credit
General Student Fee	\$350 / semester
Technology Fee	\$250 / semester
Total (Estimated for 30 credits / 5 semesters)	\$25,500

Tuition for Goodwin University Graduates

Tuition	\$660 / credit
Total (Estimated for 30 credits / 5 semesters)	\$19,800

Program Fees

MSOL Capstone Fee (OL 695)	\$100
MSOL Strength Finder Fee (OL 620)	\$35
MSOL Enneagram Assessment Fee (OL 500)	\$20

Unmasking the Real You



By Sandi Coyne-Gilbert, MBA DM

MS Organizational Leadership Program Director, Goodwin University

Imposter Syndrome: It's a problem that affects people from all walks of life, in all types of organizations. It's often most associated with people who are viewed as extremely successful. Mike Myers of *Saturday Night Live* fame shared, "I still believe that at any time the no-talent police will come and arrest me."

From Winston Churchill, to Serena Williams, to Michelle Obama, to Lady Gaga, individuals feel plagued by feelings of self-doubt and disconnect from their accomplishments. To outsiders, these individuals appear self-assured and confident. Beneath the face of calm and directed, there lies an ugly reality: a person who believes that everything is a lie, that they are a fraud.

First defined in 1978 by Doctors Paulina Rose Clance and Suzanne Imes, the Imposter

Syndrome was "unmasked" in a study of 150 very successful women. In this study, each woman denied her success as anything other than being in the right place at the right time. None of these women were able to enjoy the fruits of their labors, and so they merely continued to do their work while fearing the possibility of being unmasked.

Now, from personal coaches to medical school personnel, the Imposter Syndrome that was once a dirty little secret has become more understood. Recent researchers estimate that as many as 70-80 percent of the population will deal with this feeling of being an imposter at least once in their life. Some will find it a permanent part of their responses.

Typically, a person encounters Imposter Syndrome when they experience success, or embark in a new direction without any previous experience. For example, entering into a graduate program. Being accepted into a program can be an amazing high. However, soon after those feelings of accomplishment begin to fade, the person finds themselves face-to-face with questions about whether or not they can do the work. Imposter Syndrome makes a person feel incapable and lacking critical skills. Certainly, it can paralyze even the best student or employee and keep an individual reaching their full potential.

Does Imposter Syndrome hold you back?

If you are thinking about going to graduate school, you need to know that you can do it. Goodwin University's master's degree in Organizational Leadership (MSOL) program, embraces the individual leader in each person. No two people are the same. Goodwin believes that every student is a leader already, leading themselves in their own direction, with purpose and perspective. The basis of your self-leadership is the foundation on which you will build your leadership style. Even when Imposter Syndrome is a part of your educational journey with us, Goodwin is ready to help!

Goodwin knows that Imposter Syndrome is more than just a challenge. It is an opportunity to guide you so you can guide others as a leader. You should know that you are not alone. The students in Goodwin's MSOL program have similar concerns and fears. The program is

structured in a cohort model, meaning you will take the journey to achieving your MSOL degree with the same classmates from start to finish. Along the way, you will find support from your peers—a fundamental part of how you deal with your imposter feelings. Goodwin can help you recognize and find joy in your accomplishments, and identify areas where you can grow and learn. If you experience Imposter Syndrome and the debilitating feeling of being unmasked is always holding you back, you don't just have to deal with it. At Goodwin University, you can flourish in an environment where people care and support you. There, you'll be taken from where you are—to where you want to be. ■

Testimonials



“I would highly recommend this program. It invigorates the mind and presents tools, scenarios, and guidance on how to become a great leader in any organization.”

Piotr Krzemien, student



“My professors took the time to get to know me. They genuinely cared and were always there to help me when needed.”

Veronica Rosario, graduate



“Goodwin University has changed my life and inspired me to become a better individual. In this program, I have gained the knowledge and confidence needed to compete in today’s competitive workforce.”

Daria Howard, graduate



“The emphasis this degree put on writing and communication has allowed me to improve the way I express my ideas and thoughts.”

Connor Martin, graduate

Graduate student resources and supports

At Goodwin University, we are invested in the continued success of our students. We believe that you deserve great support services and resources to help you achieve your goals!

Academic Resources:

- Academic Advising
- Admissions
- Financial Aid
- Registrar's Office

Academic Supports:

- Academic Success Center
- Library
- Math Lab
- Tutoring

College Experience:

- Clubs and Organizations
- Student Engagement

Personal Support Services:

- AccessAbility Services
- Counseling

Professional Development:

- Career Services





Contact us today!

800.889.3282

www.goodwin.edu/leadership

Goodwin University is a nonprofit institution of higher education and is accredited by the New England Commission of Higher Education (NECHE), formerly known as the New England Association of Schools and Colleges (NEASC).

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