



Lake Forest

Graduate School of Management



Lake Forest
Graduate School of Management
1905 W. Field Court

ACADEMIC CATALOG 2020 - 2021

Effective Date: July 1, 2020



Lake Forest
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1905 W FIELD COURT, LAKE FOREST, IL 60045 | 847.234.5005

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LFGSM Directory

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MBA ACADEMIC CALENDAR

2020 - 2021

Summer
 June 29 -
 Aug 22, 2020

Fall
 Aug 24 -
 Oct 17, 2020

Winter 1
 Oct 19 -
 Dec 12, 2020

No Classes
 Dec 14, 2020 -
 Jan 2, 2021

Winter 2
 Jan 4 -
 Feb 27, 2021

Spring 1
 Mar 1 -
 Apr 24, 2021

Spring 2
 Apr 26 -
 June 19, 2021

Graduation
 June 2021

Weeknight classes at Lake Forest and via video conference meet on Monday, Tuesday, Wednesday or Thursday from 6:30 - 10:00 pm CT.

Saturday morning classes at Lake Forest meet 8:30 am - 12:00 pm CT

Weeknight classes at Allstate meet Monday, Tuesday or Thursday, 5:30 - 9:00 pm CT

Weeknight classes at HCSC meet Wednesdays, 5:00 - 8:30 pm CT

Weeknight classes at Discover meet Wednesdays, 4:00 - 7:30 pm CT

Online courses begin weekly session on Mondays of each term.

Class Attendance Options

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

Video Conference
 Students can participate
 remotely with WiFi
 access.

Online/Asynchronous
my.LFGSM.edu

Corporate-sponsored
 MBA classes meet at
 designated locations.



Greetings,

Experience matters, period.

At Lake Forest Graduate School of Management, our leadership mentoring approach to learning is built on the idea that those who have experienced business, and know it best, are better equipped to teach those who have a passion for learning. We pride ourselves on this differentiated approach to graduate education, as our mission is to grow better leaders who are able to have an immediate impact on the world around them.

Business needs leaders, you've come to the right place to learn how to lead.

Best,

Max Reed
Senior Vice President, Degree Programs

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 a LFGSM graduate degree.

Our mission is to bring the **real world** to business education and leadership development.

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, nonprofit graduate school 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.

Who We Are

Lake Forest Graduate School of Management is a collaborative learning community dedicated to the advancement of 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. 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. Our MBA and graduate certificate programs 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 Center for Leadership (C4L) group is committed to providing high quality professional development for organizations looking to expand their employees' capabilities. C4L derives a portion of its content, faculty, and course delivery from our graduate degree programs. Equally important, the insight that C4L 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. 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 "Great Leaders Change Lives" and our emphasis on the LFGSM Leadership Model thread through all degree program specializations and course goals.

The Leadership Model

The LFGSM Leadership Model grounds our curriculum and approach to teaching. For over 70 years, LFGSM has been empowering working professionals with the tools to make a difference in their organizations and communities. We believe a leader is someone who inspires others, changes lives, and propels businesses forward. The LFGSM Leadership Model is the core of our degree program and drives our curriculum and approach to teaching. In the business environment, professionals must be ready not only to adapt to change, but also to lead change.

Throughout the curriculum, students will explore and experience each of the five aspects of the Leadership Model, giving them the tools they need to become a successful leader.



AGILITY

See things from different perspectives, develop big picture ideas, and drive change.

INNOVATION

Creatively assess customer/market needs, make organizational assumptions, generate ideas, and execute change.

STRATEGIC VISION

Lead the creation and execution of a strategic vision that improves the bottom line, productivity, and culture of the organization.

SELF-AWARENESS

Understand and manage personal strengths and weaknesses to optimize leadership impact.

ENGAGING OTHERS

Actively identify and nurture talent to build effective teams and productive working relationships.

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 tomorrow.” Graduate degrees are based in business leadership skills, 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 their 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, the curriculum is structured to allow maximum opportunities for students to learn by doing. This approach allows the faculty to bring their “real world” experience into the learning environment, through focused content delivery, effective use of technology, and structured opportunities that allow students to practice, review, and learn from others. Students practice their 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 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 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.

A key point in our differentiation – and an important component in the delivery of our business management education – is our faculty. We engage 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 enhanced 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 programs and non-degree training experiences, guest lecturing, and developing curriculum. Faculty members serve as subject matter experts and course facilitators to develop and deliver curricula that address the critical skills that students will find essential to advance their careers. 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. 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 is how we do business.

Learning Delivery Models

Face-to-Face

LFGSM offers many of its classes in person both at LFGSM campus locations and on-site at our corporate partner locations. These classes use active learning techniques to engage students in a traditional classroom setting.

Videoconference

All participants in a videoconference class meet at a predetermined time and day using technology. Classes are scheduled to meet once per week and last from two to three and a half hours. The class session is designed to create an engaging learning environment where students can interact with each other and the instructor. Students complete assignments between the class sessions and submit via the Learning Management System.

Hybrid

LFGSM is committed to being flexible in its program delivery. For that reason, many classes are open to a combination of students joining class via videoconference simultaneously with students physically present in the classroom. This hybrid classroom provides a unique opportunity for students to engage with each other despite being geographically separated.

Online

Students in online courses are not required to meet either face-to-face or via videoconference at a specific time. These courses are delivered through the Learning Management System (LMS) and other technology tools that provide access to course content and deliverables 24/7. Students have the opportunity to do their session coursework when it is convenient for them within the session time frame. All online courses require students to become part of an active learning community, with the opportunity to engage in impactful assignments both individually and in small groups. Many online classes offer regularly scheduled, optional videoconference sessions with the instructor. These sessions are recorded and made available to all students to review at their convenience.

Accelerated

Accelerated courses are full credit graduate degree courses offered in a condensed time frame. Learning objectives and workload are the same in both formats. Accelerated courses require students to attend sessions twice each week for fewer than 8 weeks. Accelerated courses require a significant time commitment in a short time period.

A Note About Delivery Modes

While LFGSM will make every attempt to offer students choices in how they take courses, the school cannot guarantee the availability of all modes of delivery. The learning outcomes for all courses are equivalent, regardless of delivery mode.

Learning Management System (LMS)

All LFGSM courses use a Web-based platform to enhance the classroom experience. This platform provides access to course material, collaborative tools to use for class projects as well as other School and course resources. It facilitates:

- In-class discussions continuing beyond the physical class session using discussion thread posts
- Student group work outside of class via collaborative tools
- Supplemental resources and links for students who want to delve more deeply into the subject matter

Student Experience & Engagement

The Office of Student Experience & Engagement provides the resources, guidance and support to help all students achieve their professional and academic goals. As busy working professionals, students are 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 and an opportunity to participate in professional events and interest groups.

Career Development. To help students manage their careers, we offer the following services:

- Personalized one-on-one career coaching
- Career-related workshops and webinars
- In-person and virtual networking opportunities

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 networking with our community of 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 60 minutes each. A student may request up to two sessions at no charge.

Workshops and Events. Workshops, webinars and other events designed to supplement the curriculum and enhance management and leadership 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 accounting, economics, finance, statistics, and business writing.

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.

The LFGSM MBA offers 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, personal qualities that will contribute to our learning community, and potential to succeed as leaders 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

Graduate Degree Program Admissions Requirements

The following components are required to complete the admissions process:

1. Admissions Interview

By completing the admissions interview as the first step in the admissions process, candidates are able to assess their fit with a 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 review 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 review is an additional conversation with the Senior Director of Admissions or Senior Vice President of Degree Programs. The second-level review is intended to assess the area of concern within the candidate's file and 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. To schedule an interview, email 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 leaders. 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

business professional 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 link to the Letter of Recommendation form can be requested by contacting the Admissions Office at AskAdmiss@lfgsm.edu.

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 an academic reviewer.

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 his/her 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 email address), biographical information, and academic degrees earned. Candidates may apply online; please contact AskAdmiss@lfgsm.edu for details.

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.

Corporate Partnership Degree-Seeking Candidates

Lake Forest Graduate School of Management has a number of corporate partnerships. Internal leadership approval is required to establish corporate sponsorship. These closed cohort programs have customized admissions requirements based on the level of internal support. In all instances, degree-seeking candidates must submit an application along with proof of an earned undergraduate or graduate degree from an institution accredited by a U.S. regional accrediting agency or foreign equivalent.

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 graduate level certificate, but not the MBA degree, are considered non-degree-seeking. Non-degree-seeking candidates are required to meet certain admissions standards, outlined below. 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 Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or the Chief Academic Officer.

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

Eligibility Requirements

- Possess professional work experience which will enable them to contribute to class discussions and successfully complete course assignments

Admissions Requirements

- Résumé or robust/detailed LinkedIn profile
- Application

Non-Degree-Seeking Certificate Students

LFGSM offers a series of graduate level, credit-bearing certificates in specific areas described later in this catalog. This option requires the completion of a minimum of twelve credit hours and consists of four prescribed courses. The courses are scheduled to enable the student to complete the certificate within twelve months. Since graduate certificate courses build on each other, no course substitutions

will be permitted, although it will be possible for students who can demonstrate particular expertise to seek a waiver of a graduate certificate course. As non-degree-seeking certificate students, applicants are not eligible for federal financial aid. Students who wish to apply for a certificate must complete an application. Please contact admissions (AskAdmiss@lfgsm.edu) for additional information. The current non-refundable application fee of \$75 does not apply.

If a certificate student who meets admission requirements for the MBA should decide to matriculate into the MBA degree program, there is a seamless process once the student has informed the Registrar or Admissions representative of his/her intent to continue as a degree seeking student. Please contact admissions (AskAdmiss@lfgsm.edu) for additional information.

Audit Students

An audit student may enroll in any class that has not reached an enrollment limit. Such a student will receive all appropriate course content and lesson materials, but an audit student is not required nor expected to complete any assignments, nor is the instructor obligated to grade any assignments from an audit student. Audit students are officially noted as such on course rosters and on transcripts, and do not receive any academic credit for an audited course. Instructors may limit the number of audit students in a course and may restrict participation of audit students in courses or activities inappropriate for that function. For example, courses that by their nature require participation (i.e. group projects, team presentations) are typically considered inappropriate for auditing. Upon completion of the course, an "AU" is entered as the grade for the students' course. Any student desiring to apply as an audit student must submit an abbreviated application for admission indicating audit status. Students auditing a class are not eligible to receive federal financial aid for audit classes. Audit students can request a transcript showing that they audited the class, but they will not receive course credit nor will it impact their GPA. Audit students are limited to four courses (12 credit hours).

Guest Students

Students currently enrolled at another institution desiring to take a class at Lake Forest Graduate School of Management to transfer back to their primary institutions are considered guest students. Guest students receive academic credit for courses and are obligated to complete all assignments just as a non-degree seeking student earning credit. Guest students need to complete an abbreviated application for admission indicating guest student status and a college transcript or letter of good standing from the Registrar or Dean at their home institutions. Guest students are not eligible for federal financial aid. After 12 credit hours of coursework, students must formally apply as a LFGSM degree-seeking student. Some class prerequisites may apply and students must adhere to academic policies and student life guidelines described in the Student Handbook in place at the time of enrollment.

Student-at-Large

Individuals who wish to enroll in credit-bearing courses at Lake Forest Graduate School of Management, but do not wish to pursue a degree or certificate, may do so as a student-at-large as long as they meet all requirements. If already admitted to a degree program, students-at-large can apply a limited number of credit hours taken as a student-at-large toward a degree. Students-at-large are required to complete all course requirements as per the course syllabus, and will earn credit upon satisfactory completion of the course. As with other non-degree seeking students, a student-at-large is not eligible for federal financial aid. A student-at-large is limited to four courses (12 credit hours).

In order to be granted student-at-large status, interested students must complete a short application for admission indicating their desire for student-at-large status. For more information, contact Admissions (AskAdmiss@lfgsm.edu).

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 email address and U.S. mail. Upon acceptance, to guarantee a place in a graduate degree program, an enrollment confirmation form is required. Candidates who do not start a graduate degree program within one year of acceptance may be required to 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 Graduate School of Management 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:

The Federal definition states that 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 the award of credit hours.

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

All definitions and standards apply equally to courses offered both on and off campus, whether delivered synchronously or asynchronously. For more information, please contact the Registrar's Office.

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.

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 the period during which the independent study takes place.

Distance Education

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 Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or the Chief Academic Officer. Transfer of credit from other accredited graduate programs must be determined upon entry to LFGSM. A maximum of 12 semester hours of transfer credit may be applied toward the MBA degree requirements upon entry to the degree program as long as they meet all requirements for transfer

credit hours.

To be eligible for transfer credit, courses must be equivalent in content to those of LFGSM, and students must have completed the course or courses with a grade of “B” or better. 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 content at the time the student took the course. Transfer credits are not considered in computing a student’s grade point average. Transfer credit hours from another institution that are accepted at LFGSM count as both attempted and completed hours toward degree completion, and each transfer course is counted as an eight-week LFGSM course equivalent in terms of maximum time frame.

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

Course Waiver for Credit

Students may request a course waiver if they can demonstrate their competence in areas where they meet the learning outcomes of the specific course they wish to waive in their MBA program. The Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or the 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 in their MBA program. Course waiver applications must be made during the first 12 months of the student’s graduate degree program. The School will charge the student a course waiver-processing fee of \$350 per successful waiver request to cover the costs of documentation review. No course waivers will be granted for LDR 5120 Effective Leadership or 5240, the capstone course. Course waivers for BUS 5843 Global Focus are not eligible unless students can demonstrate proficiency in doing business abroad, including understanding cultural differences, resource availability, legal and economic framework, technology, and marketing issues unique to the visited country.

The student has the responsibility for initiating a course waiver petition and providing the necessary documentation proving at least equivalent competency. A course waiver for credit petition includes proof of relevant professional work experience and/or certification(s) that verify mastery of learning objectives of the course to be waived. Academic credentials and documentation signifying mastery of course competencies may also be submitted. Such documents include course description and syllabus from the previous school at the time of enrollment, as well as course work pertinent to 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 a course already completed. Final decision on all course waiver petitions rests with the Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or the Chief Academic Officer.

Course Waiver Credit for Non-degree-seeking Certificate Students

Students who complete a certificate and who wish to enter the MBA program must apply and be accepted. Such students may apply for course waivers for their four completed certificate courses. These four courses are designed to be applied toward the required Specialization/Concentration courses in their MBA. The information in the Course Waiver for Credit section applies, with the exception of the two courses limitation. Students who transfer in certificate courses will include GPA calculations in their cumulative GPA for their MBA. When applying for a course waiver to the MBA program from the certificate program, courses with grades below B- (2.70) for the student’s certificate program are not eligible for credit toward the MBA program.

A student who would like to earn a non-degree-seeking graduate certificate may apply for one course waiver in the certificate program. Course waivers in the certificate program are reviewed on a case-by-case basis. Please note that for students in the Data Analytics program, certain rules may apply. Contact the Registrar for details.

Credit for Service in the Armed Forces

Lake Forest Graduate School of Management (LFGSM) will consider educational experiences earned during military service for course waiver credit. The educational experience(s) will be evaluated on a case-by-case basis to determine appropriateness for graduate transfer credit. Students may receive a maximum of two course waivers.

Pursuit of a Second Specialization

Students who wish to take more than one specialization while pursuing their MBA should discuss this with the Registrar. Please note that alumni returning to earn an additional specialization must receive a grade of B- or better in each course.

Students may prefer to earn a graduate certificate from LFGSM instead. Graduate certificates are an excellent way for students to hone their general management knowledge in specific areas of interest and will enable them to “upskill” their marketability and value to the communities they serve through their places of employment and community. See “Graduate Certificates” later in this catalog.

Grading System

Student Learning Assessment

LFGSM is committed to the objective assessment of student learning outcomes through direct and indirect measures of student learning.

Grading Scale

Lake Forest Graduate School of Management uses a numeric grading system for core and elective graduate degree courses. 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

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 in which they are enrolled. Cumulative grade point averages are calculated for all students at the conclusion of each term and are based on a 4.00 scale. 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.

Computation of GPA for the MBA

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. Repeated courses, regardless of grade, count toward the maximum time frame calculation for completion of degree.

Grade Period and Posting

Lake Forest Graduate School of Management operates on a term basis for grade period and posting. The academic year consists of six terms (Summer, Fall, Winter 1, Winter 2, Spring 1, Spring 2). 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.

All grades are issued electronically. Grade cards may be printed through 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 847-574-5152 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 Director of Faculty and Degree Programs in writing. The Director 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 after the review.
4. If the appeal is not resolved, the student's final course of action is to appeal in writing to the 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. Director of Faculty and Degree Programs 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). 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 email is sent to the student and instructor with notification of due dates and student responsibility.

For an eight-week course, the student must submit all of their coursework within four weeks from the date the incomplete grade was recorded on the student's record. For courses shorter than eight weeks, the student must submit all work within two weeks from the date that the incomplete grade was recorded on the student's record. If the instructor has requested a specific due date, that date supersedes all other dates as long as it falls within the School's limits.

After the incomplete coursework deadline, the instructor will calculate the student's grade based on the coursework completed, with no credit given for incomplete assignment(s). If the grade recorded is "F," no credit is given and the student must retake the course. The final grade is included in the student's GPA calculation. The final grade and completion of the course are calculated in the time toward degree completion. See time requirements below.

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.

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. 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. 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. The quantitative measure requires successful completion of a graduate degree program within the Lake Forest Graduate School of Management time frame policy. 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 (Summer, Fall, Winter 1, Winter 2, Spring 1, Spring 2). The Financial Aid Office reviews student academic standings and SAP 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. Students 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: Students must successfully complete all graduate degree program requirements or certificates within six academic years of their first enrollment. This maximum time to completion applies to all students, regardless of financial aid participation or part-time status.

An academic year is made up of six terms of eight weeks each (Summer, Fall, Winter 1, Winter 2, Spring 1, Spring 2). Two eight-week terms are considered one semester. Graduate degree program students typically take six credit hours per semester.

The degree program is comprised of 48 semester credit hours. In order for a student to complete the degree within the 6 year time frame, they must successfully complete a minimum of 8 semester credit hours per academic year.

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's Office. The Registrar's Office, in conjunction with the Director of Faculty and Degree Programs, Senior Vice President of Degree Programs or Chief Academic Officer, will evaluate the applicability of the content of those courses completed early in the student's program.

Students receiving federal financial aid who require more than six years to complete the degree program must submit a petition to the Financial Aid Office to receive a determination of federal financial aid eligibility.

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. It is recommended that they meet with the Director of Student Experience and Engagement prior to taking additional courses to review and discuss their academic progress, and create a degree completion plan to get back on track.

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.

Students on academic probation must successfully complete each 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.

Any student receiving federal financial aid who is placed on academic probation is also placed on financial aid probation, and the student loses federal financial aid eligibility during the probation period. The Satisfactory Academic Progress requirements listed above must be met by the end of the probation period to re-qualify for financial aid. A student reinstated after successfully completing a probation period will receive automatic reinstatement of financial aid eligibility, if Satisfactory Academic Progress requirements have been met.

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 Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or 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 resolved, and present a realistic plan for meeting the requirements to return to good academic standing. The Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or Chief Academic Officer will review the petition and make a final decision.

Financial Aid/SAP Appeals

Students who have been suspended from financial aid eligibility are notified via email at the end of the term in which they fell below a 2.70 GPA. Students are responsible to cover the cost for any upcoming registered courses until they meet SAP requirements again.

Once the student has regained their 2.70 GPA, they regain eligibility to receive financial aid for upcoming courses. If a student has failed to meet the minimum SAP requirements because severe or unusual circumstances have prevented them from making progress toward degree completion, they may appeal the decision to the Financial Aid Office.

Students seeking reinstatement of financial aid eligibility must submit a written appeal to the Financial Aid Office. The petition should clearly state the compelling and extenuating circumstances that contributed to the poor academic performance, show how the circumstances have been resolved, and present a realistic plan for meeting the requirements to return to good academic standing.

The Financial Aid Office determines whether or not financial aid can be reinstated and will notify the petitioner of the decision via email or telephone. 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 credit hours per semester.

Academic Honors

The grade point average of each student graduating in June each academic year will be computed at the end of the Spring 2 Term, after all grades have been received. Academic honors will be conferred upon 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 the five aspects of the LFGSM Leadership Model: Agility, Innovation, Strategic Vision, Self-Awareness, and Engaging Others.

LFGSM students in graduate degree programs who have a 3.95 or higher GPA by the end of the Winter 1 Term of their graduating academic year are eligible to apply for the Hotchkiss Scholar Award. Students interested in applying for the award will submit an initial application by the end of the Winter 1 Term, indicating an interest in the award. The remainder of the application materials: a faculty recommendation, personal essay, and documented service hours are due at the end of the Spring 1 Term. Application materials are available on the student portal, my.LFGSM.edu. Applicants must submit their materials to the Director of Student Experience and Engagement at studentservices@lfgsm.edu.

The Hotchkiss Scholar Review Committee will evaluate all applications and select a limited number, totaling no more than 10% of the applicant pool. 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.

2020-21 Hotchkiss Scholar Award Qualifications:

The Hotchkiss Scholar Candidates scheduled to graduate in June 2021 will be evaluated by a selection committee. The following criteria are considered:

- 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
- A minimum of 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 Experience and Engagement prior to beginning.
- Participation in the LFGSM Business Community through networking events, student groups, Graduation, or Admissions Open Houses

Attendance and Coursework Policy

Lake Forest Graduate School of Management regards face-to-face, videoconference or online class attendance as vital to academic success. All students are expected to actively participate each week in academic activities, whether in the face-to-face classroom, videoconferences, or online. Responsibility for class attendance,

coursework and participation rests with the student. Consequently, attendance at all scheduled classes is expected. LFGSM reserves the right to deal with individual cases of non-attendance at any time.

Definitions:

Face-to-face students attend course offerings at the Lake Forest campus, Schaumburg location, or corporate on-site locations in the Chicagoland area.

Videoconference students attend synchronous course offerings using technology.

Online students participate in weekly asynchronous course offerings using the LFGSM learning management system. Online course terms run concurrently with face-to-face course offerings, with weeks beginning on Monday and ending on Saturday.

Non-Attendance: 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 emails or phone calls, the School reserves the right to remove the student from the course. The student is charged tuition according to the published Cancellation/Refund Policy. Please refer to the Tuition and Financial Aid sections for more information on the financial aid impact of non-attendance.

Face-to-Face Students - Class Attendance Responsibilities

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. (See Class Session Make-up Work section)
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, face-to-face students may not attend every class session of the term via Web conference. Face-to-face 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 face-to-face student does not attend an alternate face-to-face class 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. Face-to-face students will receive the grade they earned based on their completion of required coursework, class participation and contribution to learning. Participation in face-to-face courses is defined by the grading rubrics associated with the course.

Videoconference Students - Class Attendance Responsibilities

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. (See Class Session Make-up Work section)
2. Students have the option to attend their missed session in another session either face-to-face (if available) or via Web conference, with instructor approval and with no attendance or participation penalty.
3. If the student does not attend an alternate face-to-face or Web conference class session, the student is responsible for completing missed work 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 they earned based on their completion of required coursework, class participation and contribution to learning. Participation in videoconference courses is defined by the grading rubrics associated with the course.

Online Students - Class Attendance Responsibilities

1. Attendance each week for online classes is monitored through tracking of student time in the course site, student submission of class assignments, participation in weekly threaded discussions, and completion of quizzes and exams.

2. Online sessions/weeks run from Monday to Saturday, with due dates determined by the instructor.
3. Students will receive the grade they earned based on their completion of required coursework, their class participation and contribution to learning. Participation in online courses is defined by the grading rubrics associated with the course.

Class Session Make-Up Work

If the student misses a class session, the instructor will determine appropriate make-up work. 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

Before taking a leave of absence or exiting from a program, students are required to contact the Registrar's Office to discuss scheduling options available to remain in the program. Notifying the instructor of non-attendance, withdrawal, 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 form 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, according to the Cancellation/Refund Policy. Students on Leave of Absence for more than 180 consecutive calendar days will be temporarily removed from the degree program by the Registrar's Office (Program Exit), and students who have received federal financial aid will begin loan repayment.

Administrators of Title IV financial aid programs 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 program exits.

Re-enrolling: Students may re-enter the degree 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 the Director of Student Experience and Engagement, the Financial Aid Office, and/or the Director of Faculty and Degree Programs, Senior Vice President Degree Programs and/or Chief Academic Officer to discuss their academic progress and create a degree completion plan. (*See Satisfactory Academic Progress Policy - Maximum Time frame*)

Student Records

LFGSM maintains permanent student records that include admissions information, academic transcripts, and other relevant information. A student may review the content of their file by notifying the Registrar in writing. All materials submitted in support of a student's applications become the property of Lake Forest Graduate School of Management, including transcripts from other institutions, letters of recommendation and related documents. LFGSM reserves the right to withhold transcripts and other educational information and documents from students who are in debt to the institution. Grades and transcripts are furnished on request provided that all financial obligations have been met. Diplomas are issued to graduates only if their accounts are paid in full.

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 customer focus, continuous improvement, and integrity. The enforcement of student conduct protects the rights, health and safety of all members of the community so that all may pursue their 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 Director of Faculty and Degree Programs or Senior Vice President of Degree Programs. Consequences could be up to and including dismissal from the School. If asked to leave, a student must wait one year before petitioning the Director of Faculty and Degree Programs, Senior Vice President Degree Programs and/or 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 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. Because firewalls at students' places of business may prevent them from accessing Web sites and/or applications used in class, students are expected to obtain a personal computer with their own Internet provider. The student's computer should use an up to date operating system that will support software and applications used in class. Using his or her own computer, a student must be able to:

- Install third-party software as required by course technologies. (Java Runtime Environment, BlueJeans Desktop App, etc.)
- Have unrestricted access to course-related Internet content.
- Access the LFGSM Learning Management System and my.lfgsm.edu.
- 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.

Students attending videoconference classes are expected to be full participants in class. This means a base requirement of an active Web camera for visual participation. Voice over IP (VOIP) participation over computer audio using a microphone and headphones, rather than connecting via telephone, is highly encouraged for best

audio quality.

Student Verification and Authentication

All students are assigned and must use a unique user account and password combination that is automatically generated by the LFGSM 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.

All students, faculty, and staff are required to wear an LFGSM photo identification badge at the Lake Forest campus and Schaumburg location. Badges are issued to new students at the beginning of their first term start. Students receive their first badge at no cost. A lost badge must be replaced, and is subject to a replacement fee. Students attending class at a corporate location must wear a company-issued badge for identification purposes, in accordance with the corporate sponsor's ID policy.

Reference Resources

LFGSM offers an online reference resource, ABI/Inform Global, which is accessible through Canvas, the School's Learning Management System, and my.LFGSM.edu, LFGSM's secure student Web site. Access is available remotely using the Internet or from student computers located at the Lake Forest campus and other classroom locations. 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 institution as well as the principles of academia. Students and faculty should have freedom to teach or communicate ideas or facts (including those that are inconvenient to external political groups or 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.

To help identify and avoid incidents of plagiarism and academic dishonesty, LFGSM makes the Unicheck tool available to faculty and students. This tool will identify potential sources of plagiarism and notify the user of what those are.

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 Director of Faculty and Degree Programs or 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.

Copyrighted Materials Use

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 time frame 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 or www.copyright.gov/help/faq.

Student Complaint Policy and Log

The complaint process at LFGSM for students and prospective students is comprised of three steps. Most complaints can be resolved through informal conversations among the involved parties. Note: Grade appeals are not considered as complaints that are to be included in the student complaint log. LFGSM provides published procedures for grade appeals in the LFGSM Student Handbook. These procedures include provisions for formally resolving grading issues.

Step 1: Informal Processes

LFGSM encourages students and prospective 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 and prospective students may initiate the formal complaint by submitting a written complaint to Complaint@lfgsm.edu.

MBA students must use the Complaint Form on my.LFGSM.edu and submit to Complaint@lfgsm.edu.

Prospective students must request the Complaint Form and submit to Complaint@lfgsm.edu.

All Complaint forms must be received 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 communicate the outcome or decision within fifteen days of receiving the written complaint.

Step 3: Appeal of Complaint Decision

If the student or prospective student is not satisfied with the School's decision, the student or prospective student may submit complaint documentation to the Director of Faculty and Degree Programs, Senior Vice President of Degree Programs or Chief Academic Officer for further review. The Director of Faculty and Degree Programs, Senior Vice President of Degree Programs or 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 or prospective student's complaint documentation.

Face-to-face, online, or videoconference students and prospective students residing in the state of Illinois who are dissatisfied with the School's response to their complaint, or who are not able to file a complaint with the School, may file a formal complaint with the Higher Learning Commission ([HLC](#)), or the Illinois Board of Higher Education ([IBHE](#)). Online or video/web conference students and prospective students residing in a state participating in the [State Authorization Reciprocity Agreement \(SARA\)](#) may file a formal complaint with the Illinois Board of Higher Education ([IBHE](#)). Online or video/web conference students and prospective students residing in a non-SARA state (as of 7/1/2019: CA) may file a formal complaint with their state education entity, as listed below.

CALIFORNIA: [Student Complaint Process](#)
California Bureau of Private Postsecondary
Education
P.O. Box 980818
West Sacramento, CA 95798-0818
Email: bppe@dca.ca.gov

The Registrar's Office will maintain a log entry on each formal student or prospective student complaint, 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 and prospective student complaints, which is maintained by the Registrar's Office, is confidential. The log will be made available for outside review upon request by the Department of Education (DOE), the Higher Learning Commission (HLC), and the Illinois Board of Higher Education (IBHE). However, steps are taken to ensure the anonymity of any student or prospective 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 and prospective 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	Number of Credit Hours per Course	Number of Courses	Tuition per Course	Estimated Textbook Expense / Course	Total Program Cost
MBA	Required	3	16	\$3,510	\$80	\$58,080
	Global Focus*	3	1	\$3,510*	\$0	
Certificate	Required	3	4	\$3,510	\$50	\$14,240

Notes

1. Course tuition listed is for 2020-21 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. Students who are non-degree seeking certificate students are not eligible for federal financial aid.
5. Global Focus tuition is subject to exchange rate fluctuations, based on double occupancy (premium tuition applies).

* This course typically requires the payment of a supplemental international travel fee and airfare. See course description for details.

Textbooks

Students are responsible for purchasing textbooks. A listing of textbooks needed for specific courses is available at the online bookstore at <https://www.bkstr.com/lakeforestgraduatestore>, click on Find Courses and follow the drop-down menus. Some courses may not require a textbook. Students may purchase or rent required textbooks from any source.

Tuition Billing and Payment

Tuition Billing Procedures

- Invoices are sent on the first day of the term to the student's LFGSM.edu email account.
- Students can access account information, print receipts, and pay tuition through the student portal, my.LFGSM.edu.
- Account statements are sent on the 15th of each month when there is an outstanding balance.
- All invoices are due 30 days from invoice date.
- Students who choose to carry their tuition forward will incur finance fees, and are subject to the terms below.
- Non-degree seeking certificate students must pay the balance owed in full for each class in order to begin any subsequent class in the certificate program. Students may enroll in subsequent classes, but their enrollment will be put on hold until payment in full for prior classes is received by LFGSM. Students will be dropped from classes unless payment is received by the start date of the subsequent class.

Payment Terms/Finance Fees

- Finance fees are assessed on the 15th calendar day of each month on balances over 30 days from invoice date.
- Finance fees will be assessed at 0.75% of the outstanding balance per month, which equates to an annual rate of 9%.
- Student accounts must be paid within 120 days of invoice date for the student to continue in the program. Students with balances exceeding 120 days will have a hold placed on their account and will not be able to attend class.
- Tuition and fees can be paid by cash, check, or with the following credit cards: American Express, Discover, MasterCard and Visa. Payments made using a credit card will incur a 2.4% convenience fee charged at the time of payment.
- LFGSM reserves the right to withhold transcripts and other educational information and documents from students who are in debt to the institution. Students may participate in the Commencement ceremony if all outstanding account balances are paid in full, except for courses in progress.

Employer Tuition Reimbursement / Student Loans

- LFGSM invoices students directly. Students are responsible for understanding their corporate tuition reimbursement policies and procedures.
- Students waiting to receive corporate tuition reimbursement and Student Loans (federal or private) will be assessed finance fees on unpaid balances exceeding 30 days from the invoice date.

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 standard 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 balance remains, the student will receive the funds by check or ACH.

At time of publication, Federal Direct Stafford Loans carry a fixed rate interest of 4.3% 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 2016 at LFGSM was 0.0%.



School Default Rates
FY 2016, 2015, and 2014

[RETURN TO RESULTS](#)

Record 1 of 1

OPF ID	School	Type	Control	PRGMS	FY2016	FY2015	FY2014	
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	0	0.9	1.6
					No. in Default	0	1	2
					No. in Repay	110	108	118
					Enrollment figures	694	756	832
					Percentage Calculation	15.8	14.2	14.1

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 2016 CDR year will use 2014-2015 enrollment).

Current Date : 06/17/2020

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. 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. 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. The quantitative measure requires successful completion of a graduate degree program within the Lake Forest Graduate School of Management time frame policy. 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 (Summer, Fall, Winter 1, Winter 2, Spring 1, Spring 2). The Financial Aid Office reviews student academic standings and SAP 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. Students 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: Students must successfully complete all graduate degree program requirements or certificates within six academic years of their first enrollment. This maximum time to completion applies to all students, regardless of financial aid participation or part-time status.

An academic year is made up of six terms of eight weeks each (Summer, Fall, Winter 1, Winter 2, Spring 1, Spring 2). Two eight-week terms are considered one semester. Graduate degree program students typically take six semester credit hours per semester.

The degree program is comprised of 48 semester credit hours. In order for a student to complete the degree within the 6 year time frame, they must successful complete of a minimum of 8 semester credit hours per academic year.

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's Office. The Registrar's Office, in conjunction with the Director of Faculty and Degree Programs, Senior Vice President of Degree Programs or Chief Academic Officer, will evaluate the applicability of the content of those courses completed early in the student's program.

Students receiving federal financial aid who require more than six years to complete the degree program must submit a petition to the Financial Aid Office to receive a determination of federal financial aid eligibility.

Withdrawals

Students withdrawing from a course before receiving a final course grade are recorded as attempting zero semester credit hours for the course. The course withdrawal does not count toward the maximum timeframe calculation for completion of degree unless the student is a financial aid recipient. Then course withdrawal will count toward the maximum time frame calculation for completion of degree.

Completions

Students completing a course and receiving a final course grade, regardless of grade, are recorded as completing the semester credit hours for the course. Completed courses, regardless of grade, count toward the maximum time frame calculation for completion of degree.

Noncredit Remedial Courses

LFGSM does not offer noncredit remedial courses.

Repeated Courses

Students are permitted to repeat courses for any reason. All grades will appear on a student's transcript; however, the highest grade earned will be used for computing the GPA. Repeated courses, regardless of grade, count toward the maximum time frame calculation for completion of degree. Repeated courses are subject to tuition.

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). 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 email 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, the required work

must be submitted within two weeks from the date that the incomplete grade was recorded on the student's record. If the instructor has requested a specific due date, that date supersedes all other dates as long as it falls within the School's limits.

After the incomplete coursework deadline, the instructor will calculate the student's grade based on the coursework completed, with no credit given for incomplete assignment(s). If the grade recorded is "F," no credit is given and the student must retake the course. The final grade is included in the student's GPA calculation. The final grade and completion of the course are calculated in the time toward degree completion. See time requirements below.

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.

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. It is recommended that they meet with the Director of Student Experience and Engagement prior to taking additional courses to review and discuss their academic progress, and create a degree completion plan to get back on track.

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.

Students on academic probation must successfully complete each 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.

Any student receiving federal financial aid who is placed on academic probation is also placed on financial aid probation, and the student loses federal financial aid eligibility during the probation period. The Satisfactory Academic Progress requirements listed above must be met by the end of the probation period to re-qualify for financial aid. A student reinstated after successfully completing a probation period will receive automatic reinstatement of financial aid eligibility, if Satisfactory Academic Progress requirements have been met.

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 Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or 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 resolved, and present a realistic plan for meeting the requirements to return to good academic standing. The Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or Chief Academic Officer will review the petition and make a final decision.

Transfer Credit

Transfer of semester credit hours from other accredited graduate programs may be accepted, pending approval by the Director of Faculty and Degree Programs, the Senior Vice President of Degree Programs or the Chief Academic Officer. Transfer of credit from other accredited graduate programs must be determined

upon entry to LFGSM. A maximum of 12 semester hours of transfer credit may be applied toward the MBA degree requirements upon entry to the degree program as long as they meet all requirements for transfer credit hours.

Transfer credit hours must be equivalent in content to those of LFGSM, and students must have been completed the transfer courses 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 content at the time when it was taken. Transfer credits are not considered in computing a student's grade point average. Transfer credit hours from another institution that are accepted at LFGSM count as both attempted and completed hours toward degree completion, and each transfer course is counted as an eight-week LFGSM course equivalent in terms of maximum time frame.

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

Summer Term

Students may receive federal financial aid during Summer Term, and credits earned count toward the maximum time frame for completion.

Temporary Leave of Absence/Program Exit Policy

Before taking a leave of absence or exiting from a program, students are required to contact the Registrar's Office to discuss scheduling options available to remain in the program. Notifying the instructor of non-attendance, withdrawal, 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 form 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, according to the Cancellation/Refund Policy. Students on Leave of Absence for more than 180 consecutive calendar days will be removed from the degree program by the Registrar's Office (Program Exit), and students who have received federal financial aid will begin loan repayment.

Administrators of Title IV financial aid programs 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 program exits.

Re-enrolling: Students may re-enter their 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 the Director of Student Experience and Engagement, the Financial Aid Office, and/or the Director of Faculty and Degree Programs, Senior Vice President Degree Programs and/or Chief Academic Officer to discuss their academic progress and create a degree completion plan. (*See Satisfactory Academic Progress Policy - Maximum Time frame*)

Financial Aid/SAP Appeals

Students who have been suspended from financial aid eligibility are notified via email at the end of the term in which they fell below a 2.70 GPA. Students are responsible to cover the cost for any upcoming registered courses until they meet SAP requirements again.

Once the student has regained their 2.70 GPA, they regain eligibility to receive financial aid for upcoming courses. If a student has failed to meet the minimum SAP requirements because severe or unusual circumstances have prevented them from making progress toward degree completion, they may appeal the decision to the Financial Aid Office.

Students seeking reinstatement of financial aid eligibility must submit a written appeal to the Financial Aid Office. The petition should clearly state the compelling and extenuating circumstances that contributed to the poor academic performance, show how the circumstances have been resolved, and present a realistic plan for meeting the requirements to return to good academic standing.

The Financial Aid Office determines whether or not financial aid can be reinstated and will notify the petitioner of the decision via email or telephone. 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.

Return of Title IV Funds

If you withdraw, either officially or unofficially, on or before completing 60 percent of the term, and you have received Title IV federal funds in the form of Federal Direct Loan or a Federal Graduate PLUS Loan, the federal government requires that we review your eligibility for those funds. We are required to apply a federally mandated formula to determine how much of the federal funding was "earned" up to the time of withdrawal. This review and recalculation is called a "Return of Title IV Aid."

The amount of Title IV funds you may retain will depend upon the percentage of time you were enrolled during the term:

- If less than or equal to 60% of the semester had elapsed before your withdrawal, you may keep the percent of the funds equal to the percent of the semester that had elapsed. If less than 60% of a term has been completed as a result of a withdrawal for a Title IV aid recipient, a return would be required. For example, if 50% of the semester had elapsed, you may keep 50% of the funds.
- If more than 60% of the semester had elapsed before your withdrawal, Title IV recipient has earned all of the funds for the term.

In some cases, an R2T4, (return of title IV), withdrawal calculation may result in an amount disbursed to a student that is less than the amount the student actually earned. Assuming the student is otherwise eligible, the student is eligible to receive a post-withdrawal disbursement of the earned aid that was not received. The LFGSM Financial Aid Office will contact a student within 30 days of the date the school determined the student's last date of attendance via phone or email if you qualify for a post-withdrawal disbursement. Authorization from the student will be required to disburse loans for charges other than current charges (tuition, fees, and room and board). Authorization and disbursement must occur within 45 days of the determination.

The LFGSM Financial Aid Office will receive notification of a withdrawal based on information received from the Registrar's Office. The Registrar's Office determines the LDA (last date attended) for an official withdrawal based on the last day attendance was recorded by the instructor. The student will be contacted by the Registrar's Office and asked to go online to complete a Student Request Withdrawal document. This document is then shared with the Financial Aid Office, so that they can determine whether or not an R2T4 calculation is needed. An unofficial withdrawal date is determined/recorded as 14 days from the last date of attendance, last day a student was

physically in class or logged into an online course. According to federal regulations, a school must return unearned Title IV financial aid funds to the programs from which the student received aid during the payment period or period of enrollment as applicable, within 45 days of the date of determination of the withdrawal, in the following order:

Unsubsidized Direct Loan
Graduate Plus Direct Loan

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. At time of publication, Graduate PLUS loans carry a fixed interest rate of 5.3%. 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 1-888-442-4551. 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 more graduate-level coursework at a reduced tuition rate. Non-degree seeking alumni receive a 50% tuition discount on graduate degree program courses. Materials and other fees are charged at the published price.

ASSIST Program

As a not-for-profit organization, LFGSM is dedicated to supporting students so they do not have to interrupt their education while in job transition. The ASSIST (Assistance for Students in Sudden Transition) Program offers financial and career support to help students who have experienced a sudden and unexpected job loss prepare for a new position. Students may qualify for up to a 30% scholarship on tuition for a total of five terms while they are in transition. No more than two courses may be taken per term. Students receiving this financial assistance are required to work with our career coach until they find employment. For more information, contact the Director of Student Experience and Engagement at 847-574-5158.

Cancellation/Refund Policies

Tuition Credits and Refunds:

A tuition credit or refund will only be issued to a student who provides written notification of withdrawal to the Registrar's Office. This policy applies both to degree seeking students as well as non-degree seeking certificate students. The tuition credit or refund will be made according to the following schedule.

* For students in online courses, the first day of the term per the LFGSM Academic Calendar shall constitute the first class meeting.

Refund per Dropped Course	4-Week Accelerated Courses	8-Week Courses
Full Refund	Up to 5 calendar days after first class meeting	Up to 14 calendar days after the first class meeting*
30% Refund	-----	15 to 21 days after the first class meeting*
No Refund (administrative fee may apply)	6 days or more after the first class meeting	22 days or more after the first class meeting*

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 may elect one of the following options:

1. If the student paid tuition and fees in advance of their withdrawal, the student will receive a pro-rata refund of any tuition, fees, or other program charges paid by the student and a cancellation of any unpaid tuition, fees, or other charges owed by the student for the portion of the program that the student does not complete following withdrawal.
2. The student with an “incomplete” grade with the designation “withdrawn-military” for a course in the program may re-enroll in the program (or a substantially equivalent program if that program is no longer available) no later than the first anniversary of the date that the student was discharged from active duty. Re-enrollment will be without payment of additional tuition, fees, or other charges for the program other than any previously paid balance of the original tuition and fees for the program. This provision does not apply for courses for which the student has previously received a grade that is recorded on the student’s transcript.
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 issued within 60 days after the effective date of withdrawal.

Graduate Degree and Certificate Program Descriptions

MBA Program

Program Goals

AGILITY: LFGSM MBA graduates will be able to evaluate business needs from different perspectives, create plans with multiple financial and operational options, and select a best path of action using critical thinking and analysis.

ENGAGING OTHERS: LFGSM MBA graduates will be able to build strong personal connections and communicate effectively to create positive business relationships with colleagues and teams, both internal and external to the organization.

INNOVATION: LFGSM MBA graduates will be able to apply creative thinking and appropriate risk-taking to devise unique solutions to business challenges, and align the solutions to strategic objectives.

SELF-AWARENESS: LFGSM MBA graduates will be able to understand and manage their personal strengths and weaknesses using feedback and self-assessment to optimize leadership impact.

STRATEGIC VISION: LFGSM MBA graduates will be able to examine the future from both macro- and micro-levels, create and communicate coherent strategic plans, and assess key performance indicators to monitor progress.

Degree and Graduation Requirements for MBA Students:

- Students must have a cumulative grade point average of at least 2.70 for all coursework applied toward their MBA degree.
- The MBA program requires the successful completion of 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 credit hours of transfer credit may be applied toward the MBA degree requirements, and it must be done upon entry to the degree program.
- Students must successfully complete the degree program requirements within six years.
- If the student re-enters the program after having been unenrolled for six or more 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 LDR 5120 Effective Leadership and CAP 5240 Strategic Management courses must be taken within the MBA program. No course waivers or course transfer credit will be granted for these courses. Course waivers for BUS 5843 Global Focus must demonstrate the student's proficiency in doing business abroad, including understanding cultural differences, resource availability, legal and economic framework, technology, and marketing issues unique to the visited country.
- Matriculated MBA students may apply for federal financial aid if they qualify as per Financial Policies described in this catalog.
- Definitions of Full Time and Part Time students are established by the Federal Government (Full Time Graduate Student = a student taking 9 or more credit hours in a semester; Part Time Graduate Student = a student taking fewer than 9 credit hours in a semester).
- Definitions of Term and Semester: term = 8 weeks within a semester; a LFGSM semester consists of 2 8-week terms (i.e. Fall Semester consists of F and W1 terms, Spring Semester consists of W2 and S1 terms, Summer Semester consists of S2 and SS).
- Students must declare their intent to pursue a specific area of specialization/concentration with one year of matriculation into the MBA program.
- Students who enter the MBA program without declaring a specific area of specialization/concentration will be enrolled in the MBA, Leadership Essentials specialization and are expected to complete the

requirements specific to that specialization/concentration.

- A student who has earned an MBA from LFGSM cannot enroll in a second MBA, but instead are encouraged to complete graduate level certificates in areas of specializations offered by LFGSM to supplement their degree. Earning a specialized graduate level certificate from LFGSM is an excellent way for students to hone their general management knowledge in specific areas of interest and will enable them to “upskill” their marketability and value to the communities they serve through their places of employment and community involvement.

At Lake Forest Graduate School of Management (LFGSM), working professionals develop their business acumen and leadership skills through the lens of five critical leadership attributes: Leadership Agility, Innovation, Engaging Others, Self-Awareness, and Strategic Vision. These attributes are differentiators among successful leaders across functions and industries and foundational to their success. The LFGSM MBA consists of degree courses in Leadership Essentials, along with specific areas of specialization. Through this combination of building essential leadership skills and completing specialized courses, students develop leadership competence and self-confidence in a high potential discipline so that they can contribute to the organization’s and their own success.

Because our MBA students are already in the workforce and interested in gaining broader leadership skills, the MBA focuses on targeting leadership skills in specific areas. Admitted MBA students are required to declare a specialization from among LFGSM’s eight programs within one year of admittance.

Students choose from the following list of MBA options:

- Leadership in General Management
- Leadership in Marketing
- Leadership in Finance
- Leadership in Organizational Intelligence
- Leadership in Data Analytics
- Leadership in Strategy
- Leadership in Global Supply Chain
- Leadership in Healthcare Management

LEADERSHIP IN GENERAL MANAGEMENT SPECIALIZATION

The Leadership in General Management Specialization is for students who want to broaden their leadership competence. It is especially appropriate for leaders who have already attained deep expertise in a specific function and desire to take on a broader, more senior leadership role. Students who do not choose a specific area of specialization within a year of being admitted, will be enrolled in this specialization.

Students will increase their effectiveness as a leader by developing a thorough understanding of key functional and operational areas of business. As students become more strategic and develop an appreciation and understanding of the interconnectedness of all functions within a business and the how to influence them, they increase the value they can offer to their organization and position themselves for senior leadership positions.

Leadership in General Management Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3

LDR 5220	Leading Organizational Change	3
ECO 5170	Economics for Leaders	3
DAT 5140	Business Statistics and Analytics	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
MKT 5210	Marketing Strategy and Analytics	3
STR 5130	Strategic Thinking	3
STR 5200	Innovation and Risk	3
MGT 5230	Operations Management	3
DAT 5860	Leading Technology Strategy	3
BUS 5836	Business Law	3
BUS 5160	Global Business and Cultural Diversity	3
LDR 5807	Ethical Leadership and Decision Making	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

LEADERSHIP IN MARKETING SPECIALIZATION

The Leadership in Marketing Specialization is designed to bolster the marketing knowledge and acumen of emerging leaders in any organization. Students will be challenged through simulations, case studies, vigorous class debates, and other interactive class activities as the specific marketing content is covered in each course. Students will deal with a variety of challenging situations from the perspective of a marketing leader and will use critical thinking skills as they work through viable alternatives to difficult marketing issues, analyzing their potential risks and benefits. The insights and skills students gain through these dynamic, engaging courses will position them as valuable contributors to their organization and prepare them to succeed in senior leadership positions that collaborate with or oversee their firms' marketing function.

Leadership in Marketing Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3
LDR 5220	Leading Organizational Change	3
ECO 5170	Economics for Leaders	3
DAT 5140	Business Statistics and Analytics	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
MKT 5210	Marketing Strategy and Analytics	3
MKT 5851	Business and Marketing Intelligence	3
MKT 5850	Digital Marketing	3

MKT 5849	Global Marketing	3
STR 5200	Innovation and Risk	3
STR 5130	Strategic Thinking	3
MKT 5561	New Product Development	3
BUS 5836	Business Law	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

LEADERSHIP IN FINANCE SPECIALIZATION

Leaders of complex, dynamic firms are more effective if they possess a comprehensive understanding of an array of internal and external financial factors and how they influence decisions and drive value for the firm's stakeholders. Students who aspire to senior leadership positions will benefit substantially from the Leadership in Finance Specialization.

The set of interrelated courses presents essential elements of corporate finance in a number of key settings common to many firms and especially those that are expanding and investing domestically and internationally. The Leadership in Finance Specialization will help put students in the position of not only participating in high-level strategic initiatives, but also being confident in their ability to lead them.

Leadership in Finance Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3
LDR 5220	Leading Organizational Change	3
ECO 5170	Economics for Leaders	3
DAT 5140	Business Statistics and Analytics	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
MKT 5210	Marketing Strategy and Analytics	3
FIN 5826	Mergers and Acquisitions	3
FIN 5827	Business Valuation and Capital Markets	3
FIN 5828	Entrepreneurial Finance	3
FIN 5525	Corporate Financial Risk	3
FIN 5848	Global Finance	3
MKT 5851	Business and Marketing Intelligence	3
BUS 5836	Business Law	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

LEADERSHIP IN ORGANIZATIONAL INTELLIGENCE SPECIALIZATION

The Leadership in Organizational Intelligence Specialization is designed for leaders of any industry interested in elevating their productivity through leveraging the teams they lead. This discipline focuses on the nuances of people leadership in a variety of areas including diversity and development, as well as project team through workforce effectiveness. Since the ability to get things done through people becomes increasingly important as an individual reaches higher levels of leadership, by following this MBA specialization, students who aspire to more senior positions will improve the likelihood that they will achieve their objective and be successful in leadership roles.

Leadership in Organizational Intelligence Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3
LDR 5220	Leading Organizational Change	3
ECO 5170	Economics for Leaders	3
DAT 5140	Business Statistics and Analytics	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
MKT 5210	Marketing Strategy and Analytics	3
MGT 5230	Operations Management	3
DAT 5860	Leading Technology Strategy	3
MGT 5820	Project Management	3
HRM 5360	Workplace Diversity	3
HRM 5810	Strategic Talent Management	3
HRM 5806	Team and Employee Effectiveness	3
BUS 5802	Negotiations and Conflict Management	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

LEADERSHIP IN DATA ANALYTICS SPECIALIZATION

We are living and working in an era ever more dependent on data. Students in the Leadership in Data Analytics Specialization will learn to effectively lead in a data-driven organization. They will learn to leverage analytics to gain business insights and support sound decision-making. They will learn about contemporary technologies such as data modeling and artificial intelligence, and how to ask informed questions using their organization's data.

Leadership in Data Analytics Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
ACC 5110	Accounting for Decision-Making	3
DAT 5140	Business Statistics and Analytics	3
ECO 5170	Economics for Leaders	3
STR 5130	Strategic Thinking	3
DAT 5860	Leading Technology Strategy	3
DAT 5861	Fundamentals of Data Modeling	3
MKT 5851	Business and Marketing Intelligence	3
COM 5330	Organizational Communications	3
LDR 5807	Ethical Leadership and Decision Making	3
DAT 5867	Using Data Software and Tools	3
DAT 5866	Data Visualization	3
*DAT 5862	Leading in an Artificial Intelligence-Driven Economy	3
*DAT 5863	Machine Learning	3
DAT 5864	Using Data to Drive Decision Making	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

*DAT 5862 Leading in an Artificial Intelligence-Driven Economy is a required prerequisite for DAT 5863 Machine Learning.

LEADERSHIP IN STRATEGY SPECIALIZATION

The Leadership in Strategy Specialization will benefit students who want to lead the development and execution of an organization's strategy. It is especially appropriate for entrepreneurs, leaders of businesses or business units who are responsible for creating sustainable competitive advantage through a unique set of capabilities across functional areas.

Students will increase effectiveness by developing their capacity to think strategically, drive innovation, and manage tangible and intangible resources to fulfill the organization's mission and vision. Students will develop their ability to think strategically, to identify strategic opportunities, and appreciate the contributions of interconnected functions across a business in bringing strategy to life.

Leadership in Strategy Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3
LDR 5220	Leading Organizational Change	3

ECO 5170	Economics for Leaders	3
DAT 5140	Business Statistics and Analytics	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
MKT 5210	Marketing Strategy and Analytics	3
STR 5130	Strategic Thinking	3
STR 5200	Innovation and Risk	3
MGT 5230	Operations Management	3
DAT 5860	Leading Technology Strategy	3
HRM 5810	Strategic Talent Management	3
FIN 5525	Corporate Financial Risk	3
LDR 5808	Leadership Agility	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

LEADERSHIP IN GLOBAL SUPPLY CHAIN SPECIALIZATION

The Leadership in Global Supply Chain Specialization is for forward-focused professionals in any organization for which planning, shipping, and coordinating are key business activities. Students learn to leverage technological innovation and global strategy as they embrace the concepts of Industry 4.0. They will look beyond legacy processes to manage multiple aspects of the organization's supply chain and learn about what is critical to an effective planning process in an expanding global environment. They will delve into global logistical issues such as regional regulations, monetary concerns and export/import. They will be exposed to supply chain trends and issues such as AI, machine learning, sustainability and ethics. As a result of completing this specialization, students position themselves to succeed in the growing industry of global supply chain.

Leadership in Global Supply Chain Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3
LDR 5220	Leading Organizational Change	3
ECO 5170	Economics for Leaders	3
DAT 5140	Business Statistics and Analytics	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
MKT 5210	Marketing Strategy and Analytics	3
MGT 5230	Operations Management	3
MGT 5562	Product Development & Management	3
MGT 5563	Strategic Sourcing in a Digital Economy	3

MGT 5564	Demand Planning & Inventory Management	3
MGT 5560	Distribution and Logistics Using Technology	3
FIN 5566	Environmental, Social and Governance	3
BUS 5836	Business Law	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

LEADERSHIP IN HEALTHCARE MANAGEMENT SPECIALIZATION

The Leadership in Healthcare Management Specialization prepares students for leadership roles within the complex, global landscape of the healthcare, medical device, and life sciences industries. Coursework is tailored to address the business of healthcare from a global, technology and innovation, regulatory, operations, analytics and financial perspective.

Students strengthen their leadership skills through course work and case studies building from a foundational understanding of the industry landscape to how innovation and analytics drive growth and change throughout the industry. The student will also grow their knowledge of how regulations, health laws and complex policies govern the industry and influence strategies.

Leadership in Healthcare Management Specialization		
Course Number	Course Name	Semester Credit Hours
LDR 5120	Effective Leadership	3
COM 5330	Organizational Communication	3
LDR 5220	Leading Organizational Change	3
ECO 5170	Economics for Leaders	3
DAT 5140	Business Statistics and Analytics	3
ACC 5110	Accounting for Decision-Making	3
FIN 5190	Financial Management	3
MKT 5210	Marketing Strategy and Analytics	3
BUS 5831	The Healthcare Landscape	3
FIN 5832	Advanced Topics in Healthcare Finance	3
FIN 5525	Corporate Financial Risk	3
MGT 5833	Healthcare Business Operations	3
STR 5130	Strategic Thinking	3
STR 5200	Innovation and Risk	3
BUS 5836	Business Law	3
CAP 5240	Strategic Management (Capstone)	3
TOTAL PROGRAM HOURS		48

Graduate Certificates

LFGSM offers a way for you to improve your skills, broaden your knowledge base and build your professional expertise in just a year, by taking courses that result in a graduate certificate. You will receive an official transcript from Lake Forest indicating the coursework you completed in the graduate certificate program, and importantly, you can apply the skills you learn immediately at your organization. The credit these courses bear may allow you to move on to a degree either at LFGSM or at other institutions, assuming you are qualified and admitted.

LFGSM offers eight graduate certificates, each consisting of four credit-bearing, graduate level courses from the MBA program. Like all our courses, they are rigorous and graded. In order to earn a certificate, you must attain an average of 2.70 or better in the four designated classes.

Certificate students must submit an application for admission indicating their intention and pay a \$75 application fee. Certificate students are not eligible for federal financial aid and are limited to taking four courses. No course substitutions are permitted for these certificates. If a certificate student wishes to seek the MBA at Lake Forest, contact Admissions (AskAdmiss@lfgsm.edu) for more information on the MBA application process. Students must adhere to academic policies and admission requirements in place at the time of their enrollment.

The LFGSM Certificate Program offers eight options:

- Leadership Essentials
- Marketing Essentials
- Finance Essentials
- Organizational Intelligence Essentials
- Leadership in Data Analytics
- Strategy Essentials
- Global Supply Chain Essentials
- Healthcare Essentials

Leadership Essentials Certificate

Examine how your skills in self-appraisal, communicating, effecting change and responding to economic needs contribute to your growth and development as a leader.

This series of four courses leads to a graduate level, credit-bearing certificate:

- LDR 5120 Effective Leadership
- COM 5330 Organizational Communications
- LDR 5220 Leading Organizational Change
- ECO 5170 Economics for Leaders

Marketing Essentials Certificate

Apply contemporary marketing tools and principles. Understand market research tools and data, and when and how to use them. Strategize for maximum effectiveness to better understand how to inform and engage your audience to build your brand's reputation and grow your business.

- MKT 5210 Marketing Strategy and Analytics
- MKT 5851 Business and Marketing Intelligence
- MKT 5849 Global Marketing
- MKT 5850 Digital Marketing

Finance Essentials Certificate

Be prepared to take on leadership roles in areas of corporate finance, investments, global finance and business. Learn how to analyze portfolio strategies, financing options, organization risk profiles and understand what makes a merger or acquisition a success.

- FIN 5190 Financial Management
- FIN 5826 Mergers and Acquisitions (Required prerequisite: FIN 5190)
- FIN 5827 Business Valuation and Capital Markets (Required prerequisite: FIN 5190)
- FIN 5828 Entrepreneurial Finance (Required prerequisite: FIN 5190)

Organizational Intelligence Essentials Certificate

Investigate how to lead change and how to communicate effectively by respecting stakeholders' needs. Learn how to hire and manage talent following a strategy for growth, diversity, and success.

- LDR 5220 Leading Organizational Change
- COM 5330 Organizational Communications
- HMR 5360 Workplace Diversity
- HMR 5810 Strategic Talent Management

Leadership in Data Analytics Certificate

Become a more effective leader by leveraging analytics for better insights and effective decision-making. Learn about contemporary technologies such as data modeling and artificial intelligence. Gain insight into how to ask the right questions of your organization's databases to help make better business decisions.

- DAT 5861 Fundamentals of Data Modeling
- DAT 5862 Leading in an Artificial Intelligence-Driven Economy
- DAT 5863 Machine Learning (Required Prerequisite: DAT 5862)
- DAT 5864 Using Data to Drive Decision-Making

Strategy Essentials Certificate

Develop your skills to think strategically and lead teams that can provide a sustainable competitive advantage, initiate innovations, optimize technology and elevate talent and operational business processes.

- STR 5130 Strategic Thinking
- STR 5200 Innovation and Risk
- HMR 5810 Strategic Talent Management
- LDR 5808 Leadership Agility

Global Supply Chain Essentials Certificate

Make sure that you are equipped to look beyond your functional role and lead your organization's supply chain. Understand what is critical to an effective planning process through data analytics, material management, lean operations, waste reduction and working capital optimizations. Learn key supply chain functions in the context of a complex global and digital environment.

- MGT 5562 Product Development & Management
- MGT 5563 Strategic Sourcing in a Digital Economy
- MGT 5564 Demand Planning & Inventory Management
- MGT 5560 Distribution & Logistics Using Technology

Healthcare Essentials Certificate

Identify contemporary issues framing the healthcare agenda. Be prepared to take on leadership roles by understanding the healthcare financial environment and recognize industry-specific analytical tools to support short and long-term planning.

- BUS 5831 The Healthcare Landscape
- FIN 5832 Advanced Topics in Healthcare Finance
- FIN 5525 Corporate Financial Risk
- MGT 5833 Healthcare Business Operations

Course Descriptions

ACADEMIC DISCIPLINE PREFIX GROUPS	
ACC	Accounting
BUS	Business
CAP	Capstone
COM	Communications
DAT	Data Analysis
ECO	Economics
FIN	Finance
HRM	Human Resources
LDR	Leadership
MGT	Management
MKT	Marketing
STR	Strategy

PREFIX FINDER KEY – SORTED BY COURSE NUMBER			
5110	ACC	5330	COM
5120	LDR	5360	HRM
5130	STR	5525	FIN
5140	DAT	5560	MGT
5160	BUS	5561	MKT
5170	ECO	5562	MGT
5190	FIN	5563	MGT
5200	STR	5564	MGT
5210	MKT	5566	FIN
5220	LDR	5802	BUS
5230	MGT	5806	HRM
5240	CAP		
		5807	LDR
		5808	LDR
		5810	HRM
		5820	MGT
		5826	FIN
		5827	FIN
		5828	FIN
		5831	BUS
		5832	FIN
		5833	MGT
		5836	BUS
		5843	BUS
		5848	FIN
		5849	MKT
		5850	MKT
		5851	MKT
		5860	DAT
		5861	DAT
		5862	DAT
		5863	DAT
		5864	DAT
		5866	DAT
		5867	DAT

ACC 5110 ACCOUNTING FOR DECISION MAKING

(3 semester credit hours)

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

BUS 5160 GLOBAL BUSINESS AND CULTURAL DIVERSITY

(3 semester credit hours)

Students examine the effect of cultural diversity on personal and organizational effectiveness, the impact of globalization on business operations, and strategic considerations necessary to compete ethically and effectively. Students view the global environment from many perspectives (individual contributor, functional manager, and CEO) through case studies, discussions, simulations and assignments. Students develop

leadership skills to drive change amid growing global uncertainty. Students learn tools and techniques for effective teamwork and communication, ethical decision-making, strategic thinking, and planning amidst global challenge.

BUS 5802 NEGOTIATIONS AND CONFLICT MANAGEMENT

(3 semester credit hours)

Students become stronger leaders by learning effective techniques to constructively handle and manage the frequent conflicts and resulting negotiations that confront business executives. Students learn the complex process of negotiation, which requires the successful practitioner to develop and utilize a unique blend of perceptual, analytical, communication, and interpersonal skills. These skills include agile and critical thinking, devising options, and selecting the best path to agreement. Students use experiential methods including practice negotiations, one-on-one and team situational roleplay.

BUS 5831 THE HEALTHCARE LANDSCAPE

(3 semester credit hours)

Healthcare is dynamic, complex, and a force of change in the world today, and offers substantial career opportunities for the aspiring business professional. It is essential that leaders possess a greater understanding of the healthcare landscape and be able to drive change amid uncertainties. Students will explore the healthcare landscape and examine it from different perspectives, including the diversity of its stakeholders, outcomes and payment mechanisms, and contemporary issues framing the healthcare agenda.

BUS 5836 BUSINESS LAW

(3 semester credit hours)

This course will be a required course for degree completion in the Leadership Essentials, Leadership in Marketing, Leadership in Finance, Leadership in Global Supply Chain, and Leadership in Healthcare degree specializations. This course is currently under construction, and a description will be available via addendum to this catalog and/or on the Lake Forest website once the course is complete. Contact the Registrar or Director of Faculty and Degree Programs for additional information.

BUS 5843 GLOBAL FOCUS

(3 semester credit hours)

NOTE: As of the publishing of this catalog (July 1, 2020) international travel is restricted due to global pandemic containment measures. Until those restrictions are eased and global business resumes regular operation, this course will not be offered. Any student who needs this course to graduate should contact the Registrar or Director of Faculty and Degree Programs to determine an alternative to this class.

Combining traditional, classroom-based learning with in-country experiential learning, the Global Focus course enables students to identify business growth opportunities, as well as the challenges that they offer. Students analyze and compare key elements of business operations outside the US focusing on the organization, management, economics, resource production, and delivery of goods and/or services.

Course waivers for BUS 5843 Global Focus must demonstrate the student's proficiency in doing business abroad, including understanding cultural differences, resource availability, legal and economic framework, technology, and marketing issues unique to the visited country.

Required Prerequisite: Academic approval.

Students must register with LFGSM Registrar and travel partner 60 days before term begins. There is a 10-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. (Travel partner 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), which includes hotel, daily breakfast, in-country ground transportation for planned events, and boxed meals during scheduled visits.

CAP 5240 Strategic Management (Capstone)

(3 semester credit hours)

Students apply and integrate knowledge and skills acquired in the degree program. Students craft a business strategy and use acquired team and leadership skills to successfully execute this strategy from the holistic perspective of the CEO/General Manager. Students explore management situations and apply strategies within the contexts of stakeholder value, ethical decision-making, innovation, and strategic thinking. Throughout the eight modules, students join classmates as a team member in a business simulation, Airline: The Strategy Simulation. Their task is to apply leadership and team skills—competing against other teams—to craft a business strategy for success.

No course waivers will be granted for CAP 5240 Strategic Management.

COM 5330 ORGANIZATIONAL COMMUNICATION

(3 semester credit hours)

Students will study how individuals and groups within an organization communicate to shape business outcomes strategically both internally and externally. This course includes studying interpersonal relationships among employees at all levels as well as how information flows through formal and informal channels and social networks. Also covered are the communication skills necessary for successful leadership in organizational settings. Students will fine-tune their written, verbal and listening skills, and learn how to communicate effectively with their managers, peers, and subordinates, both individually and among teams. Using various communication tools (face-to-face and virtual), students will learn how to frame impactful messages for different audiences. Techniques to engage and motivate their audiences, such as persuasive presentation and storytelling are covered, and fundamental concepts and guidelines are reinforced through practical assignments, ongoing instructor, peer/self-critique, and team activities.

DAT 5861 FUNDAMENTALS OF DATA MODELING

(3 semester credit hours)

In this complex world, business processes continuously generate data in increasingly larger magnitudes. Business leaders face a challenging task of being able to analyze multi-dimensional data properly for insights to improve business outcomes. Data modeling is the first step in data analysis. In this course, students will learn about various data modeling techniques and their application in business process automation. The ability to develop data modeling architecture for storing and processing data that provides better visualization and enforces various business rules ensuring the quality and security of the data is essential to gathering insights. This course meets for 6 sessions during the 8-week term.

DAT 5862 LEADING IN AN ARTIFICIAL INTELLIGENCE-DRIVEN ECONOMY

(3 semester credit hours)

Artificial Intelligence (AI), which is leveraging machine learning with cognitive intelligence abilities for enhancing decision-making, will impact all segments of daily life and replace many tasks done by humans today. In this course, students will learn the meaning, purpose, scope, stages, applications, and effect of AI on business. Fundamentals in deep learning techniques, data science processes, and how to apply AI to solve business challenges will be absolutely essential in order to remain competitive. Business leaders who understand AI capabilities and how to use them effectively will create value for their customers and become market winners. This course meets for 6 sessions during the 8-week term.

DAT 5863 MACHINE LEARNING

(3 semester credit hours)

In this course, students will learn how to develop machine learning capabilities by creating systems that can analyze large volumes of data for predictive analytics. Students will develop linear and nonlinear machine learning techniques for data analysis that includes leveraging tools such as algorithmic models, linear algebra, statistics, computer modeling and systems automation. Machine learning models that are used in business processes are trained with larger sets of examples to incorporate intelligence into the models for gathering insights and making smarter decisions. This course meets for 6 sessions during the 8-week term.

Required Prerequisite: DAT 5862

DAT 5864 USING DATA TO DRIVE DECISION-MAKING

(3 semester credit hours)

This course identifies and applies a disciplined approach to using analysis, data, and systematic reasoning to inform better decision-making. For data driven decision-making, business leaders will leverage foundations in statistics, business intelligence, and data presentation. For big data decision-making, business leaders will leverage concepts from AI, machine learning, predictive analytical modeling and game theory. Skills relating to rational vs. emotional, analytical vs. gut, and role of subjective experience will all play a critical part in navigating this course. Students will leverage casework as well as group work to analyze decisions by breaking them down to their most basic components to drive better decision-making skills. This course meets for 6 sessions during the 8-week term.

DAT 5140 BUSINESS STATISTICS AND ANALYTICS

(3 semester credit hours)

By using statistical and analytical processes and tools to separate fact from opinion and to identify the most influential factors and risks, students are able to formulate judgments using the language of data analytics that provides 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 5860 LEADING TECHNOLOGY STRATEGY

(3 semester credit hours)

This course takes the student on an adaptive journey to implementing technology strategy as they explore, analyze, and create real world examples for technological driven opportunities and solutions. Students examine the unique technological and economic circumstances facing businesses today and in the future. Students identify a range of strategies that enable organizations to succeed in conditions that require agility and flexibility to produce results. The course uses collaborative tools to help students assess business needs, identify gaps, and develop a strategic vision that transforms the organization to an innovative state. Applications such as AI, Data Modeling, and Machine Learning are examined, and fundamental concepts are reinforced through simulations, videos, practical assignments, ongoing instructor/peer/self-critique, and team activities.

DAT 5866 DATA VISUALIZATION

(3 semester credit hours)

This course will be a required course for degree completion in the Leadership in Data Analytics degree specialization. This course is currently under construction, and a description will be available via addendum to this catalog and/or on the Lake Forest website once the course is complete. Contact the Registrar or Director of Faculty and Degree Programs for additional information.

DAT 5867 USING DATA SOFTWARE AND TOOLS

(3 semester credit hours)

This course will be a required course for degree completion in the Leadership in Data Analytics degree specialization. This course is currently under construction, and a description will be available via addendum to this catalog and/or on the Lake Forest website once the course is complete. Contact the Registrar or Director of Faculty and Degree Programs for additional information.

ECO 5170 ECONOMICS FOR LEADERS

(3 semester credit hours)

Students examine 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. Students explore issues related to public policy and regulation as they apply to market dynamics and business decision-making. Students consider macroeconomic concepts in the national and worldwide economic environment within which businesses operate, with an emphasis on real-world applications. Students gain an understanding of gross domestic product, unemployment, investment, interest rates, the money supply, inflation, exchange rates, international trade, business cycles, and fiscal and monetary policy.

FIN 5190 FINANCIAL MANAGEMENT

(3 semester credit hours)

This course broadens the student's perception of the role that the financial function plays in informing and executing business strategy. Students increase their comfort level in working with and discussing basic financial concepts and performance indicators at all levels of the organization. Students expand prior critical thinking skills and knowledge to apply "what-if" analyses, and to identify and optimize risk-reward tradeoffs leaders must make in results-oriented business planning and operations. The course places special emphasis on capital management, asset valuation, and economic value creation.

Recommended Prerequisites: DAT 5140, ACC 5110

FIN 5525 CORPORATE FINANCIAL RISK

(3 semester credit hours)

This course will be a required course for the MBA specializations in Leadership in Finance, Leadership in Strategy, Leadership in Healthcare Management and the completion of the Leadership in Healthcare Certificate. There are no operating businesses that are risk free. Whether the firm is in the healthcare, financial, pharmaceutical or other industries, a variety of short term and long-term risks will surface. Enterprises need to define and identify a wide spectrum of risks facing their organizations, allowing leaders to quantify and manage their impact. This course is designed to provide students with an introduction to the role enterprise risk management has in the leadership of large, complex organizations and in key industry sectors. The course begins by defining major risk categories that surface using industry-specific cases and examples, and then focuses on how risk mitigation strategies can be considered in corporate decision making. With an understanding of the risk landscape confronting firms, students will then examine how the risk management function should be positioned in the corporate governance structure.

FIN 5566 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE

(3 semester credit hours)

This course will be a required course for degree completion in the Leading in Global Supply Chain MBA Specialization. This course is currently under construction, and a description will be available via addendum to this catalog and/or on the Lake Forest website once the course is complete. Contact the Registrar or Director of Faculty and Degree Programs for additional information.

FIN 5826 MERGERS AND ACQUISITIONS

(3 semester credit hours)

In today's world, few individuals are unaffected by mergers and acquisitions. Students in this course delve into the core concepts behind this pervasive business activity and prepare to work on a team that analyzes an acquisition. Students will consider the financial, strategic, operational, technological, legal, cultural and human resource aspects of M&A's, and go on a journey from the strategy supporting the potential deal, through planning, execution and post-acquisition integration. Students will acquire the skills they need to ask the right questions in order to help companies make decisions that build value.

Prerequisite: FIN 5190

FIN 5827 BUSINESS VALUATION AND CAPITAL MARKETS

(3 semester credit hours)

Students gain a deeper understanding of corporate finance by analyzing corporations' interactions with capital markets by building on the foundations learned in FIN 5190 Financial Management. Topics include capital issuance in the primary market, discounted cash flow, valuation of business entities and securities, business combinations and divestitures, and capital structure strategy and execution.

Prerequisite: FIN 5190

FIN 5828 ENTREPRENEURIAL FINANCE

(3 semester credit hours)

Students with an interest in starting, working in, or investing in an entrepreneurial business explore the financing landscape of all stages of a venture's lifecycle from startup to exit. Students use key financial concepts and analytical tools to model key financial indicators and think critically about capital structure strategies to make better investment and financing decisions. Multiple methodologies are applied to determine a reasonable valuation of a company and understand how to manage working capital and quickly adapt to changing environments. Real-world examples are used to illustrate how different businesses move through the entrepreneurial spectrum with scarce capital and human resources. Student work individually and in teams to demonstrate mastery of the course objectives.

Prerequisite: FIN 5190

FIN 5832 ADVANCED TOPICS IN HEALTHCARE FINANCE

(3 semester credit hours)

Students explore the challenges and complexities of the healthcare industry. Topics include industry stakeholders, third-party payments, regulations, competitive market forces, increasing capital demand, enterprise risk, and a mixture of government, private, not-for-profit, and investor-owned organizations. Healthcare leaders are faced with managing evolving models of delivery and financing, continually rising costs, and a value-based payment system. Students learn agility, strategic vision, and communication skills to

understand and analyze the financial implications of the healthcare system, identify strategic financial opportunities and risks, and make sound business decisions to create value. Students examine 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.

Prerequisite: FIN 5190

FIN 5848 GLOBAL FINANCE

(3 semester credit hours)

Students examine the volatility found in global financial markets with the understanding that companies that operate internationally need to remain agile to keep pace as the global economy trends toward greater integration and interdependency. Students develop an advanced and in-depth understanding of the innovative financial tools that can help resolve the challenges of global expansion and an increased awareness of emerging global risks, and ever-changing global capital markets. Focusing on the global, financial and macroeconomic environment, topics such as foreign exchange markets, management of foreign exchange exposure, cross-border acquisitions, capital spending and investments are explored in a collaborative course setting. Students learn to engage others in the workplace on a topic of increasing relevance to companies that operate globally, or are seeking to, in pursuing their strategic vision.

Prerequisite: FIN 5190

HRM 5360 WORKPLACE DIVERSITY

(3 semester credit hours)

Today's U.S. workplace is more diverse than ever before, and global business integration is strategically critical. For the first time, potentially four generations work together in today's U.S. businesses. Students 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 credit hours)

Students examine the communication challenges specific to teams as well as the feedback process that occurs in coaching or managing relationships. Students practice building and working in teams in order to create strong personal connections, communicate effectively, build security and trust, and achieve common goals. Employee effectiveness is dependent upon the feedback processes that occur in the workplace. Students learn how to engage in a number of key one-on-one interactions to ensure improved performance. These key interactions encompass the life cycle of employment: interviewing, onboarding, setting goals, performance reviews, coaching and termination. Students practice strategies that help them develop direct reports and improve their ability to engage successfully in critical coaching conversations.

HRM 5810 STRATEGIC TALENT MANAGEMENT

(3 semester credit hours)

Students apply a conceptual framework to improve business performance through the strategic management of people. Students learn techniques that maximize the performance and 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. There are three major themes in this course: 1) an organization is most effective when "people strategies" and "business strategies" are aligned properly; 2) the strategic management of people is a critical responsibility of all business leaders within an organization; and 3) as leaders move up in an organization, the challenge of working through others to achieve success increases.

LDR 5120 EFFECTIVE LEADERSHIP

(3 semester credit hours)

This course is the starting block to developing your unique skills as an effective leader. You will discover LFGSM's five Leadership Attributes and what it means to create a followership. As you engage in this personal journey, you will create your leadership philosophy, grow in your self-awareness of how you relate to others, and identify opportunities to develop as a leader worth following.

With a Personal Leadership Plan to guide your development and growth, you will be on your way to becoming a strong leader who excels at rallying, connecting, and supporting others to uphold the organization's vision and achieve results.

No course waivers will be granted for LDR 5120 Effective Leadership.

LDR 5220 LEADING ORGANIZATIONAL CHANGE

(3 semester credit hours)

In this course students learn how to lead organizational change and effectively execute change strategies in dynamic environments. Students are introduced to frameworks and competencies required to identify change opportunities and determine the problem that needs to be solved. Students learn to lead small, medium or large-scale change initiatives as well as how to lead change with or without formal authority. Within this course, students will have an opportunity to create a comprehensive change management action plan and establish timelines for executing change initiatives.

Recommended Prerequisite: LDR 5120

LDR 5807 ETHICAL LEADERSHIP AND DECISION-MAKING

(3 semester credit hours)

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 employees. The course will also discuss how legal, philosophical, and corporate practices influence ethical behavior for individuals and companies. Students examine how social, environmental and stakeholder responsibilities, and different values impact ethical behavior in companies.

LDR 5808 LEADERSHIP AGILITY

(3 semester credit hours)

This course will be a required course for degree completion in the Leadership in Strategy degree specialization. This course is currently under construction, and a description will be available via addendum to this catalog and/or on the Lake Forest website once the course is complete. Contact the Registrar or Director of Faculty and Degree Programs for additional information.

MGT 5230 OPERATIONS MANAGEMENT

(3 semester credit hours)

Students will learn an overview of key operations management functions in the context of a globally competitive environment. Various elements critical to achieving optimal performance are examined including process and capacity planning, site selection, software systems such as ERP, forecasting, inventory management, scheduling, quality systems, managing customer relationships, supply chain management, employee involvement, lean enterprise management, and operational strategies

Recommended Prerequisite: DAT 5140

MGT 5560 DISTRIBUTION & LOGISTICS USING TECHNOLOGY

(3 semester credit hours)

This course will be a required course for degree completion in the Leading in Global Supply Chain MBA Specialization. The Global Supply Chain topics covered in this course will include: how to use distribution and logistics strategically, foreign trade zones, cost drivers/key metrics, automation and optimization.

MGT 5561 NEW PRODUCT DEVELOPMENT

(3 semester credit hours)

This course will be a required course for degree completion in the Leading in Marketing MBA Specialization. This course is currently under construction, and a description will be available via addendum to this catalog and/or on the Lake Forest website once the course is complete. Contact the Registrar or Director of Faculty and Degree Programs for additional information.

MGT 5562 PRODUCT DEVELOPMENT & MANAGEMENT

(3 semester credit hours)

This course will be a required course for degree completion in the Leading in Global Supply Chain MBA Specialization. This course will focus on the product lifecycle from its inception through development to the end user. It will cover the following topics: Determining the opportunity – consumer research/voice of the customer/competitor analysis/target market, new product development – the idea, concept, design, and test, product life cycle and portfolio management, product development process across industries and process/methodologies, product costing, pricing, and strategic sourcing, customers, channels and channel conflicts, and product launch, marketing, and performance monitoring.

MGT 5563 STRATEGIC SOURCING IN A DIGITAL ECONOMY

(3 semester credit hours)

This course will be a required course for degree completion in the Leading in Global Supply Chain MBA Specialization. This course will focus on topics as they relate to the Global Supply Chain: Sourcing and supply chain 4.0, the strategic sourcing process, supplier relationship management, globalization, managing supply chain and supplier risks, and sustainable sourcing.

MGT 5564 DEMAND PLANNING & INVENTORY MANAGEMENT

(3 semester credit hours)

This course is a required course for degree completion in the Leading in Global Supply Chain MBA Specialization. This course will cover the following topics as they relate to the Global Supply Chain: Forecasting methodologies and systems, purchasing logic, the purchasing process and systems, inventory management optimization across the supply chain, key metrics, integration of forecasting, purchasing, and inventory management.

MGT 5820 PROJECT MANAGEMENT

(3 semester credit hours)

Students examine the process and techniques required to manage almost all types of projects. Students are guided in the integration of 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 credit hours)

Students build understanding about the scope and breadth of the healthcare services and products industry, unique aspects related to financing, political and regulatory issues and impacts, and 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: BUS 5831, FIN 5832

MKT 5210 MARKETING STRATEGY AND ANALYTICS

(3 semester credit hours)

This course focuses on the leadership of the marketing function. It explores the complex, multifaceted process of developing marketing strategies that drive market impact and organizational success. It also covers the key digital and conventional marketing analytics that inform effective strategic decision-making. Students will be challenged to think critically and collaborate with each other, enhancing their ability to solve diverse and difficult problems across functional silos. Emphasis will be placed on applying course learnings to real-world applications and making ethical choices in a global environment. Areas of study include market planning, assessment and development; understanding consumer behavior; segmentation, targeting and brand positioning; product and channel management; marketing communications; and pricing.

Recommended Prerequisite: DAT 5140

MKT 5849 GLOBAL MARKETING

(3 semester credit hours)

Global economy trends toward greater integration and interdependency impact companies and managers. Students gain an advanced and in-depth understanding of global marketing strategies as they examine the global marketplace, including environmental factors, political, economic, legal, socio-cultural, technological, and competition. Students assess each factor's 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.

Prerequisite: MKT 5210

MKT 5850 DIGITAL MARKETING

(3 semester credit hours)

Students examine 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. Students gain a working knowledge of contemporary digital marketing principles and build a tool set to assess, create, 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.

Prerequisite: MKT 5210

MKT 5851 BUSINESS AND MARKETING INTELLIGENCE

(3 semester credit hours)

Students examine the effect of business and marketing intelligence on leadership decisions and implementation of both strategic business plans and tactical marketing programs. The central focus of the course is building an understanding of the market research tools and data available, and when and how to utilize such intelligence. Students analyze both primary and secondary research sources, from focus groups and market experiments to consumer reports. As a result, students will understand how to integrate acquired information to develop informed business strategies to meet defined needs and opportunities.

STR 5130 STRATEGIC THINKING

(3 semester credit hours)

Students 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 develop higher level thinking skills by forming an integrated systems perspective of an organization. Students demonstrate their ability to convert their analysis into logical and persuasive recommendations. Students are challenged 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 credit hours)

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. Students learn to lead innovation within existing organizations by understanding the significance of innovation, the strategic and organizational environment, and best implementation practices for both individuals and teams.

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 2018–2019 academic year and may not be representative of the year in which a student will enroll.

12-Month Unduplicated Headcount - Degree Programs July 1, 2018 through June 30, 2019	
Total	598
By Program MBA, General Management CIP Code 52.0201	595

Fall Enrollment (August 1 through October 31 – F1 and W1 Unduplicated)				
	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Total	393	370	393	451
Level				
Graduate	393	370	393	451
Gender				
Female	187	196	208	254
Male	206	174	185	197
Race/Ethnicity				
Black, non-Hispanic	36	31	33	44
White, non-Hispanic	181	198	236	269
Hispanic	26	30	37	44
Asian	65	63	56	76
Hawaiian or other Pacific Islander	1	4	4	1
American Indian/Alaskan Native	1	0	1	2
Two or more races	4	2	5	6
Not reported	78	41	19	9
By Program				
MBA, General Management	393	368	391	448
Master of Science in Management		2	1	1
Master of Science in Project Leadership			2	2

Degrees Conferred				
	2015–2016	2016–2017	2017–2018	2018-19
Total Degrees Awarded	158	138	125	107
By Program				
MBA, General Management	158	138	125	106

MS, Project Leadership				1
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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	Still Enrolled
2014-2015	72%	3.04	25%	3%
2013-2014	73%	2.78	23%	4%
2012-2013	70%	2.70	25%	5%
2011-2012	75%	3.06	23%	2%
2010-2011	77%	3.27	22%	1%

Cost of Attendance

MBA - Tuition and Fees			
July 1, 2019 through June 30, 2020			
			Certificate Program
Tuition Per Course	\$3,510 (3 credit hours)		\$1,170 (per 1 credit hour)
Books and Materials Fee	\$0		0
Technology Fee	\$0		0
Degree Conferral Fee	\$0		0

Please Note: The data above is from the 2020-21 academic year. Consult the Tuition and Fees section, the LFGSM Web site 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 and campus crime statistics are available on the Lake Forest Graduate School of Management's Student Portal and public website.

Emergency Procedures

While the school strives to provide a safe and secure environment, safety is enhanced when students, faculty, and staff 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 methods with which to communicate emergency notifications to the LFGSM community. The appropriate method of communication is determined based upon the severity and urgency of the emergency.

Communication Vehicles Available to LFGSM:

- Emergency Notification System (text message and email notification)
- Email (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 Experience and Engagement. 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 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 on the LFGSM Web site.

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, 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 expanded 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 published in this catalog. LFGSM reserves the right 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 LFGSM *Academic Catalog* is the document of authority for all students. The requirements published in the *Academic Catalog* supersede information issued by any department or program. The information contained in the *Academic Catalog* is true and correct to the best of our knowledge.

Max Reed
Senior Vice President, Degree Programs

Effective Date

The information contained in this *Academic Catalog* is applicable to students on the first day of the Summer Term 2020-21. Lake Forest Graduate School of Management (LFGSM) reserves the right to revise, supplement, or rescind any contents of this publication at any time.

Accreditation, Ownership, Locations, Licensing

The Higher Learning Commission (HLC) has continually accredited LFGSM since 1978. 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.

Higher Learning Commission (HLC)

230 South LaSalle Street, Suite 7-500

Chicago, Illinois 60604-1411

www.hlcommission.org

800.621.7440

General Information:

info@hlcommission.org

Online Complaint System:

<http://hlcommission.org/HLC-Institutions/complaints.html>

LFGSM is authorized to operate as a postsecondary educational institution by the Illinois Board of Higher Education (IBHE). LFGSM has received operating and degree-granting authority in the North Suburban, Chicago, and West Suburban regions.

Illinois Board of Higher Education (IBHE)

1 North Old State Capitol Plaza

Suite 333

Springfield, Illinois 62701-1377

www.ibhe.org

217.782.2551

General Information:

info@ibhe.org

Institutional Complaint Hotline:

217.557.7359

Online Complaint System:

<http://complaints.ibhe.org>

Ownership

LFGSM is an independent, accredited, non-profit graduate school, 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 Degree Program Locations

Allstate Insurance Company

2775 Sanders Road

Northbrook, IL 60062

Discover Financial Services

2500 Lake Cook Road

Riverwoods, IL 60015

Health Care Service Corporation

300 East Randolph Street

Chicago, IL 60601

Corporate degree 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 Senior Vice President of Degree Programs and the Chief Academic Officer, and are staffed by the local Campus Operations Team.

Licensing

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.

Administration and Faculty

Board of Directors

Jeffrey J. Anderson

President and CEO
Lake Forest Graduate School of Management

John Anderson

Executive Vice President
Trustmark Companies

Edward O. Carney '01

President and CEO
Superior Graphite Co.

Patricia A. Coffey

Senior Vice President—Technology and Strategic Ventures
Allstate Insurance Company (Retired)

John F. Ginascol '91

Executive Vice President
Core Diagnostics
Abbott Laboratories

Christopher Kempa '04

Chief Executive Officer
ORS Medco

David Lee

President and CEO
Lake Forest Bank & Trust (a Wintrust Bank)

Todd Litzsinger

Chairman of the Board
Follett Corporation

Carlos M. Minetti

President, Consumer Banking
Discover Financial Services

John P. Pappas '92

President
Chicago Collaborators

Stephen D. Schutt

President
Lake Forest College

James (Sandy) Stevenson

Principal Consultant
Stevenson Advisory Services, Inc.

Leanna J. Walther '99

Vice President, Business Human Resources, Operations
AbbVie, Inc.

Leadership Team

Jeffrey J. Anderson, President and Chief Executive Officer

MBA, The University of Chicago–Booth School of Business
BA, Economics and Accounting, Carthage College
Certified Public Accountant (Illinois)

Thomas Perozzi, Chief Financial Officer, Vice President of Finance and Human Resources

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

Max Reed, Senior Vice President of Degree Programs

MBA, Strategy, Finance, Economics, The University of Chicago–Booth School of Business
BS, Computer Studies and Economics, Northwestern University

Neil L. Holman, Chief Academic Officer

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

Carrie G. Buchwald, Senior Vice President of Corporate Learning Solutions

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

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

Key Academic and Administrative Staff

Max Reed, Senior Vice President of Degree Programs

MBA, Strategy, Finance, Economics, The University of Chicago–Booth School of Business
BS, Computer Studies and Economics, Northwestern University

Carol Modlin, Director of Faculty and Degree Programs

MBA, Lake Forest Graduate School of Management
BA, Journalism, University of Dayton

Neil L. Holman, Chief Academic Officer

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

Diana Booth, Registrar

MSM, Lake Forest Graduate School of Management
BA, Business Administration, Carthage College

Currie Gasche, Director of Student Experience and Engagement

MBA, Lake Forest Graduate School of Management
BA, History and Sociology, Cornell College

Cathy Kissling, Senior Manager of Institutional Research

MBA, Executive Business Administration, Texas Woman's University
BA, Education, Great Lakes Christian College

Business Leader Faculty®—Degree Programs

Eduardo Acuna

MM, Northwestern University–Kellogg
Graduate School of Management
MS, University of Illinois
BS, University of Illinois

Eileen Altman

MBA, University of Chicago
MS, Northwestern University
BA, Northwestern University

Janice Aull

MA, DePaul University
BA, Concordia University

Katherine Bertone

MBA, Baker College
BAS, Boston University

Lawrence Brand

MBA, University of Evansville
BS, University of Evansville

Charlotte Alfonso

MS, Loyola University Chicago
MA, Bangalore University (India)
BA, Mount Carmel College (India)

Grant Andrew

MBA, Rutgers University
BSBA, University of Delaware

Glenn Backus

MBA, University of Massachusetts
BA, University of California, Los Angeles

Laurence Birch

MBA, Northwestern University–Kellogg
Graduate School of Management

Todd Brockway, JD

DePaul University
MBA, Northwestern University
BA, University of Iowa

Medy Agami

MBA, The University of Chicago
MS, Illinois Institute of Technology
BA, University of Alexandria

Atakan Arica

MBA, The University of Michigan–Ann Arbor
BS, Northwood University

Greg Beckman

MBA, University of Iowa
BS, United States Military Academy, West
Point

Christopher Bona '00

MBA, Lake Forest Graduate School of
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Published: July 2020

Effective: Summer Term 2020–21 (July 1, 2020)