

Center for Creative Change

M.A. in Environment and Community (ENC)

M.S. in Management (GMP)

M.A. in Organizational Psychology (OPP)

M.A. in Strategic Communication (SCP)

M.A. in Whole Systems Design (WSD)

The Center for Creative Change (CCC) is a dynamic and innovative graduate center that prepares students to envision and lead effective, sustainable change in businesses, organizations and communities.

CCC brings together five degree programs in an integrated model of graduate education. Each program maintains a rigorous, specialized curriculum while allowing students and faculty to cross boundaries in their research, coursework and community projects. Our graduates have the focus of a specialized degree with the flexibility of a broader vision.

Classes offered by any program in CCC are open to all CCC students unless otherwise noted. Please confer with your adviser to determine the suitability of any course for your program of study.

Program Faculty and Staff

Interim Center Director

Shana Hormann

Distinguished Visiting Fellow

Steve Cato

Core Faculty

Sadruddin Boga

Donald E. Comstock

Katherine Davies

Betsy W. Geist

Jonathan M. Scherch

Farouk Seif

Associate Faculty

Barbara Spraker

Visiting Faculty

Lorraine Fish

Peter Martynowych

Pat Vivian

Adjunct Faculty

Karyn Lazarus

Sam Magill

Alison Mandaville

Morgan McCartor

Heather Nordell

Staff

Kevin Inouye

Leslie Wright

CCC core courses provide a learning community for working adults: a combination of experience, theory and applied research, real casework, on-the-job-challenges and community-based projects. Whether students focus on businesses, nonprofits, community organizations, the environment or other application areas, the core courses help them develop the knowledge and practical skills necessary to be successful change agents.

FirstClass: All CCC classes utilize FirstClass. Students are required to have an activated FirstClass account by the first day of the quarter.

Preliminary assignments: CCC courses may require readings prior to the first day of class. Students are required to check the **preliminary assignments** conference for each class that they will attend. Preliminary assignments are posted to the **preliminary assignments** folder in the **My Center** conference by Monday of Week 9 of the previous quarter.

Class Meetings: Your registration confirmation may list general dates for the term or for specific classes; for most up to date class meeting dates and times, refer to this class schedule.

CCC540: Communication Design (3)

Alison Mandaville and TBD

Saturdays, 9 a.m. to 5:30 p.m.; Oct. 7, Nov. 4, Dec. 2; Limit 44

This course introduces students to the deep structure of effective communication. Participants learn how to design communication strategies appropriate for various contexts and gain proficiency in writing, speaking, presenting and representing complex information and concepts. Through extensive writing, peer reviewing and revising, students develop for final evaluation a portfolio of polished work and deliver at least one oral presentation. *Eligibility: Open to all CCC students; others by permission of instructor.*

CCC545: Systemic Thinking for a Changing World (3)

Betsy Geist and TBA

Fridays, 9 a.m. to 5:30 p.m.; Oct. 6, Nov. 3, Dec. 1; Limit 44

This course addresses the questions that run deep in systemic traditions: How do our perceptions affect our engagement with the world, our responses to change and approaches to change-making? How may we understand the complex dynamics we experience in that world? How can we responsibly and effectively create strategies for change? This class develops conceptual frameworks and analytic and integrative skills for understanding complex dynamic patterns in human and natural systems. As participants become familiar with a variety of systemic traditions, they learn to distinguish among mechanism, reductionism and holism and to understand the relationship between such paradigms and the actions that flow from them. Participants gain skills in describing complex systems and framing strategies with an understanding of mutual causality. *Eligibility: Open to all CCC students; others by permission of instructor.*

CCC555: Transformative Leadership (3)

Barbara Spraker

Saturdays, 9 a.m. to 5:30 p.m.; Oct. 7, Nov. 4, Dec. 2; Limit 22

This course starts with two premises: 1) that transformative leadership is not limited to a role or position, such as "manager," but is a function everyone has the potential to manifest; and 2) that transformation goes beyond first order change. Leading, following, authority and power are upfront and personal throughout this course. It involves personal capacity, inclusive awareness and skills needed to affect profound, human scale change in our own lives, businesses, organizations and communities. Students explore some of the myriad polarities involved, e.g., analysis versus synthesis, systematic versus systemic, command/control versus participation, espoused versus actualized values, change versus transformation, situational versus emerging leadership, personality versus character, natural versus learned attributes, good versus evil leadership. Students further develop their leadership abilities and the group and systemic perspectives necessary to engage, catalyze and lead effective adaptive work. *Eligibility: Open to all CCC and Environmental Education certificate students; others by permission of instructor.*

CCC560: Ecological Sustainability (3)

Lorraine Fish

Fridays, 9 a.m. to 5:30 p.m.; Oct. 6, Nov. 3, Dec. 1; Limit 22

This course examines the key challenges and opportunities associated with ecological

sustainability. It provides an overview of regional, national and global socio-environmental issues and considers the design of communities, institutions and businesses that exemplify the characteristics of sustainability. Students use social/natural science and philosophical perspectives to explore historical contexts, tools and techniques and integrative designs relative to their respective areas of personal interest and professional focus. *Eligibility: Open to all CCC and Environmental Education certificate students; others by permission of instructor.*

Reflective Practica, Fall Matriculation

This series of Practica is open only to students who start the sequence in the fall.

CCC691: Reflective Practicum 1: Simulation and Case Study (4)

Don Comstock and TBD
Sundays, 9 a.m. to 5:30 p.m.; Oct. 8, Nov. 5, Dec. 3
Mondays, 9 a.m. to noon; Oct. 9, Nov. 6, Dec. 4; Limit 44

In Reflective Practicum 1, students explore diverse practices for facilitating sustainable social change in communities, organizations, groups and cultures. Throughout the year, students develop frameworks and principles for understanding social change by critically examining real-life examples, participating in simulation exercises and conducting an in-depth case study. Key elements of the course include collaborative learning and the practice of reflecting on lived experience as a pedagogy for adult learning. Guest presenters and other CCC faculty provide multiple perspectives on social change. *Eligibility: Limited to CCC students. Students must register for a minimum of three consecutive quarters. Students begin this sequence only in the fall.*

CCC692: Reflective Practicum 2: Capstone Change Project (4)

Farouk Seif and Pat Vivian
Saturdays, 9 a.m. to 5:30 p.m.; Oct. 7, Nov. 4, Dec. 2; Limit 44

Reflective Practicum 2 offers the opportunity for students to undertake sustainable change projects in organizations and communities with the collaboration and support of students and faculty in other CCC programs. Students take responsibility for learning through reflection on their projects in a community of fellow scholar-practitioners. *Eligibility: Limited to CCC students. Students must register for three consecutive quarters. Students begin this sequence only in the fall.*

Reflective Practica, Spring Matriculation

This series of Practica is open only to students who start the sequence in the spring.

CCC691S: Reflective Practicum 1: Simulation and Case Study (4)

Karyn Lazarus
Sundays, 9 a.m. to 5:30 p.m.; Oct. 8, Nov. 5, Dec. 3;
Mondays, 9 a.m. to noon; Oct. 9, Nov. 6, Dec. 4; Limit 22

In Reflective Practicum 1, students explore diverse practices for facilitating sustainable social change in communities, organizations, groups and cultures. Throughout the year, students develop frameworks and principles for understanding social change by critically examining real-life examples, participating in simulation exercises and conducting an in-depth case study. Key elements of the course include collaborative learning and the practice of reflecting on lived experience as a pedagogy for adult learning. Guest presenters and other CCC faculty provide multiple perspectives on social change. *Eligibility: Limited to CCC students. Students must register for a minimum of three consecutive quarters. Students begin this sequence only in the spring.*

CCC692S: Reflective Practicum 2: Capstone Change Project (4)

Betsy Geist
Saturdays, 9 a.m. to 5:30 p.m.; Oct. 7, Nov. 4, Dec. 2; Limit 22

Reflective Practicum 2 offers the opportunity for students to undertake sustainable change projects in organizations and communities with the collaboration and support of students and faculty in other CCC programs. Students take responsibility for learning through reflection on their projects in a community of fellow scholar-practitioners. *Eligibility: Limited to CCC students. Students must register for three consecutive quarters. Students begin this sequence only in the spring.*

M.A. in Environment and Community

The Environment and Community program is a two-year program of study and practice designed for professionals, activists, educators, volunteers and others who are interested in the interdependence of environmental and social issues and who want to strengthen their abilities to work for meaningful change. As the program emphasizes social-science perspectives and natural-science literacy, students and faculty study the relations between values, ideas, theory,

practice, social and institutional structures and various socio-environmental change processes. The program is designed to integrate knowledge gained in an academic setting with learning acquired through work, personal experience and the experiences of others.

The development of the whole person, the equal emphasis on social values and creativity, the recognition that community involvement is necessary for individual growth and the enrichment of our society have long been hallmarks of Antioch's approach to education. The strength of the E&C program is forged from the union of the Antiochian ideals of study, work and community: a strong academic program, the opportunity to apply learning in real-world settings and an emphasis on progressive commitments to social and environmental justice. The program leads to an M.A. in Environment and Community.

EDU506B: Methods of Environmental Education (3)

Robert Wang
Sundays, 9 a.m. to 5:30 p.m., Oct. 8, Nov. 5, Dec. 3; Limit 40

This course provides students with an introduction to environmental education teaching methods for formal and informal settings. Students experience and examine various teaching methods commonly used in environmental education and evaluate the applicability and efficacy of each. Through readings, discussion, written assignments, participation and observation, students gain an understanding of the philosophy, history, content and current practices of teaching environmental education. Students examine and critique several environmental education curricula and develop a thematic plan as a final class project. *This course addresses elective requirements for education and is required for the Environmental Education certificate.*

ENC656: Healthy, Sustainable Communities (3)

Kate Davies
Sundays, 9 a.m. to 5:30 p.m.; Oct. 8, Nov. 5, Dec. 3; Limit 22

This course explores what makes communities healthy and sustainable, including the natural and built environments, social capital and connectedness, cultural and ethnic diversity, vibrant local economies and participatory, responsive governance. Using a case study approach, students develop their own criteria for a healthy community, assess the health and sustainability of a community and develop practical strategies for enhancing community health and sustainability. *Eligibility: Open to ENC, Ecological Planning and Design and Environmental Education students only; others by permission of instructor.*

ENC670: Economics and the Environment (3)

Don Comstock

Fridays, 9 a.m. to 5:30 p.m.; Oct. 6, Nov. 3, Dec. 1; Limit 22

This course prepares students to use both mainstream and alternative economic models in their efforts to achieve environmental and community sustainability. Traditional and ecological market economics contend with bioregional and community economics as alternative approaches to sustainability. Economic assumptions and models from each of these paradigms are studied, compared and used to address local and regional social and environmental issues. *Eligibility: Open to ENC, Ecological Planning and Design and Environmental Education students only; others by permission of instructor.*

M.S. in Management

The graduate Management program is a two-year program focusing on the essentials of business operations, principles of change management and strategies for effective leadership. Designed as a learning community for practicing managers who want to complete a degree while working full time, the program features the personal, organizational and global dimensions of management. Learning activities cover the major fields of management such as organization, strategy, finance, leadership, economics, marketing and operations, while emphasizing the development of communications, cooperation, leadership and team skills. The program leads to a M.S. in Management.

MGT618: Marketing: Delivering Customer Value (3)

Heather Nordell

Sundays, 9 a.m. to 5:30 p.m.; Oct. 8, Nov. 5, Dec. 3; Limit 22

This class explores marketing as more than a means of selling products or services. It examines various methods of building relationships with customers or constituents through communicating the value of the offering and connecting through shared values. In addition to learning conventional marketing methods, students also look at emerging models of marketing as a social change agent through values-based marketing. They also examine business issues in terms of their impact on customer and social value. As part of the class, students collaborate in teams on real-world marketing consultation projects for local organizations where they practice vocabulary, key concepts and analytical tools of marketing, and where they explore emerging issues and areas of debate in the field of marketing. *Eligibility: Open to all CCC students; others by permission of instructor.*

M.A. in Organizational Psychology

The Organizational Psychology program is designed to provide graduates with a solid grounding in self-awareness, interpersonal skills and understanding of organizations as systems so they can effectively participate in, influence and provide leadership in organizations and communities. The program's mission is to provide graduate education that enables students to transform themselves and to revitalize spirit in organizations and communities. The program leads to a M.A. in Organizational Psychology.

OPP637: Practitioner Development

Steve Cato

Sundays, 9 a.m. to 5:30 p.m.; Oct. 8, Nov. 5, Dec. 3; Limit 22

One of the most important resources in accomplishing successful organization change is the "person-ness" of the consultant. In this course, students explore the impact of their "self" in consultative relationship. The course work is highly interactive and focuses on the skills and insights that accompany increased self-awareness and effectiveness in doing organizational change work. *Eligibility: Open to all CCC students; others by permission of instructor.*

OPP638D: Group Dynamics and Facilitation (3)

Sam Magill

Mondays, 9 a.m. to 5:30 p.m., Oct. 9, Nov. 6, Dec. 4; Limit 22

This course deepens students' theoretical knowledge of group process and the role of facilitator. Working in groups, students increase their practical understanding of the role. Students examine models of group facilitation, identify the values and attitudes they bring to the facilitator role and practice facilitation within and outside the classroom setting. *Eligibility: Open to OPP and Organizational Dynamics certificate students only; others by permission of instructor.*

M.A. in Whole Systems Design

The Whole Systems Design program offers challenging graduate study in design with an emphasis on context, values and relationships. It is grounded in living systems perspectives and creative design approaches applicable to a vast array of complex systems and areas of focus, including organizations, ecology, education and the arts. The program offers education for adults interested in going beyond narrow problem

definitions and status quo thinking to create processes and structures that move toward preferred futures. Through a combination of coursework, experiential learning, individual study and professional application, learners develop understanding, skills and the courage to move from theory to design action. Students participate in the program as self-directed learners within a community of learners. The program leads to a M.A. in Whole Systems Design.

WIN636A: Advanced Systems: The Art of Making Distinction (3)

Morgan McCartor

Mondays, 9 a.m. to 5:30 p.m., Oct. 9, Nov. 6, Dec. 4; Limit 22

This course deepens students' facility with systemic thinking and its pragmatic implications for their own areas of interest. Students are introduced to a structural approach to understanding system formation and politics, change versus persistence and design concepts – effectiveness, flexibility, creativity and value. Particular themes are determined based on student needs and interests. *Pre-requisite: Systemic Thinking for a Changing World or equivalent. Eligibility: Open to all CCC students; others by permission of instructor. This course addresses the WSD distribution requirement for advanced systems theory and philosophy.*

WIN607F: Notating Imagination: Advanced Design Communication (3)

Farouk Seif

Fridays, 9 a.m. to 5:30 p.m., Oct. 6, Nov. 3, Dec. 1; Limit 22

In this seminar, students explore notation, syntactically and semantically, as an emerging new area in advanced design communication. The focus is on notations as signs that mediate between several sets of concepts, traditions and approaches. Notating Imagination is not a replacement for written and spoken languages; rather its inclusive quality expands cognitive understanding and visceral awareness triggering design ideas. Unlike musical notation, dance and movement notation, chemical notation and applied mathematics among others, Notating Imagination in design offers a basis for a comprehensive communication system among many audiences. In this sense, notation is a means of communicating beyond cultural traditions and the boundary of time into future generations. Students seek out a specific context through which they notate and score their imaginative ideas. Students also utilize notation to make whole systems design accessible to others taking the responsibility for clearing the distorted image and demystifying the field. *Eligibility: Open to all CCC students; others by permission of instructor. This course addresses the WSD distribution requirement for design.*

CCC Graduate Certificate Programs

Certificate students should work closely with their advisers in selecting courses.

Integrated Skills for Sustainable Change Certificate

The certificate program offers six foundation courses to prepare students to lead long-lasting, positive change in their organizations or communities. For fall 2006, the certificate courses offered are CCC540: Communication Design, CCC545: Systemic Thinking for a Changing World, CCC555: Transformative Leadership and CCC560: Ecological Sustainability.

Ecological Planning and Design Certificate

The certificate program offers six foundation courses, three required and three electives chosen in consultation with an adviser to prepare students to lead long-lasting, positive change in their organizations or communities. For fall 2006, the certificate course offered is ENC670: Economics and the Environment.

Environmental Education Certificate

The certificate program offers seven required courses to prepare students to engage with their communities or organizations through environmental education. For fall 2006, the required certificate courses offered are CCC555: Transformative Leadership, CCC560: Ecological Sustainability and EDU506B: Methods of Environmental Education.

Business Leadership and Change Management Certificate

The certificate program offers six foundation courses, three required and three electives chosen in consultation with an adviser to prepare students to lead long-lasting, positive change in their organizations or communities. For fall 2006, the certificate course offered is MGT618: Marketing: Delivering Customer Value.

Organizational Dynamics Certificate

The certificate program offers six foundation courses, three required and three electives chosen in consultation with an adviser to prepare students to lead long-lasting, positive change in their organizations or communities. For fall 2006, the certificate courses offered are OPP637: Practitioner Development and OPP638D: Group Dynamics and Facilitation.

Systems Thinking and Design Certificate

The certificate program offers six foundation courses, five required and one elective chosen in consultation with an adviser to prepare students to lead long-lasting, positive change in their organizations or communities. For fall 2006, the certificate courses offered are WIN636A: Advanced Systems: The Art of Making Distinction and WIN607F: Notating Imagination: Advanced Design Communication.