

# 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 (STC)**

**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 business, 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.

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*Note: 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. Students in other programs may be eligible with permission of the instructor, unless otherwise noted.*

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## Program Faculty and Staff

<http://www.antiochseattle.edu/about/creativechange/faculty.html>

### Interim Center Director

Shana Hormann, M.S.W.

### Distinguished Visiting Fellow

Steven M. Cato, Ph.D.

### Core Faculty

Sadrudin Boga, Ph.D.  
Donald E. Comstock, Ph.D.  
Katherine Davies, D. Phil.  
Betsy W. Geist, Ph.D.  
Jonathan M. Scherch, Ph.D.  
Farouk Seif, Ph.D.

### Associate Faculty

Barbara Spraker, M.R.E., M.B.A.  
Britt Yamamoto, Ph.D.

### Visiting Faculty

Karyn Lazarus, M.A.  
Pat Vivian, M.A.

### Adjunct Faculty

Lorraine Fish, Ph.D.  
Running Grass, M.S.T.  
Walter Hudsick, M.A.

### Staff

Shelly Dove  
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.

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**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.

**Note:** Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule

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### CCC540: Communication Design (3)

Betsy Geist and Walter Hudsick  
Saturday, 9 a.m. to 5:30 p.m.; March 31, May 5, June 2; Limit 25

Students 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)

Sadru Boga  
Friday, 9 a.m. to 5:30 p.m.; March 30, May 4, June 1; Limit 25

This course addresses 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. *Eligibility:* Open to all CCC students; others by permission of instructor.

### CCC555: Transformative Leadership (3)

Shana Hormann and TBD  
Saturday, 9 a.m. to 5:30 p.m.; March 31, May 5, June 2; Limit 44

Students begin with two premises: 1) 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) transformation goes beyond first order change. Leading, following, authority and power are upfront and personal throughout this course, which involves personal capacity, inclusive awareness and skills needed to affect profound, human scale change in our own lives, businesses, organizations and communities. *Eligibility:* Open to all CCC and Environmental Education certificate students; others by permission of instructor.

### CCC560: Ecological Sustainability (3)

Jonathan Scherch and Lorraine Fish  
Friday, 9 a.m. to 5:30 p.m.; March 30, May 4, June 1; Limit 44

Examine key challenges and opportunities associated with ecological sustainability. Gain an overview of regional, national and global socio-environmental issues and consider 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-FALL: Reflective Practicum 1: Simulation and Case Study (4)

Don Comstock and Britt Yamamoto  
Sunday, 9 a.m. to 5:30 p.m.; April 1, May 6, June 3; and Monday, 9 a.m. to noon; April 2, May 7, June 4; Limit 50

Students explore diverse practices for facilitating

sustainable social change in communities, organizations 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. *Eligibility: Limited to CCC students. Students must register for three consecutive quarters. Students begin this sequence only in the fall.*

### **CCC692S-FALL: Reflective Practicum 2: Capstone Change Project (4)**

Farouk Seif and Pat Vivian  
Saturday, 9 a.m. to 5:30 p.m.; March 31,  
May 5, June 2; Limit 50

Students 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-SPRNG: Reflective Practicum 1: Simulation and Case Study (4)**

Karyn Lazarus and Steve Cato  
Sunday, 9 a.m. to 5:30 p.m.; April 1, May 6,  
June 3; Monday, 9 a.m. to noon; April 2, May  
7, June 4; Limit 30

Students explore diverse practices for facilitating sustainable social change in communities, organizations 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. *Eligibility: Limited to CCC students. Students must register for a minimum of three consecutive quarters. Students begin this sequence only in the spring.*

### **CCC692S-SPRNG: Reflective Practicum 2: Capstone Change Project (4)**

Karyn Lazarus and Shana Hormann  
Saturday, 9 a.m. to 5:30 p.m.; March 31, May 5,  
June 2; Limit 30  
Students 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 (E&C) program emphasizes social-science perspectives and natural-science literacy. Students and faculty study the relationships 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 and leads to a Master of Arts in Environment and Community.

### **ENC622: Theories and Practices of Social-Environmental Change (3)**

Jonathan Scherch  
Sunday, 9 a.m. to 5:30 p.m.; April 1, May 6,  
June 3; Limit 25

Focused on how theories, perspectives, insights and innovations can be implemented and practiced, studies engage social, economic and environmental themes and issues, utilizing readings, projects, guest speakers and student/faculty experiences to explore viable options and new directions. Particular attention is given to practice modalities of regional, national and international sustainability innovations. *Eligibility: Open to ENC students only; others by availability and permission of instructor.*

### **ENC681: Environmental Justice (3)**

Running Grass  
Friday, 9 a.m. to 5:30 p.m.; March 30, May 4,  
June 1; Limit 25

Students investigate the evolution of the environmental justice movement and its impacts on mainstream environmental thought to inform and evolve more inclusive models of environmental practice and understanding, and to identify strategies for multiracial/class coalition building. Particular attention is paid to the responses of mainstream environmental organizations and government to the challenges of an indigenous, people of color environmental agenda. *Eligibility: Open to all CCC students; others by permission of instructor.*

## **M.S. in Management**

The Graduate Management program focuses on the essentials of business operations, principles of change management and strategies for effective leadership. 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 Master of Science in Management.

### **MGT625: Strategic Thinking and Planning (3)**

Sadru Boga  
Sunday, 9 a.m. to 5:30 p.m., April 1, May 6,  
June 3; Limit 25

Explore planning concepts and methodologies for strategic thinking and planning. Instruction and exercises focus on Tosti's model, scenario planning, search conference, action learning and action technology. Students study the fundamentals of systems theory and practice through understanding of the evolution of organizational systems, diverse paradigms, spiral dynamics, self-organizing systems and systems dynamics. *Eligibility: Open to all CCC students; others by permission of instructor.*

### **MGT634: Globalization and Its Discontents: The Political Economy of the 21st Century (3)**

Don Comstock  
Monday, 9 a.m. to 5:30 p.m., April 2, May 7,  
June 4; Limit 25

Study contemporary economic globalization and its cultural, social and ecological impacts throughout the world. The culture of capitalism and the economic principles of the market economy are the starting points in this study of the constructive and damaging effects of contemporary globalization. The course clarifies the sources of diverse forms of resistance that globalization is provoking in many cultures. *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 leads to a Master of Arts in Organizational Psychology.

## **OPP536C: Overview of Organizational Development (3)**

Karyn Lazarus

Monday, 9 a.m. to 5:30 p.m.; April 2, May 7, June 4; Limit 50

This introduction to the discipline of Organizational Development (OD) gives students a simple yet effective lens to view organizational change, diagnose issues and build momentum for improving organizations from a holistic management approach. Students learn the theoretical bases, operating principles, terminology and concepts used in creating an OD perspective within various organizational contexts as well as practical applications and implementation tools. *Eligibility: All graduate students; B.A. students with approval of the B.A. adviser and course instructor.*

## **OPP651: Design for Social Systems (3)**

Steve Cato

Friday, 9 a.m. to 5:30 p.m.; March 30, May 4, June 1; Limit 50

Learn and apply principles of design to anything involving people. Learn how to think about and produce coherent, practical and successful designs—anything from a party or family reunion to a workshop, client retreat or OD intervention. Students will do several practical designs for real projects of their own choosing.

## **M.A. in Strategic Communication**

The Strategic Communication program is designed for professionals who are interested in learning how to design and implement successful communications objectives, strategies and tactics. The curriculum emphasizes communications as a systemic process and practical skills for facilitating changes in business as well as nonprofit and public sectors. The program leads to a Master of Arts in Strategic Communication.

### **STC640: Participatory Communication for Social Change (3)**

TBD

Sunday, 9 a.m. to 5:30 p.m., April 1, May 6, June 3; Limit 25

Students study and discuss current communications initiatives in the social justice, environment and education arenas. Analyzing how strategic communications can be used to generate and affect public discourse and, ultimately, produce social change is a critical component of understanding the democratic process. How does the use of the media affect the tenor and quality of public debate? What

methodologies are nonprofit strategists using to determine messages and test salience? How do they evaluate whether their efforts serve intended audiences?

## **M.A. in Whole Systems Design**

The Whole Systems Design program emphasizes 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. Learners develop understanding, skills and the courage to move from theory to design to action — a process that moves toward creating preferred futures. The program leads to a Master of Arts in Whole Systems Design.

### **WIN610H: Design as Practice of Wholeness: Wholophilia (3)**

Farouk Seif

Friday, 9 a.m. to 5:30 p.m.; March 30, May 4, June 1; Limit 20

This course focuses on design as the holistic union of aesthetics and spirituality, order and love-- wholophilia--and provides a context for rigorous inquiry into wholeness materialized through the act of design. Participants explore the concept of wholophilia in two different but integrated ways: as a prerequisite for systems thinking and as a manifestation of design action. *Eligibility: Open to all CCC students; others by permission of instructor. This course addresses the WSD distribution requirement for holism.*

### **WIN617B: Experience of Place (3)**

Betsy Geist

Monday, 9 a.m. to 5:30 p.m., April 2, May 7, June 4; Limit 20

Students develop greater awareness of inter-relationships with the places they frequent, to enhance their effectiveness, health, the quality of their designs and their relationship with the more-than-human world. Building from sensory experience of place, students explore their interactive relationship to their surroundings, the impact it has on how and what they do and are in the world, and the design implications for their residences, workplaces and communities. *Eligibility: Open to all CCC students; others by permission of instructor. This course will address the WSD distribution requirement for wholism (and with permission, could be modified to meet the requirement for design).*

## **CCC Graduate Certificate Programs**

The certificate programs offer six specialized foundation courses to prepare students to lead long-lasting, positive change in their organizations or communities. Students should work closely with their advisers in selecting courses. Certificate courses offered for spring 2007 are:

### **Integrated Skills for Sustainable Change Certificate**

**CCC540: Communication Design**

**CCC545: Systemic Thinking for a Changing World**

**CCC555: Transformative Leadership**

**CCC560: Ecological Sustainability**

### **Ecological Planning and Design Certificate**

**ENC622: Theories and Practices of Social-Environmental Change**

**ENC681: Environmental Justice**

### **Effective Communications Strategies Certificate**

**STC640: Participatory Communication for Social Change**

### **Environmental Education Certificate**

**CCC555: Transformative Leadership**

**CCC560: Ecological Sustainability**

**ENC681: Environmental Justice**

**EDU506B: Methods of Environmental Education (3)**

### **Business Leadership and Change Management Certificate**

**MGT634: Globalization and Its Discontents: The Political Economy of the 21st Century**

**MGT625: Strategic Thinking and Planning**

### **Organizational Dynamics Certificate**

**OPP536C: Overview of Organizational Development**

**OPP651: Social System Design Practicum**

### **Systems Thinking and Design Certificate**

**WIN610H: Design as Practice of Wholeness: Wholophilia**

**WIN617B: Experience of Place**