

The Center for Creative Change

The Antioch University Seattle Center for Creative Change (CCC) embodies values of social justice, collaborative learning, diversity and sustainability. These values are reflected in the Center's learning strategies as well as its mission, which is to prepare students to envision and lead effective, sustainable change in organizations, businesses and communities.

Students and faculty in the Center for Creative Change enjoy learning in a rather different way than in many other colleges and universities. Antioch University has a long and rich history of commitment to experiential learning for community action and social justice. The Center is dedicated to continuing and expanding this commitment to a just and sustainable world. Classes not only address interdisciplinary topics that are relevant to this vision but also encourage democratic ways of learning and living.

The Center has five master's degree programs: Environment and Community, Management, Organizational Psychology, Strategic Communication and Whole Systems Design. These degree programs come together in an integrated multicultural model of graduate education, a model with a foundation in systems thinking and respect for both natural and social systems. Each degree program maintains a rigorous, specialized curriculum within the interdisciplinary model, allowing students and faculty to collaborate across program lines in research, coursework, community projects and internships.

Because no one can create change alone, every course and every cohort becomes a learning community where students and faculty are jointly responsible for outcomes. Many assignments are completed in groups that address both

the academic content of the course and the skills of interdisciplinary and collaborative learning. Faculty members counsel these groups about both what and how they are learning.

The Center's approach to learning and change reflects the belief that broadening participation in the construction of knowledge will be the foundation for a just and sustainable society.

Whether students focus on communities, businesses, nonprofit organizations, the environment or one of several other application areas, CCC degree programs help them develop knowledge and practical skills necessary to envision and lead effective, sustainable change. Grounded in substantive knowledge and experience of their discipline and skilled at working collaboratively, students are competent and confident leaders of social change efforts.

The Center for Creative Change offers five degree and seven certificate programs.

The five degrees are:

- M.A. in Environment and Community (ENC)
- M.S. in Management (MGT)
- M.A. in Organizational Psychology (OPP)
- M.A. in Strategic Communication (STC)
- M.A. in Whole Systems Design (WSD)

The seven certificate programs are:

- Business Leadership and Change Management
- Ecological Planning and Design

- Environmental Education
- Effective Communication Strategies
- Integrated Skills for Sustainable Change
- Organizational Dynamics
- Systems Thinking and Design

Students may enroll in either a master's degree or a certificate program. Those completing a CCC master's degree concurrently earn two certificates: Integrated Skills for Sustainable Change and the certificate associated with their specialization. Each degree requires specialized courses but permits students to cross boundaries in their elective coursework, research and community projects. Students benefit from learning and engaging in practice within an interdisciplinary cohort.

Time Requirements

Classes are offered one weekend per month in four-day modules running Friday through Monday. The master's programs are designed to be completed in seven quarters (22 months). Certificate programs generally take nine months to complete.

Admission Requirements

Candidate Competencies

- Ability to work collaboratively with other students and faculty in a learning environment
- Ability for reflection, self-awareness, critical thinking and sustained inquiry
- Demonstrated evidence of organizational, conceptual and expressive skills, including writing and oral communications

- Competence in using computerized communication tools and access to a computer with Internet connection
- At least two years of practical work experience relevant to program of interest

Program Requirements

All of the CCC master's degree programs require students to complete a total of 66 credits distributed as follows:

- 18 credits of required core classes
- 12 credits of Reflective Practicum 1: Simulation and Case Study
- 12 credits of Reflective Practicum 2: Capstone Change Project and thesis
- 24 credits of CCC degree specialization and elective courses

In addition, students are required to attend:

- Initial 2-3 day new student retreat at an off-campus site
- On-campus orientation prior to the beginning of the first quarter
- Extended residency at the conclusion of their course of study

M.A. in Environment and Community

The Environment and Community program (ENC) is designed for students who want to help build an ecologically sustainable society. Emphasizing social science perspectives and natural science literacy, the ENC program focuses on the relationships among values, ideas, theory, practice, social and institutional structures, constructive engagement

and modalities of socio-environmental change. The program integrates knowledge gained in an academic setting with learning acquired through work, personal experience and the experiences of others. The development of the whole person, equal emphasis on social values and creativity, and recognition that community involvement is necessary for individual growth and enrichment of society underpin the mission of the ENC program. In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Ecological Planning. Students who choose the environmental education option earn certificates in Integrated Skills for Sustainable Change and Environmental Education.

Features of the ENC Program

- Commitment to ecological and social sustainability
- Integration of theory and practice between the classroom and the community
- Wholistic approach honoring intellectual, emotional and spiritual growth
- Collaborative and community approaches and learning

ENC Degree Requirements (66 credits)

M.A. Core Requirements (18 credits)

- CCC540: Communication Design (3)
- CCC545: Systemic Thinking for a Changing World (3)
- CCC520: Critical Inquiry (3)
- CCC560: Ecological Sustainability (3)
- CCC550: Global Pluralism (3)
- CCC555: Transformative Leadership (3)

M.A. Reflective Practicum Requirements (24 credits)

- CCC691: Reflective Practicum I – Simulation & Case Study (12)
- CCC692: Reflective Practicum II – Capstone Change Project (12)

M.A. in Environment and Community (ENC) (12 credits)

- ENC620: Theories and Practices of Social-environmental Change (3)
- ENC658: Integrative Environmental Science (3)
- ENC670: Economics and the Environment (3)
- ENC680: Environmental Policy and Decision-making (3)

M.A. Elective Requirements (12 credits)

With adviser approval, choose from among the following:

- ENC610: Philosophical Perspectives on Environment and Community (3)
- ENC630: Natural History and Culture of the Pacific Northwest Environment (3)
- ENC656: Healthy, Sustainable Communities (3)
- ENC657: Healthy Environments, Healthy People (3)
- ENC665: The Political Ecology of Food and Eating (3)
- ENC681: Ethics and Environmental Justice (3)
- ENC696: Permaculture and Sustainable Systems Design (3)

(See elective offerings attached to the Center's other degree offerings)

M.A. in Environment and Community with Environmental Education Certificate Option

Students may elect to complete an M.A. in Environment and Community with an Environmental Education certificate. This option requires the following courses (13 credits) be taken for elective credit:

- EDU506A: Foundations of Environmental Education (3)
- EDU506B: Methods of Environmental Education (3)
- EDU658: Environmental Interpretation (3)
- EDU507A: Human Development and Learning Theory (3)
- CCC599: Capstone Applied Project (1)

The remaining courses (9 credits) required for an Environmental Education certificate are completed as requirements for the M.A. in Environment and Community degree. They are CCC555: Transformative Leadership; CCC560: Ecological Sustainability; and ENC658: Integrative Environmental Science.

M.S. in Management

The Graduate Management program (MGT) is designed for professionals from a variety of professional backgrounds who are interested in learning to succeed as managers in business, government, public agencies and/or the nonprofit sector. The curriculum blends theory and practical application in traditional core business disciplines with added emphasis on leadership

development, reflective practice, systemic thinking and skills in group and organizational dynamics. In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Business Leadership and Change Management.

MGT Degree Courses (66 credits)

M.S. Core Requirements (18 credits)

- CCC540: Communication Design (3)
- CCC545: Systemic Thinking for a Changing World (3)
- CCC520: Critical Inquiry (3)
- CCC560: Ecological Sustainability (3)
- CCC550: Global Pluralism (3)
- CCC555: Transformative Leadership (3)

M.S. Reflective Practicum Requirements (24 credits)

- CCC691: Reflective Practicum I – Simulation & Case Study (12)
- CCC692: Reflective Practicum II – Capstone Change Project (12)

M.S. in Management (MGT) (12 credits)

- MGT617: Finance: Stakeholders and the Bottom Line (3)
- MGT618: Marketing: Creating Customer Value (3)
- MGT625: Strategic Thinking and Planning (3)
- MGT632: Leadership in Business and Organization Systems Inquiry (3)

M.S. Elective Requirements (12 credits)

With adviser approval, choose from among the following:

MGT621: Managing Change in a Changing Context (3)

MGT624: Innovation and Creativity in Turbulent Times (3)

MGT628: Executive Coaching (3)

MGT631: Harnessing Human Diversity (3)

MGT633: Spirit in the Workplace (3)

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

(See elective offerings attached to the Center's other degree offerings)

M.A. in Organizational Psychology

The Organizational Psychology program (OPP) prepares graduates to understand and facilitate positive human relationships within organizations and to promote healthy, sustainable workplaces. Students develop psychological and systemic perspectives for working with individuals, teams and organizations. In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Organizational Dynamics. Students in Organizational Psychology gain:

- Deep understanding of self
- Ability to nurture interpersonal relationships
- Appreciation of the role of spirit in work

- Practical understanding of organizations as systems
- Innovative skills to intervene effectively

OPP Degree Courses (66 credits)

M.A. Core Requirements (18 credits)

CCC540: Communication Design (3)

CCC545: Systemic Thinking for a Changing World (3)

CCC520: Critical Inquiry (3)

CCC560: Ecological Sustainability (3)

CCC550: Global Pluralism (3)

CCC555: Transformative Leadership (3)

M.A. Reflective Practicum Requirements (24 credits)

CCC691: Reflective Practicum I
– Simulation & Case Study (12)

CCC692: Reflective Practicum II
– Capstone Change Project (12)

M.A. in Organizational Psychology (OPP) (12 credits)

OPP536: Organizational Theory (3)

OPP536C: Overview of Organizational Development (3)

OPP637: Practitioner Development (3)

OPP638D: Group Dynamics and Facilitation (3)

M.A. Elective Requirements (12 credits)

With adviser approval, choose from among the following:

OPP510: Consulting Practice (3)

OPP530: Human Behavior in the Workplace (3)

OPP532: Trauma and Healing of Organizations (3)

OPP604: Executive Coaching (3)

OPP622B: Conflict Management (3)

OPP631: Systems-level Intervention and Change (3)

OPP639: Personal Wellness in Organizational Systems (3)

OPP640: Collaborative Team Creation (3)

(See elective offerings attached to the Center's other degree offerings)

M.A. in Whole Systems Design

Whole Systems Design (WSD) is a master's degree for adults who want to bring wisdom, clarity, skill and creativity to their work for positive change — in their organizations, communities, cultures and personal lives. Founded in 1982, the WSD program begins with the wholistic/systemic assumption that the world is radically interconnected, interdependent and evolving. Whole Systems Design integrates inquiry and practical engagement in new and exciting ways, informed by work in a range of disciplines including philosophy, the new sciences of chaos and complexity, natural and social science, literature and the arts. Going beyond the mere inclusion of ideas from the various disciplines, it seeks out patterns that connect across the fields, creating new syntheses. It engages learners in an explo-

ration of the profound implications of these notions and in the development of skills and awareness necessary for effective action in this complex, rapidly changing world. The WSD program is organized around the three closely interrelated dimensions of systemic thinking, wholistic perspectives and design praxis. Through a combination of coursework, community-based projects and individualized study, learners develop and synthesize competence in all three areas. In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Systems Thinking and Design.

WSD Degree Courses (66 credits)

M.A. Core Requirements (18 credits)

CCC540: Communication Design (3)

CCC545: Systemic Thinking for a Changing World (3)

CCC520: Critical Inquiry (3)

CCC560: Ecological Sustainability (3)

CCC550: Global Pluralism (3)

CCC555: Transformative Leadership (3)

M.A. Reflective Practicum Requirements (24 credits)

CCC691: Reflective Practicum I – Simulation & Case Study (12)

CCC692: Reflective Practicum II – Capstone Change Project (12)

M.A. in Whole Systems Design (WSD) (9 credits)

To complete a WSD degree, students must take the 42 CCC core credits, plus one course within each of the following Special Topics (three courses total = 9 credits), and 15 credits (five courses) of electives.

Special Topics in Wholistic Perspectives (3)

Examples include:

WIN610H: Wholophilia: Design as Practice of Wholeness (3); or

WIN616C: Mary Parker Follett (3); or

New courses that are created throughout the year

Special Topics in Design Theory and Practice (3)

Examples include:

WIN508B: Design Approach: The Art and Science of Creative Change (3); or

New courses that are created throughout the year

Special Topics in Systemic Thinking (3)

Examples include:

WIN 503H: Systemic Thinking: The Art of Making Distinctions (3); or

WIN 636A: Advanced Systems (3)

New courses that are created throughout the year

WSD Electives (15 credits)

With adviser approval, choose from among the following:

WIN503H: Systemic Thinking: The Art of Making Distinctions (3)

WIN507E: Visual Literacy Studio: Capturing Mental Images for Creative Thinking (3)

WIN508B: Design Approach: The Art and Science of Creative Change (3)

WIN607F: Notating Imagination: Advanced Design Communication (3)

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

WIN616C: Mary Parker Follett (3)

WIN617B: Experience of Place (3)

(Courses in the Center's other degree programs and independent studies also may be taken as electives)

M.A. in Strategic Communication

The Strategic Communication program (STC) is designed for students interested in learning how to design and implement successful communication objectives, strategies and tactics. Through classroom instruction, group participation, professional work, personal experience and the experiences of others, the program integrates theory and practice for immediate impact on students' careers. The curriculum emphasizes communication as a systemic process and develops practical skills for facilitating changes in business as well as nonprofit and public sectors. In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Effective Communication Strategies.

STC Degree Courses (66 credits)

M.A. Core Requirements (18 credits)

CCC540: Communication Design (3)

CCC545: Systemic Thinking for a Changing World (3)

CCC520: Critical Inquiry (3)

CCC560: Ecological Sustainability (3)

CCC550: Global Pluralism (3)

CCC555: Transformative Leadership (3)

M.A. Reflective Practicum Requirements (24 credits)

CCC691: Reflective Practicum I
– Simulation & Case Study (12)

CCC692: Reflective Practicum II
– Capstone Change Project (12)

M.A. in Strategic Communication (STC) (12 credits)

STC610: Communicating Across Cultures (3)

STC630: Communication Media and Technology (3)

STC640: Participatory Communication for Social Change (3)

STC650: Using Media for Social Change (3)

M.A. Elective Requirements (12 credits)

With adviser approval, choose from among the following:

STC620: Legal and Ethical Issues in Communication (3)

STC635: Documentary Films (3)

STC elective offerings vary from quarter to quarter and may include the following:

- Assessing and Benchmarking Communication
- Proposal Writing
- Risk Communication
- Communication and Sustainable Development
- Dealing with the Media
- Community Education through Media

(See elective offerings attached to the Center's other degree offerings)

Center for Creative Change Graduate Certificate Programs

Business Leadership and Change Management (18)

Learn the business and people skills necessary to manage change in companies. Recommended for mid-level managers. Requirements are any three of the following courses: MGT617: Finance; Stakeholders and the Bottom Line; MGT618: Marketing: Creating Customer Value; MGT625: Strategic Thinking and Planning; or MGT632: Leadership in Business and Organization Systems Inquiry; plus three elective courses (9 credits) in any CCC program approved by the student's adviser.

Ecological Planning and Design (18)

Study the systemic connection between the natural environment and human communities and how the two can work together to solve inherent problems. Recommended for urban planners, architects, builders and environmental stewards. Requirements are any three of the following courses: ENC620: Theories and Practices of Social-environmental Change; ENC658: Integrative Environmental Science; ENC670: Economics and the Environment; or ENC680: Environmental Policy and Decision-making; plus three elective courses (9 credits) taken in any CCC program approved by the student's adviser.

Effective Communication Strategies (18)

Study how to anticipate and respond to communication challenges. Recommended for professionals in the business,

nonprofit and public sectors. Requirements are any three of the following courses: STC630: Communication Media and Technology; STC610: Communicating Across Cultures; STC650: Using Media for Social Change; or STC640: Participatory Communication for Social Change; plus three elective courses (9 credits) taken in any CCC program approved by the student's adviser.

Environmental Education (22)

Increase knowledge of both natural and social systems and become better prepared to respond to change in environments through political, human resource and systemic lenses. Recommended for professionals in the fields of public policy, education and community development as well as environmental stewards. Requirements are: CCC555: Transformative Leadership; CCC599: Capstone Applied Project; CCC560: Ecological Sustainability; ENC658: Integrative Environmental Science; EDU506A: Foundations of Environmental Education; EDU506B: Methods of Environmental Education; EDU658: Environmental Interpretation; and EDU507A: Human Development and Learning Theory.

Integrated Skills for Sustainable Change (18)

Develop a foundation to implement change in organizations or communities. Recommended for community leaders and professionals seeking specialized education. Requirements are: CCC540: Communication Design; CCC545: Systemic Thinking for a Changing World; CCC520: Critical Inquiry; CCC560: Ecological Sustainability; CCC550: Global Pluralism; and CCC555: Transformative Leadership.

Organizational Dynamics (18)

Develop psychological and systemic perspectives for working with individuals and organizations and hone techniques for facilitating healthy, sustainable workplaces. Recommended for human resource personnel, organizational development specialists and professional consultants. Requirements are any three of the following required courses (9 credits): OPP536: Organizational Theory; OPP536C: Overview of Organization Development; OPP637: Practitioner Development; or OPP638D: Group Dynamics and Facilitation; plus three elective courses (9 credits) in any CCC program approved by the student's adviser.

Systems Thinking and Design (18)

Develop an understanding of the systemic nature of problems and design solutions for the whole rather than just the parts. Recommended for visionaries in corporations, nonprofits and governmental and nongovernmental agencies. Requirements are two courses (6 credits) in Systems Theory and Philosophy; two courses (6 credits) in design theory and practice; and one course (3 credits) in wholistic perspectives; plus one elective course (3 credits) in any CCC program approved by the student's adviser.

CCC Courses and Descriptions

Required Core Courses

CCC520: Critical Inquiry (3)

Instructor: Comstock, SU; Lazarus & Bullert, WI

Learn social inquiry by completing and then critically reflecting on several small

research projects. While learning research methods, students address fundamental questions about the construction of knowledge as the foundation for action and about power as it relates to representation and communication in social change. The focus is on newer methods of qualitative social research.

CCC540: Communication Design (3)

Instructor: Geist & Maxham, FA; Geist, SP

Learn and share perspectives and skills for designing, presenting and evaluating effective communication. Students gain the ability to analyze rhetorical contexts including intention, audience and hoped-for outcomes as well as an understanding of the visual dimension of written and oral presentation.

CCC545: Systemic Thinking for a Changing World (3)

Instructor: Geist & Yamamoto, FA; Boga, SP

Develop conceptual frameworks and integrative and analytic skills for understanding complex, dynamic patterns in human and natural systems. Students gain an understanding of the relationships between world views (and mental models) and actions (including thoughts, behaviors, policies, social structures etc.) with particular attention to the influences of dualism, reductionism and wholism.

CCC550: Global Pluralism (3)

Instructor: Boga, SU; Spraker & Scherch, WI

Political, social, environmental, spiritual and economic forces interact to create a dynamic global system. Information technology and transportation technol-

ogy enable personal contact among people of different cultures, different political ideologies and different world views. Gain perspective of self in a global context and explore key forces that impact the world community.

CCC555: Transformative Leadership (3)

Instructor: Spraker, FA; Hormann & TBA, SP

Leadership is a process of influence, a dynamic process of interaction among individuals in relationship to achieve a result. Systemic in nature, leadership requires an increased awareness and ability to reflect critically on assumptions. Students gain a nuanced understanding of the dimensions of power, social organization and cultural diversity as applied to leadership opportunities and challenges.

CCC560: Ecological Sustainability (3)

Instructor: Scherch, FA; Scherch & TBA, SP

Examine a range of key issues facing both the Pacific Northwest and the world as a means of characterizing local through global sustainability performance and opportunities. Social/natural science and philosophical perspectives are used to explore historical contexts, tools, techniques and integrative designs.

CCC691: Reflective Practicum 1: Simulation and Case Study (12), three consecutive quarters

Instructor: TBA; SU, FA, WI, SP

Leading creative change requires thinking and reflecting in action. Reflective practice is about learning from action and for action. Over three quarters, students

learn how others have led and been involved in successful creative change. With emphasis on collaboration for social change, students improve their ability to learn from their own and others' experiences. **Required:** *Attendance at new student retreat at an off-campus site prior to first quarter residency.*

CCC692: Reflective Practicum 2: Capstone Change Project (12), three consecutive quarters

Instructor: TBA; SU, FA, WI, SP
Increase capacity to integrate theory, practice and reflection in a collaborative learning community. Across three quarters, students develop an approach to practice that incorporates core coursework as well as degree-specific theories and concepts and their own previous experience. Collaboration, design and social change come together in a capstone change project.

CCC521: Methods of Collaborative Inquiry (3)

Instructor: Yamamoto, SU; Comstock, WI

Explore methods of collaborative inquiry that engage members of organizations and communities in defining, designing and completing their own inquiries to initiate change. These participatory methods seek to eliminate the division between investigators and those studied by fostering collaboration in the creation of new knowledge.

CCC526: Special Topics (1-3)

Instructor: TBA; TBA

Students and faculty explore various topics. Collaborative and individual approaches are used to create new knowledge.

Environment and Community

The Environment and Community program (ENC) 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.

ENC610: Philosophical Perspectives on Environment and Community (3)

Instructor: TBA; TBA

Become familiar with a variety of contemporary philosophical stances on the relationship between the human community and the more-than-human environment, including environmental ethics, communitarianism, deep ecology, environmental justice, bioregionalism, ecofeminism and earth-based spiritualities.

ENC620: Theories and Practices of Social-environmental Change (3)

Instructor: Scherch; WI

Explore how theories, perspectives, insights and innovations can be implemented and practiced with special attention on regional, national and international sustainability innovations. Study a variety of social, economic and environmental themes and issues; explore viable options and new directions.

ENC630: Natural History and Culture of the Pacific Northwest Environment (3)

Instructor: TBA; TBA

Students address an historical and cultural context for the environmental issues facing communities in the Pacific Northwest and gain a richer understanding of how environmental, cultural and social issues are deeply intertwined.

ENC656: Healthy, Sustainable Communities (3)

Instructor: TBA; TBA

Explore qualities that make communities healthy and sustainable including the natural and built environment; social capital and connectedness; cultural and ethnic diversity; vibrant local economies; and participatory, responsive governance. Grounded in appreciative inquiry and using a case study approach, students assess the health and sustainability of their own communities and develop practical strategies for enhancing them.

ENC657: Healthy Environments, Healthy People (3)

Instructor: TBA; TBA

Explore the role of the biophysical environment as a determinant of health at community, national and global levels. Consider how indoor and outdoor environmental quality – including toxic chemicals and microbiological organisms – affect population health. Learn how to research and evaluate environmental health information and how to use this information to effect social change.

ENC658: Integrative Environmental Science (3)

Instructor: Shield; SU

Use both natural and social science perspectives to explore the effects of

human activities on the environment. Learn the language of environmental science and strengthen your capacity to understand and critically evaluate scientific information. Examine scientific principles and concepts; natural resources and their sustainability; environmental quality; biodiversity and land use; and the role of environmental science in society.

ENC665: The Political Ecology of Food and Eating (3)

Instructor: Yamamoto; WI

Food choices have a significant impact on natural systems, cultural practices and political economic structures. Examine food production, distribution and consumption issues across political, social, cultural and economic dimensions and develop a more sophisticated understanding of the connection between how we eat and how we live.

ENC670: Economics and the Environment (3)

Instructor: Comstock; FA

Prepare to use both mainstream and alternative economic models 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 presented, compared and used to address local and regional social and environmental issues.

ENC680: Environmental Policy and Decision Making (3)

Instructor: Davies; SP

Examine social, political and scientific considerations inherent in environmental policy and regulation, and gain a deeper

awareness of how these factors interact with each other in environmental decision-making processes at all levels of government. Gain an understanding of federal and international environmental policy. Acquire skills as agents for creative change inside and outside environmental policy-making institutions.

ENC681: Ethics and Environmental Justice (3)

Instructor: TBA; TBA

Investigate the evolution of the environmental justice movement and its impacts on mainstream environmental thought. Develop more inclusive models of environmental practice and identify strategies for multiracial/class coalition building. Students consider the responses of environmental organizations and government to an indigenous people of color environmental agenda.

ENC696: Permaculture and Sustainable Systems Design (3)

Instructor: Scherch; SU

Examine principles and methodologies of restorative and sustainable ecological design, and combine various skills in permaculture, urban sustainability, natural building and community development in a wholistic approach. Develop the practical skills and knowledge to design and implement restorative and sustainable systems – at home, work and elsewhere – in harmony with the natural world.

ENC526: Special Topics (1-3)

Instructor: TBA; TBA

Students and faculty explore various topics. Collaborative and individual approaches are used to create new knowledge.

Management

The 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.

MGT617: Finance: Stakeholders and the Bottom Line (3)

Instructor: Mayberry; SU

Sustainable business practice requires knowledge about financial tools needed to manage budgeting, forecasting and accounting. Also required is commitment to the triple bottom line: people, profits and planet. Learn how to discern the financial health of an institution or business.

MGT618: Marketing: Delivering Customer Value (3)

Instructor: Nordell; FA

Learn the basic vocabulary, key concepts and analytical tools in the field of marketing to create and satisfy customer demand. Marketing topics include defining customer value, creating and forecasting demand, channel management and effective operations. Collaborate on a team and conduct a marketing consultation project for an organization in the community.

MGT621: Managing Change in a Changing Context (3)

Instructor: TBA; TBA

Students and faculty collaboratively address specific personal, organizational

and global issues related to management and leadership in the 21st century. Recent topics explored in collaborative teams have included: complex social systems; personal goals and creativity in group settings; entrepreneurial teams; spiral dynamics; and action research.

MGT624: Innovation and Creativity in Turbulent Times (3)

Instructor: TBA; TBA

Designed to familiarize students with diverse paradigms associated with the study of creativity, this course also presents the concept of similarities and differences from both Eastern and Western traditions that underlie all creative thinking. Examine various convergent and divergent processes for solving puzzles including synectics, provocations, metaphors, paradoxes and humor.

MGT625: Strategic Thinking and Planning (3)

Instructor: Boga; SP

Explore planning concepts and methodologies with focus on organizational life. Topics include understanding the evolution of organizational systems, diverse paradigms, spiral dynamics, self-organizing systems and systems dynamics.

MGT628/OPP604: Executive Coaching (3)

Instructor: TBA; TBA

Explore coaching theories and best practices in this highly interactive course, which encourages rapid skill development regardless of experience level. Topics include methodology and process, overview of different coaching types, available resources, the value of coaching (the business case), critical issues in developing a coaching practice, practical tools and skills for managers and leaders.

MGT631: Harnessing Human Diversity (3)

Instructor: TBA; TBA

Most organizations recognize the importance of managing diversity in their workforce to enhance creativity, morale and productivity. The majority of diversity management programs, however, fail to explore the complex dynamics of underlying forces and value systems. Explore the interdependence of personal, interpersonal and transpersonal identities to harness the immense richness of diverse human identities.

MGT632: Leadership in Business and Organization Systems Inquiry (3)

Instructor: Boga; WI

Use a case-in-point method to learn and practice key concepts of effective leadership. Explore group dynamics and analyze how group interactions are a reflection of the adaptive challenges faced in organizations. Identify roles often played in organizations, learn reflection-in-action skills and develop a greater understanding of the many forces influencing group or team behavior.

MGT633: Spirit in the Workplace (3)

Instructor: Boga; SU

Explore the human spirit as the core of all learning experience. Probe higher levels of consciousness, where duality and multiplicity of the created world disappear. Become aware of the conditioning of thoughts by diverse paradigms – ranging from the reductionist to the wholistic. Rethink everyday reflections and practices from mystical and mythological perspectives.

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

Instructor: Comstock; SP

Examine contemporary economic globalization and some of its cultural, social and ecological impacts throughout the world. The culture of capitalism and the economic principles of the market economy are starting points in this study of both constructive and damaging effects of contemporary globalization.

MGT526: Special Topics (1-3)

Instructor: TBA; TBA

Students and faculty explore various topics. Collaborative and individual approaches are used to create new knowledge.

Organizational Psychology

The Organizational Psychology program provides students 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.

OPP510: Consulting Practice (3)

Instructor: TBA; TBA

Learn the fundamentals of collaborative consultation based on principles of action research and process consultation and apply these concepts as you consult with local organizations. Students gain understanding of the consultant role in change efforts as well as insight into

themselves as practitioners through collaborative and individual exploration.

OPP530: Human Behavior in the Workplace (3)

Instructor: Hormann; SU

Students gain an understanding of key concepts from the field of psychology. The emphasis is on family systems theory, particularly individual behaviors and patterns of behaviors in organizations. Beginning with family of origin, students examine their own personal and professional development, including identifying the ways in which the generational family patterns impact their work as practitioners.

OPP532: Trauma and Healing in Organizations (3)

Instructor: Hormann; WI

Through an exploration of organizational culture, students are exposed to sources of organizational trauma – for example, the impact of a disaster upon or within an organization or significant shifts in the workforce, including downsizing – and the resulting internal dynamics. Using a systemic perspective, students learn ways to address these dynamics and heal organizations.

OPP536: Organizational Theory (3)

Instructor: Spraker; WI

Learn to create and maintain sustainable, high-performance organizations. Using a systems approach to understanding organizations, students examine the interdependent components of organizations and study the relationship of the organization to its environment. Key components include strategy, structure, culture, human systems, leadership, change and methods of measurement and feedback.

OPP536C: Overview of Organizational Development (3)

Instructor: Singer; SP

This introduction gives students an effective lens to view organizational change, diagnose issues and build momentum for improving organizations. Students learn the theoretical bases, operating principles, terminology and concepts used to create an organizational development perspective within various organizational contexts as well as practical applications and implementation tools.

OPP604/MGT628: Executive Coaching (3)

Instructor: TBA; TBA

Explore coaching theories and best practices in this highly interactive course, which encourages rapid skill development regardless of experience level. Topics include methodology and process, overview of different coaching types, available resources, the value of coaching (the business case), critical issues in developing a coaching practice, practical tools and skills for managers and leaders.

OPP622B: Conflict Management (3)

Instructor: Vivian; FA

Increase practitioner skills in managing conflict by practicing the application of concepts and models. Focusing on both theoretical and practical understanding of conflict in interpersonal relationships, groups and organizations, students utilize systems concepts to expand understanding of conflict dynamics and to explore the interconnection of various types and levels of conflict.

OPP631: Systems-level Intervention and Change (3)

Instructor: TBA; TBA

Students collaboratively explore large-group strategy in whole-organization and community change efforts. Focusing on technologies such as Future Search, Real Time Strategic Change, SimuReal and Open Space, students learn about the history, philosophy, theory and practice of large-group interventions. Students gain design skills by helping an organization decide whether to use a large-group intervention strategy.

OPP637: Practitioner Development (3)

Instructor: Cato; SU

One of the most important resources to accomplish successful organization change is the “person-ness” of the consultant. In this course, students explore the impact of self in consultative relationship. The coursework is highly interactive and focuses on the skills and insights that accompany increased self-awareness and effectiveness in doing organizational change work.

OPP638D: Group Dynamics and Facilitation (3)

Instructor: Magill; FA

Deepen theoretical and practical understanding of group process and group roles. Examine models of group facilitation, identify the values and attitudes the facilitator brings to the role and practice facilitation within and outside the classroom setting.

OPP639: Personal Wellness in Organizational Systems (3)

Instructor: TBA; TBA

Explore the concept and experience of personal wellness within organizational life. Using a systems framework and emphasizing the intersection of the personal and the organizational, students develop models and assess an actual organization using their organizational wellness model.

OPP640: Collaborative Team Creation (3)

Instructor: TBA; TBA

Learn how to form teams that work collaboratively, an essential skill in every career. Students study communication, personality styles, problem solving and decision making, coaching and conflict management with the goal of creating collaborative teams.

OPP526: Special Topics (1-3)

Instructor: TBA; TBA

Students and faculty explore various topics. Collaborative and individual approaches are used to create new knowledge.

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.

WIN536A: Special Topics in Systemic Thinking (1-3)

Instructor: TBA; TBA

Explore the world in terms of dynamic relationships. These courses offer pragmatic concepts for understanding change and sustainability and engaging in a variety of settings more effectively. Diverse systemic traditions also may be explored. Students may take up to three courses in this category and WSD master's students must take at least one. **Prerequisite:** CCC545-1: *Systemic Thinking for a Changing World*.

WIN536B: Special Topics in Wholistic Perspectives (1-3)

Instructor: TBA; TBA

Deepen the appreciation for wholism as a world view and explore the consequences of such a world view in a variety of applications. Students may take up to three courses in this category and WSD master's students must take at least one. **Prerequisite:** CCC545-1: *Systemic Thinking for a Changing World*.

WIN536C: Special Topics in Design Theory and Practice (1-3)

Instructor: TBA; TBA

Develop understanding of design as a philosophy and as a practice from a wholistic/systemic perspective. Students may take up to three courses in this category and WSD master's students must take at least one. **Prerequisite:** CCC 545-1: *Systemic Thinking for a Changing World*.

WIN503H: Systemic Thinking: The Art of Making Distinctions (3)

Instructor: McCartor; SP

Explore systemic thinking and concepts as a means for making more meaningful and useful distinctions in the service of improved communications, conflict resolution, collective design and decision making. Students explore notions of interconnectedness and interdependence, how these notions are moving from the leading edge into the mainstream and how we continually perceive difference and create distinctions.

WIN507E: Visual Literacy Studio: Capturing Mental Images for Creative Thinking (3)

Instructor: TBA; TBA

Consider visual thinking an essential path to creativity and innovation. Participants explore signs and symbolic meaning experientially and theoretically and apply their learning to design communication. Through stimulating exercises, participants gain confidence in their ability to express themselves graphically and to use visual thinking as a technique for working out creative responses to design challenges.

WIN508B: Design Approach: The Art and Science of Creative Change (3)

Instructor: Seif; WI

Explore and experience design as an intentional co-creation process of being and acting in the world to facilitate personal transformation, societal change and organizational renewal. Learn a theoretical framework for imagining, conceptualizing and bringing into existence a desirable future appropriate for human purposes.

WIN606F: Context-based Design (3)

Instructor: TBA; TBA

Students learn to approach design by distinguishing levels of context – environment, stakeholder need, design functionality and design architecture – and use relationships between levels to explore concepts important to design: value, sustainability, flexibility, effectiveness, efficiency, creativity and identification of resources.

WIN607F: Notating Imagination: Advanced Design Communication (3)

Instructor: TBA; TBA

Students explore notation, syntactically and semantically, as an emerging new area in advanced design communication and whole systems design. The focus is on notations as signs that mediate among several sets of concepts, traditions and approaches. Students seek out a specific context through which they notate and score their imaginative ideas.

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

Instructor: TBA; TBA

Wholophilia focuses on the understanding of design as a practice of wholeness and systems thinking. Students explore the often-neglected work of “love” (Agape, Eros, Philios) in relationship to design and develop a true sense of the world as “philomorphic” (form-loving) activity. Gain an understanding of the relationships between wholeness, love and design.

WIN616C: Mary Parker Follett (3)

Instructor: Geist; SU

Mary Parker Follett (1868-1933) spoke of self-organization as a fundamental characteristic of life, of the creative power of difference, of “power-with” rather than “power-over” strategies, of cross-functional teams and the importance of coordination and integration as compared to control. Students consider the social/historical/intellectual milieu of her work and how it relates to a contemporary context.

WIN617B: Experience of Place (3)

Instructor: Geist; SP

Develop greater awareness of how inter-relationships with the places people frequent affect health, effectiveness, the quality of designs and the relationship with the more-than-human world. Seattle – an evolving synthesis of its naturally occurring location, conscious and unconscious human design and relationship with its larger environment – is a particular focus.

WIN636A: Advanced Systems (3)

Instructor: Kohrman; FA

Students deepen their facility with systemic thinking and its pragmatic implications for their own areas of interest. Learn 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.

WIN536: Special Topics (1-3)

Instructor: TBA; TBA

Students and faculty explore various topics. Collaborative and individual approaches are used to create new knowledge.

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.

STC610: Communicating Across Cultures (3)

Instructor: Arunga; FA

Students develop awareness, knowledge and skills to understand between-the-lines messages across cultures, avoid costly miscommunications and build strong relationships within and among diverse constituencies. Key competencies include effective listening skills, interpersonal communication skills and group communication skills.

STC620: Legal and Ethical Issues in Communication (3)

Instructor: TBA; SP

Examine the roles law and ethics play in shaping media content and the status of expression in the American legal system. Students study communication issues such as persuasion versus propaganda, manipulation in group discussions, manifestation of prejudice (sexism and racism), the language of oppression and commercial and political doublespeak.

STC630: Communication Media and Technology (3)

Instructor: TBA; SP

In this introduction to current and emerging communication technologies that transform the way information is conveyed, students learn to analyze the impact of the messages produced with various media and the social and political implications of each.

STC635: Documentary Films (3)

Instructor: Kiambuthi; FA

Documentary filmmakers help define global policy agendas, frame political debates and construct views of reality. Examine this living tradition with a focus on films associated with contemporary social change movements. Learn to analyze films from technical, economic, aesthetic, political and cultural perspectives. Students think visually, write descriptively and document learning through hands-on exercises and reflective practice.

STC640: Participatory Communication for Social Change (3)

Instructor: TBA; WI

Learn tools and innovative models that prepare you to become a participative communication strategist. Students develop their approach to working with groups committed to social change and facilitate group members as they create methods to communicate effective messages to external environments.

STC650: Using Media for Social Change (3)

Instructor: Bullert; SU

Making change through the creative use of media today is examined through the lenses of theory and practice. Students analyze contemporary social movements, the framing and re-framing of issues and ethical choices. They learn the strengths and limitations of various forms of media. Students develop communication strategies based on articulated goals, designated audiences, available tools and time.

STC526: Special Topics (1-3)

Instructor: TBA; TBA

Students and faculty explore various topics. Collaborative and individual approaches are used to create new knowledge.