

# 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 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 four 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.*

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## Center Faculty and Staff

### Interim Center Director

Shana Hormann

### Associate Director

Katherine Davies

### Distinguished Visiting Fellow

Hubert G. Locke

### Core Faculty

Sadrudin Boga

Donald E. Comstock

Katherine Davies

Betsy W. Geist

Jonathan M. Scherch

Farouk Seif

### Associate Faculty

Barbara Spraker

### Adjunct Faculty

Peter Martynowych

### Visiting Faculty

Mark Hower

Pat Vivian

### Guest Faculty

Bob Willard

### Staff

Debra Alderman

Natalie Caballero

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.*

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### CCC520: Critical Inquiry (3)

Don Comstock and TBA

Saturday, 9 a.m. to 5:30 p.m., Jan. 7, Feb. 4, March 4; Room 200 A & B; Limit 50

This course introduces students to different ways of knowing and of learning about the self, others and the natural world. It is an introduction to inquiry that supports creative change. In this course students develop their capacity for critical inquiry by practicing and critically comparing different ways of knowing and learning. Students are introduced to different epistemologies and inquiry practices and engage in empirical research, personal and social reflection, textual analysis and action research. Coursework includes extensive reading, on-line and in-class dialogue, small team inquiry projects and reflective writing. Upon completion of this course, students are able to employ several practices of inquiry, critically appraise each of them from the perspective of the others, align their inquiry with their objectives and link these with strategies for social change. *Requirements:*

*Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to all CCC students; others by permission of instructor. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

### CCC550: Global Pluralism (3)

Sadrudin Boga and Barbara Spraker

Friday, 9 a.m. to 5:30 p.m., Jan. 6, Feb. 3, March 3; Room 200 A & B; Limit 50

This course is designed to stimulate creative insights in seeking opportunities for harnessing the potential of pluralism for universal benefit. Social, economic, political and environmental dynamics serve as a global context for exploring the role of pluralism in securing the future of humanity. Students gain (a) deep understanding of implications of diversity in human and social identities; (b) skills in identifying the relationship between policies and actions and the social/conceptual constructs which underpin them; (c) awareness of the role of both temporal and transcendent consciousness in human evolution; and (d) perspectives on the potential inherent in pluralism. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to all CCC students; others by permission of instructor. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

### CCC547: Social Change, Ethics & Public Policy (3)

Hubert Locke

Friday, 9 a.m. to 5:30 p.m., Jan. 6, Feb. 3, March 3; Room 201 A; Limit 25

This course continues the year-long inquiry on themes that are foundational for the degree programs in the Center for Creative Change. This quarter focuses on the second major theme, social change, and examines both its positive (change as progress) and negative (change as decay) features and dimensions. Students learn, in this quarter's exploration, a new consideration - the issue or problem of ethics - and examine the ways in which it is salient for analyzing specific instances of social change initiatives and for determining the integrity of social change strategies employed by change agents. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to all CCC students; others by permission of instructor. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

## 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)

Kate Davies, Don Comstock and Bob Willard  
Sunday, 9 a.m. to 5:30 p.m., Jan. 8, Feb. 5,  
March 5; and 9 a.m. to noon, Monday, Jan. 9,  
Feb. 6, March 6; Room 200 A & B; Limit 50

In Reflective Practicum 1, 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. Guest presenters and other CCC faculty provide multiple perspectives on social change. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Limited to CCC students. Students must register for three consecutive quarters. Students begin this sequence only in the fall. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

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

Farouk Seif, Pat Vivian and Bob Willard  
Saturday, 9 a.m. to 5:30 p.m., Jan. 7, Feb. 4,  
March 4; Room 201 A & B; Limit 50

This is the second of a three-quarter-linked sequence of seminars, which participants began in October. 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. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Limited to CCC students. Students must register for three consecutive quarters. Students begin this sequence only in the fall. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

## M.A. in Environment and Community

*The Environment and Community (E&C) 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 hallmarks of Antioch's approach to education have always been: the development of the whole person, the equal emphasis on social values and creativity and recognition that community involvement is necessary for individual growth and the enrichment of our society. 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 a Master of Arts in Environment and Community.*

### ENC680: Environmental Policy and Decision-making (3)

Kate Davies  
Monday, 9 a.m. to 5:30 p.m., Jan. 9, Feb. 6,  
March 6; Room 201 A; Limit 25

This course examines the social, political and scientific considerations inherent in environmental policy and regulation, enabling students to gain a deeper awareness of how these factors interact with each other in environmental decision-making processes at all levels of government. The course explores how public policy is developed, its ideological foundations and the range of environmental policy instruments currently in use. It also gives students an understanding of US federal and international environmental policy. Students consider current policy topics to enable them to develop ideas on how to facilitate socio-environmental change through policy and regulation. In particular, the course helps students acquire skills as agents for creative change inside and outside environmental policy-making institutions. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to all CCC students; others by permission of instructor. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

## 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 Master of Science in Management.*

### MGT631: Harnessing Human Diversity (3)

Sadrudin Boga  
Sunday, 9 a.m. to 5:30 p.m., Jan. 8, Feb. 5,  
March 5; Room 201 A; Limit 25

Most organizations, institutions and governments recognize the importance of managing diversity in their workforce in order to enhance creativity, morale and productivity. Most diversity management programs, however, introduce interventions that principally address a few of the outward symptoms of social disparity and fail to explore the complex dynamics of underlying forces and value systems in different conditions of space and time. This course explores the interdependence of personal, interpersonal and transpersonal identities with a mind to unveil the base psyche and harness the immense richness of diverse human identities. The students work in groups to complete given assignments by the end of the course. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to all CCC students; others by permission of instructor. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

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

Peter Martynowych  
Friday, 9 a.m. to 5:30 p.m., Jan. 6, Feb. 3,  
March 3; Room 201 B; Limit 25

In this course, students use a "case-in-point" method to learn and practice key concepts of effective leadership in groups. Students explore their own group dynamics and analyze how these interactions are a reflection of the adaptive challenges faced by the larger society and themselves. Through case studies, students use their own leadership challenges as the context for peer team consultations. Throughout the course, students utilize their own leadership perspectives, identify the roles they often play in organizations, learn reflection-in-action skills

and develop a greater understanding of the many forces influencing group or team behavior. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to all CCC students; others by permission of instructor. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

## 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 that 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 Master of Arts in Organizational Psychology.*

### OPP536: Organizational Theory (3)

Barbara Spraker

Monday, 9 a.m. to 5:30 p.m., Jan. 9, Feb. 6, March 6; Room 201 B; Limit 25

This course is focused on creating and maintaining 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. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to OPP and Organizational Dynamics certificate students only. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule.*

## 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 individually-tailored 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 to action. Students participate in the program as self-directed learners within a community of learners. The program leads to a Master of Arts in Whole Systems Design.*

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

Farouk Seif

Sunday, 9 a.m. to 5:30 p.m., Jan. 8, Feb. 5, March 5; Room 201 B; Limit 25

Creative change demands a different approach than problem solving. The intention of this course is to explore and experience design approach as an intentional co-creating process of being and acting in the world. Students explore creative change in conjunction with the notion that participants are able to facilitate personal transformation, societal change and organizational renewal. The course provides the theoretical framework for imagining, conceptualizing and bringing into existence a desirable future appropriate for human purposes. Participants become aware of the client/designer relationship and gain practical knowledge, design skills and techniques that are of instrumental value to successful whole systems designers. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Open to all CCC students; others by permission of instructor. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times, refer to this class schedule. This course addresses the WSD distribution requirement for design.*

### WSD Individualized Inquiry and Design

Betsy Geist

Dates and Times: Contact Instructor

At the heart of the WSD program is the student's individualized inquiry and design in his or her chosen area of focus. This work, required for all WSD students who entered prior to spring 2003, is intended to develop the learner's skills and capacities as a designer. It is organized around a progressive design model and carried out in three phases. *Requirements: Students are required to follow the FirstClass and preliminary assignments guidelines detailed at the beginning of the CCC class description section. Eligibility: Limited to WSD students who matriculated prior to spring 2003. Note: Your registration confirmation may list general dates for classes; for actual class meeting dates and times contact the instructor.*

### WIN608G: Integrative Seminar: Design Development (4)

*Prerequisite: WIN608F. Eligibility: WSD students.*

### WIN608H: Integrative Seminar: Engagement and Synthesis (4)

*Prerequisite: WIN608G. Eligibility: WSD students.*

## CCC Graduate Certificate Programs

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

### Integrated Skills for Sustainable Change Certificate

This certificate program offers six foundation courses to prepare students to lead long-lasting, positive change in their organizations or communities. The certificate courses offered this quarter are: CCC520: Critical Inquiry and CCC550: Global Pluralism.

### Ecological Planning and Design Certificate

This certificate program offers six foundation courses, three required and three elective chosen in consultation with an adviser to prepare students to lead long-lasting, positive change in their organizations or communities. The certificate course offered this quarter is: ENC680: Environmental Policy and Decision Making.

### Business Leadership and Change Management Certificate

This certificate program offers six foundation courses, three required and three elective chosen in consultation with an adviser to prepare students to lead long-lasting, positive change in their organizations or communities. The certificate courses offered this quarter are: MGT631: Harnessing Human Diversity and MGT632: Leadership in Business and Organization Systems Inquiry.

### Organizational Dynamics Certificate

This certificate program offers six foundation courses, three required and three elective chosen in consultation with an adviser to prepare students to lead long-lasting, positive change in their organizations or communities. The certificate course offered this quarter is: OPP536: Organizational Theory.

### Systems Thinking and Design Certificate

This 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. The certificate course offered this quarter is: WIN508B: Design Approach: The Art and Science of Creative Change.