

# The Center for Creative Change

Building on Antioch's tradition of experiential education and socially engaged citizenship, the degree and certificate programs offered by the Center for Creative Change (CCC) equip students to become leaders for organizational and environmental sustainability, social justice and positive social transformation.

All Center programs are based on the understanding that creative change requires a fundamental shift in peoples' values, awareness and behavior. Solutions to the complex social and environmental problems of the 21st century require a new systemic, interdisciplinary way of thinking that honors everyone's ideas and perspectives.

All CCC degree and certificate programs are grounded in the following approaches to higher education:

## **Learning in Community**

A collaborative learning community stimulates individual and group learning. It encourages the sharing of ideas, values and experience and leads to the creation of new perspectives and understandings. A learning community that is co-created by students and faculty contributes to shared knowledge and individual awareness.

## **Learning from Experience**

By developing the ability to learn from their own practical experience, students open up to new ways of knowing – not derived from books or experts – but from their own lives, work, communities and families. Learning from experience allows students to learn from action, and to learn for action.

## **Whole Person Learning**

Whole person learning enables students to develop and grow as authentic human beings. Learning that engages minds, hearts and spirits, and enables students to integrate critical thinking, empathetic understanding and hands-on skills. Whole person learning nurtures the compassionate, practical genius in everyone.

## **Skills for Thinking, Skills for Action**

Effective education for social change includes developing students' skills for thinking and action. Both are essential to create a sustainable and just world. Change agents need thinking skills to understand the world and its problems, as well as practical skills to design and implement sustainable solutions.

## **Diversity**

A diverse community of students contributes to individual learning and to an inclusive educational environment. Seen in this way, diversity includes different ideas and beliefs, as well as different cultures and ethnicities. Diversity in the classroom is vital for the education of socially engaged citizens in a diverse, democratic society.

## **Understanding Systems**

Education for social change requires understanding systems. Systemic thinking focuses on how a single thing, event or phenomenon interacts with others. Systemic thinking expands students' worldviews to take into account interactions and relationships and provide a holistic view of the world.

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



### **The five degrees are:**

- M.A. in Environment and Community
- M.S. in Management
- M.A. in Organizational Psychology
- M.A. in Strategic Communication
- M.A. in Whole Systems Design

### **The six certificate programs are:**

- Business Leadership and Change Management
- Ecological Planning and Design
- 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. The CCC degrees require specialized courses yet permit students to cross boundaries in their other 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 (21 months). Certificate programs generally take nine months to complete.

### **Admission Requirements/Candidate Competencies**

Through application material and an interview, applicants for admission must demonstrate the following 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

In addition, applicants need to have 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
- 9 credits of Reflective Practicum 1: Simulation and Case Study
- 3 credits of Specialized Caucus
- 12 credits of Reflective Practicum 2: Capstone Change Project
- 24 credits of specialization and elective courses relevant to the student's degree

CCC core classes and Reflective Practicum 1 are offered at the Muckleshoot Tribal College, as well as at the Seattle campus. Students in the First Peoples' Program in Creative Change take this four-quarter series of Reflective Practicum 1 for a total of 12 credits.

CHNG601: Reflective Practicum 1-A: Simulation and Case Study (2)

CHNG602: Reflective Practicum 1-B: Simulation and Case Study (2)

CHNG603: Reflective Practicum 1-C: Simulation and Case Study (2)

CHNG604: Reflective Practicum 1-D: Simulation and Case Study (6)

In addition, students are required to attend:

- Initial two-day new student orientation 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 prepares students to design and implement sustainable solutions for today's environmental and social problems. Working together, students and faculty use systemic thinking and critical analysis to develop positive alternatives for a better world. Emphasizing social science perspectives and natural science literacy, this program focuses on the relationships among values, ideas, theory, practice, social and institutional structures, constructive engagement and modalities of socio-environmental change. In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Ecological Planning and Design.

### Environment and Community Degree Requirements (66 credits)

#### M.A. Core Requirements (18 credits)

CHNG510: Communication Design (3)

CHNG520: Critical Inquiry and Ways of Knowing (3)

CHNG530: Systemic Thinking for a Changing World (3)

CHNG540: Ecological Sustainability (3) (for students starting prior to summer 2009)

CHNG545: Sustainability (3) (for students starting in fall 2009 and after)

CHNG550: Global Pluralism (3)

CHNG560: Transformative Leadership and Change (3)

#### M.A. Reflective Practicum Requirements (24 credits)

CHNG611, 612, 613: Reflective Practicum I – Simulation & Case Study (9)

CHNG614: Environment and Community  
Caucus (3)

CHNG621, 622, 623: Reflective  
Practicum II – Capstone Change Project  
(12)

### **M.A. in Environment and Community Specialization Requirements (12 credits)**

ENVC610: Integrative Environmental  
Science (3)

ENVC620: Theories and Practices of  
Social-environmental Change (3)

ECON630: Economics and the  
Environment (3)

ENVC640: Environmental Policy and  
Decision-making Processes (3)

### **M.A. Elective Requirements (12 credits)**

#### **Elective courses include:**

ENVC611: Healthy, Sustainable  
Communities (3)

ENVC612: Healthy Environments,  
Healthy People (3)

ENVC613: Permaculture and Sustainable  
Systems Design (3)

ENVC621: Philosophical Perspectives on  
Environment and Community (3)

ENVC622: Ethics and Environmental  
Justice (3)

ENVC641: The Political Ecology of Food  
and Eating (3)

ENVC650: History and Culture of the  
Pacific Northwest Environment (3)

ENVC651: Globalization and Its  
Discontents: The Political Economy of  
the 21st Century (3)

Specialization and elective courses from  
other Center degree programs

Independent Studies

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

The Leadership and Management program is designed for professionals committed to leading creative change in businesses and corporations, government departments, social service agencies and community and nonprofit groups. Based on the latest ideas about management and leadership, the M.S. in Management program uses students' work experiences as a starting point to:

- Understand how businesses and organizations function as systems and how to change them for the better
- Explore how successful managers plan, collaborate, listen and serve their organizations
- Study conventional and emerging models of leadership
- Learn about the personal, organizational, cultural and global dimensions of management

In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Business Leadership and Change Management.

### **Management Degree Courses (66 credits)**

#### **M.S. Core Requirements (18 credits)**

CHNG510: Communication Design (3)

CHNG520: Critical Inquiry and Ways of  
Knowing (3)

CHNG530: Systemic Thinking for a  
Changing World (3)

CHNG540: Ecological Sustainability (3)  
(for students starting prior to summer  
2009)

CHNG545: Sustainability (3) (for stu-  
dents starting in fall 2009 and after)

CHNG550: Global Pluralism (3)

CHNG560: Transformative Leadership  
and Change (3)

### **M.S. Reflective Practicum Requirements (24 credits)**

CHNG611, 612, 613: Reflective Practicum I – Simulation & Case Study (9)  
CHNG615: Management Caucus (3)  
CHNG621, 622, 623: Reflective Practicum II – Capstone Change Project (12)

### **M.S. in Management Specialization Requirements (12 credits)**

FIN610: Managerial Finance & Accounting (3)  
MGMT620: Socially Responsible Marketing (3)  
MGMT630: Strategic Thinking and Planning (3)  
MGMT640: Leadership in Business and Organization Systems Inquiry (3)

### **M.S. Elective Requirements (12 credits)**

#### **Elective courses include:**

MGMT631: Managing in a Changing Context (3)  
MGMT633: Innovation and Creativity in Turbulent Times (3)  
MGMT643: Harnessing Human Diversity (3)  
MGMT646: Evoking Spirit at Work through Islamic Mysticism (3)  
ORGP645: Executive Coaching (3)  
Specialization and elective courses from other Center degree programs  
Independent Studies

## **M.A. in Organizational Psychology**

Antioch's Organizational Psychology program offers a comprehensive approach for revitalizing organizations and workplaces, in contrast with traditional organizational development or human resource programs that provide a narrow set of skills. In this program, students use psychological principles to understand and influence change in organizations. They acquire skills to build collaborative teams, intervene effectively in groups and maintain positive relationships. They learn to understand organizational cultures and assess organizational structures and processes. 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

In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Organizational Dynamics.

### **Organizational Psychology Degree Courses (66 credits)**

#### **M.A. Core Requirements (18 credits)**

CHNG510: Communication Design (3)  
CHNG520: Critical Inquiry and Ways of Knowing (3)  
CHNG530: Systemic Thinking for a Changing World (3)  
CHNG540: Ecological Sustainability (3) (for students starting prior to summer 2009)  
CHNG545: Sustainability (3) (for students starting in fall 2009 and after)



CHNG550: Global Pluralism (3)

CHNG560: Transformative Leadership and Change (3)

### **M.A. Reflective Practicum Requirements (24 credits)**

CHNG611, 612, 613: Reflective Practicum I – Simulation & Case Study (9)

CHNG616: Organizational Psychology Caucus (3)

CHNG621, 622, 623: Reflective Practicum II – Capstone Change Project (12)

### **M.A. in Organizational Psychology Specialization Requirements (12 credits)**

ORGP610: Organizational Theory (3)

ORGP620: Overview of Organizational Development (3)

ORGP630: Practitioner Development (3)

ORGP640: Group Dynamics and Facilitation (3)

### **M.A. Elective Requirements (12 credits)**

#### **Elective courses include:**

ORGP621: Human Behavior in the Workplace (3)

ORGP622: Personal Wellness in Organizational Systems (3)

ORGP631: Consulting Practice (3)

ORGP632: Systems-level Intervention and Change (3)

ORGP642: Conflict Management (3)

ORGP643: Trauma and Healing in Organizations (3)

ORGP644: Collaborative Team Creation (3)

ORGP645: Executive Coaching (3)

Specialization and elective courses from other Center degree programs

Independent Studies

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

The M.A. in Strategic Communication prepares students to communicate their ideas successfully. Grounded in the latest communications theory, this program combines critical media analysis with practical communication skills. Students design and implement communication strategies that advance creative change wherever they are – in an organization, a workplace, a community or in society at large. Students learn how to frame ideas persuasively and determine the best media to communicate clearly and professionally – websites, blogs, print, video, radio, graphics, live performance or the spoken word.

In addition to a master's degree, students earn certificates in Integrated Skills for Sustainable Change and Effective Communication Strategies.

### **Strategic Communication Degree Courses (66 credits)**

#### **M.A. Core Requirements (18 credits)**

- CHNG510: Communication Design (3)
- CHNG520: Critical Inquiry and Ways of Knowing (3)
- CHNG530: Systemic Thinking for a Changing World (3)
- CHNG540: Ecological Sustainability (3) (for students starting prior to summer 2009)
- CHNG545: Sustainability (3) (for students starting in fall 2009 and after)
- CHNG550: Global Pluralism (3)
- CHNG560: Transformative Leadership and Change (3)

#### **M.A. Reflective Practicum Requirements (24 credits)**

- CHNG611, 612, 613: Reflective Practicum I – Simulation & Case Study (9)

CHNG617: Strategic Communication Caucus (3)

CHNG621, 622, 623: Reflective Practicum II – Capstone Change Project (12)

#### **M.A. in Strategic Communication Specialization Requirements (12 credits)**

STCM610: Communicating Across Cultures (3)

STCM620: Using Media for Social Change (3)

STCM630: Communication Media (3)

STCM640: Participatory Communication for Social Change (3)

#### **M.A. Elective Requirements (12 credits)**

##### **Elective courses include:**

STCM631: Legal and Ethical Issues in Communication (3)

STCM637: Power in Media (3)

STCM639: Integrity and Public Relations (3)

STCM641: Documentary Film (3)

STCM642: Citizen Journalism (3)

STCM697: Media Fieldwork (3)

Specialization and elective courses from other Center degree programs  
Independent Studies

## M.A. in Whole Systems Design

The Whole Systems Design program helps students to become designers and leaders of deep systemic change. It emphasizes the relationships between personal, community, organizational, economic, social and ecological issues. Students understand these issues from a systems perspective and focus on preferred sustainable futures as a way of transcending constraints. The program is organized around systemic thinking, holistic 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.

### Whole Systems Design Degree Courses (66 credits)

#### M.A. Core Requirements (18 credits)

- CHNG510: Communication Design (3)
- CHNG520: Critical Inquiry and Ways of Knowing (3)
- CHNG530: Systemic Thinking for a Changing World (3)
- CHNG540: Ecological Sustainability (3) (for students starting prior to summer 2009)
- CHNG545: Sustainability (3) (for students starting in fall 2009 and after)
- CHNG550: Global Pluralism (3)
- CHNG560: Transformative Leadership and Change (3)

#### M.A. Reflective Practicum Requirements (24 credits)

- CHNG611, 612, 613: Reflective Practicum I – Simulation & Case Study (9)

CHNG618: Whole Systems Design Caucus (3)

CHNG621, 622, 623: Reflective Practicum II – Capstone Change Project (12)

### M.A. in Whole Systems Design Specialization Requirements (9 credits)

To complete this degree, students must take one course within each of the following areas (three courses total = 9 credits)

#### Holistic Perspectives

Deepen the appreciation for holism 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 Whole Systems Design master's students must take at least one. **Prerequisite:** CHNG530: *Systemic Thinking for a Changing World*. *Examples include:*

WSDN610: Wholophilia: Design as Practice of Wholeness (3)

WSDN611: Mary Parker Follett (3)

WSDN612: Experience of Place (3)

WSDN613: Metaphor, Worldview and Change (3)

#### Design Theory and Practice

Develop understanding of design as a philosophy and as a practice from a holistic/systemic perspective. Students may take up to three courses in this category and Whole Systems Design master's students must take at least one. **Prerequisite:** CHNG530: *Systemic Thinking for a Changing World*.

*Examples include:*

WSDN620: Visual Literacy Studio: Capturing Mental Images for Creative Thinking (3)

WSDN621: Design Approach: The Art and Science of Creative Change (3)

WSDN622: Context Based Design (3)  
WSDN623: Notating Imagination:  
Advanced Design Communication (3)

### **Systemic Thinking**

Explore the world in terms of dynamic relationships. Topics may include diverse systemic traditions and pragmatic concepts for understanding change and sustainability and engaging in a variety of settings more effectively. Students may take up to three courses in this category and Whole Systems Design master's students must take at least one. **Prerequisite:** CHNG530: *Systemic Thinking for a Changing World*.

*Examples include:*

WSDN630: Systemic Thinking: The Art of Making Distinctions (3)

WSDN631: Advanced Systems (3)

### **M.A. Elective Requirements (15 credits)**

**Elective courses include:**

WSDN610: Wholophilia: Design as Practice of Wholeness (3)

WSDN611: Mary Parker Follett (3)

WSDN612: Experience of Place (3)

WSDN613: Metaphor, Worldview and Change (3)

WSDN620: Visual Literacy Studio: Capturing Mental Images for Creative Thinking (3)

WSDN621: Design Approach: The Art and Science of Creative Change (3)

WSDN622: Context Based Design (3)

WSDN623: Notating Imagination:  
Advanced Design Communication (3)

WSDN630: Systemic Thinking: The Art of Making Distinctions (3)

WSDN631: Advanced Systems (3)

Specialization and elective courses from other Center degree programs

Independent Studies

## **Center for Creative Change Graduate Certificate Programs**

### **Business Leadership and Change Management (18 credits)**

Learn the business and people skills necessary to lead and manage change in companies. Recommended for mid-level managers. Requirements are any three of the following courses: FIN610: Managerial Finance & Accounting; MRKT610: Socially Responsible Marketing; MGMT630: Strategic Thinking and Planning; or MGMT640: 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 credits)**

Become skilled at creating sustainable solutions for today's environmental and social problems. Recommended for natural resource managers, land use and urban planners, policy analysts, environmental consultants, ecological designers and those who work for nonprofits. Requirements are any three of the following courses: ENVC620: Theories and Practices of Social-environmental Change; ENVC610: Integrative Environmental Science; ECON630: Economics and the Environment; or ENVC640: Environmental Policy and Decision-making Processes; plus three elective courses (9 credits) taken in any CCC program approved by the student's adviser.

### **Effective Communication Strategies (18 credits)**

Learn how to design and implement communication strategies that advance creative social change in organizations, communities and society at large. Recom-



mended for journalists, writers, filmmakers, media strategists, communications consultants, community leaders and social-change advocates. Requirements are any three of the following courses: STCM630: Communication Media; STCM610: Communicating Across Cultures; STCM620: Using Media for Social Change; or STCM640: Participatory Communication for Social Change; plus three elective courses (9 credits) taken in any CCC program approved by the student's adviser.

### **Integrated Skills for Sustainable Change (18 credits)**

Strengthen abilities to lead sustainable change in an organization, business or community. Recommended for managers, consultants, community leaders and others who want to learn about collaborative and systemic approaches to change. Requirements are: CHNG510: Communication Design; CHNG520: Critical Inquiry and Ways of Knowing; CHNG530: Systemic Thinking for a Changing World; CHNG540:

Ecological Sustainability or CHNG545: Sustainability; CHNG550: Global Pluralism; and CHNG560: Transformative Leadership and Change.

### **Organizational Dynamics (18 credits)**

Learn how to use psychological principles to understand and change organizations. Recommended for professionals who work in human resources, organizational development, labor relations, training and executive coaching. Requirements are any three of the following required courses (9 credits): ORGP610: Organizational Theory; ORGP620: Overview of Organization Development; ORGP630: Practitioner Development; or ORGP640: 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 credits)**

Explore the links among things that seem unconnected and then use this holistic understanding to design new and elegant systems to solve the problems of the 21st century. Recommended for big-picture thinkers in businesses, nonprofits, government departments, social-service agencies and other types of organizations. Requirements are two courses (6 credits) in systemic thinking; two courses (6 credits) in design theory and practice; one course (3 credits) in holistic perspectives; plus one elective course (3 credits) in any CCC program approved by the student's adviser.