With knowledge and practice, realize your aspirations.

A pioneer in integrative teaching and learning, CIIS is known for the following:

• Nationally and internationally recognized professors who expand the traditional boundaries of learning in their classes and scholarship. Study with faculty members who are committed to integrating, with academic rigor, diverse perspectives, and multiple ways of knowing.
• Leading-edge graduate programs in the School of Professional Psychology & Health and the School of Consciousness and Transformation.
• A unique School of Undergraduate Studies that features a Bachelor of Arts Completion (BAC) program offered on weekends in a cohort format. The BAC program enables students with previously earned college credit to earn an undergraduate degree in Interdisciplinary Studies.
• Online graduate programs in the groundbreaking fields of Transformative Studies and Transformative Leadership that expand our borders beyond the Bay Area. Online students benefit from an international community of learners and their reflective interaction with one another.
• A dynamic and supportive learning community—the perfect incubator for innovative ideas and study. The personal attention of faculty and our small classes enable students to express themselves with confidence.
• Internships in the six award-winning CIIS counseling centers and affiliated sites located throughout San Francisco. Students learn by practice under the guidance of trained supervisors.

Engaged and Innovative Community
Creative, curious, mindful, and socially aware—these are just a few of the words that describe the people of CIIS. What sets us apart is how we put those characteristics to work. We’re passionate about intellectual inquiry and disciplined in our practice. We engage fully with our studies, one another, and our communities. Above all, we’re open to new learning experiences, and we draw on the opportunities CIIS offers us to transform the world.

A Pioneering Vision
In 1968, San Francisco was the scene of a national revolution in music, politics, culture, and self-awareness. That same year Professor Haridas Chaudhuri and his wife, Bina, established CIIS, developing an equally revolutionary approach to education. They envisioned an integral approach to higher education that drew on the inspiration of the renowned Indian philosopher Sri Aurobindo. Originally focused on the integration of Asian and Western studies, CIIS has grown to include programs that offer a broad array of multicultural perspectives. While expanding the range of its programs, CIIS has retained the intimacy of an academic community rare in U.S. higher education. At the intersection of global and personal responsibility, CIIS has been committed to fulfilling Professor Chaudhuri’s vision: “Humankind can no longer be divided into exclusive segments so that the fortune of one will not affect the fortune of the other.”

Admissions
We begin accepting applications for the spring semester in September and for the fall semester in November. It is highly recommended that you submit all application materials at least two weeks before the February 1 priority deadline in order to avoid delays in having your application reviewed. Applicants who apply by the fall priority deadline will be notified of the admissions decision by April 1, with enrollment deposits required by May 1. If you are mailing your application from outside the United States, mail it at least thirty days before the department deadline. Applications are accepted after the posted deadline on a space-available basis.

For information on application requirements, procedures for admissions, and program-specific application deadlines, or to complete an application online, please visit www.ciis.edu/admissions. Admissions counselors (415.575.6154, admissions@ciis.edu) are pleased to answer your questions.
Online Learning Programs

Transformative Leadership

MA in Transformative Leadership
and
MA in Transformative Leadership
with a Focus on Partnership Studies

Program Description
visit us online at http://www.ciis.edu/tld

Academic Year 2012–2014
California Institute of Integral Studies
1453 Mission Street, San Francisco CA 94103
415.575.6100 www.ciis.edu
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Contact the admissions counselor responsible for this program at www.ciis.edu/admissions
or visit our website: www.ciis.edu.
Program Statement

The Transformative Leadership MA (abbreviated as TLD) is designed for students who have a passion for creating positive change in the world. The program offers the opportunity to learn and grow in a community of like-minded individuals, and to develop the skills and personal qualities needed to become creative leaders. Following the educational mission of California Institute of Integral Studies, the program stresses an integral perspective. The focus of the program is the ability to create oneself as a leader and to take creative action in the world: personal growth and action in the world go hand in hand with the development of leading-edge skills and perspectives for the twenty-first century.

About the MA in Transformative Leadership
A Passion for Creative Transformation

The Transformative Leadership MA is a uniquely innovative, online learning program that integrates extensive practical skills with deep self-reflection and an emphasis on creative action in the world. The program prepares students to embody leadership and mobilize their creativity in many different ways, whether in organizations, social movements, or a range of activities requiring personal initiative and dedication to making a difference.

Transformative Leadership is a creative incubator for new forms of leadership in a rapidly changing world. New forms of leadership are needed in all dimensions of life, not just in boardrooms and governments. Transformative Leadership explores leadership along four dimensions: new ways of being, relating, knowing, and doing, all requiring new perspectives, skills, and personal practices. It is based on the belief that as we change the world we also change ourselves; and as we change ourselves, we also change the world.

The transdisciplinary curriculum develops students’ abilities to reflect on their mission in life, apply leading-edge research, develop new sets of skills, and act creatively in the world. Faculty and students create a rich and supportive online learning community that provides a context where students can create their own approach to leadership, based on their personal values, capacities, and mission in life.

This innovative program culminates in a Capstone Action Project that demonstrates leadership in the world and allows students to apply their learning and test their theories and assumptions about leadership in real time. The lessons learned from this project are often stepping stones for new initiatives and life paths for our graduates.

Learners approach leadership from four interrelated perspectives: (1) through an engagement with cutting-edge research; (2) by exploring their own personal growth, their values, their ethical and spiritual commitment, and their personal capacities to be leaders; (3) through the interaction of a community of learners and the development of the ability to learn how to learn together; and (4) by grounding their work in the imperative for action, so that they can apply their learning on a continuing basis, culminating in a Capstone Action Project.

The program also offers a unique set of electives, including a set of courses specifically designed to address issues related to LGBTQ leadership and policy.

The MA program in Transformative Leadership is designed for people who recognize that effective leadership requires specific skills in areas ranging from conflict resolution to group dynamics to creative thinking, but also the ability to reflect on why change is needed, how it is conducted, and who is engaged in the process. The TLD program invites students to engage in a profound questioning of the assumptions about these key issues, along with their implications and applications to practice. Reflection and theory are united with practice by focusing on the development of capacities to envision, initiate, and engage in creative leadership.

Our alumni are leading in a wide range of fields, from local government to high tech start-ups, from education to management consulting.

Learning outcomes include the following:
• The ability to actively create one’s leadership style, to articulate one’s leadership philosophy, to assess one’s strengths and weaknesses, and to engage in an ongoing process of learning and development
• The capacity to take the initiative, design and manage a meaningful project, and follow it through to completion
• The capacity to learn through collaborative reflection and interaction, and to facilitate groups and organizations that learn, both online (virtually) and face-to-face
• A knowledge base in the theory and practice of leadership, an understanding of one’s own implicit theories of leadership, and the ability to challenge and expand one’s understanding and practice of leadership in dialogue with research and one’s experience
• Creative skills in group dynamics, conflict resolution, influence, and interpersonal communication
• The ability to approach complex issues from a plurality of perspectives and metaphors, grounded in systems/cybernetic thinking
• Understanding and developing strategies to leverage creativity in diversity

Degree Descriptions

Program Format
The Transformative Leadership program is offered in an online format. Students work in the online environment of the CIIS virtual classroom. During the two years of coursework, the students meet twice a year in the Bay Area for five-to seven-day residential intensives. Because intensives are an essential aspect of the learning experience, participation in the intensives is mandatory.

Units and Requirements for Graduation
Required Courses: 27 units
TLD 6125 Introduction to Leadership: Models, Maps, and Metaphors (3 units)
TLD 6130 Ways of Relating: Interpersonal and Group Dynamics (3 units)
TLD 6145 Leadership, Pluralism, and Creativity: Diversity in Action (3 units)
TLD 6300 Ways of Knowing: Systems and Metaphors (3 units)
TLD 6325 The Leadership Experience: Understanding the Will to Lead (3 units)
TLD 6349 Creating Communities and Coalitions (3 units)
TLD 6635 Transformative Leadership: Leading Ourselves Among Others (3 units)
TLD 7999 Capstone: Action Project (3 units)
TLD 7996–8 Integrative Seminar (1 unit each, three semesters)

Electives: 9 units (electives from both TLD and Transformative Studies)
Total units for the degree: 36

Focus on Partnership Studies
Students in the TLD MA program can choose the focus on Partnership Studies. The focus is made up of three courses focusing on the application of the model and cultural transformation theory to leadership and transformation. Cultural historian and systems scientist Riane Eisler developed the model and theory for this focus. This is an innovative program for those who are serious about making a difference in their lives, their organizations, and the world. Students work in a community of like-minded individuals, build a curriculum around their calling and passion, and develop skills to make their visions realities. Students also can earn credit while interning with the Center for Partnership Studies or other change-making, nonprofit organizations.

This focus is ideal for those who enjoy being on the leading edge of social change movements and are looking to further develop and hone skills for meaningful employment and greater effectiveness in nonprofit, and for-profit community-minded organizations. Designed for people who lead full lives, it is offered in a flexible online format; students will learn how to bring greater partnership into their lives and community groups while being supported by CIIS faculty and a community of colearners in intensive seminars and a lively online environment.

Focus on Partnership Studies Courses: 9 units
In addition to the 27 required units for the MA in Transformative Leadership, the Focus on Partnership Studies MA requires the following:
Required
TLD 7562 The Power of Partnership (3 units)

Focus Electives
Six units chosen in consultation with student's advisor, and articulation and application of the partnership model in the Capstone Project.

Selected Course Descriptions

TLD 6125: Introduction to Leadership: Models, Maps, and Metaphors (3 units)
Introduction to Leadership provides an introduction to the larger body of knowledge and research in the area of transformative leadership. A key aspect of this course involves uncovering, exploring, and challenging students’ implicit assumptions about leadership and change in the context of the literature, and beginning the ongoing process of articulating their own vision of how they may best act as leaders in today's global context.

TLD 6130: Ways of Relating: Interpersonal Collaboration Skills and Group Dynamics (3 units)
This course addresses the fundamental nature of how human beings relate to each other, and how this affects the discourse and practice of leadership and systems change. Is the quest for domination inescapable? Are there other ways of conceptualizing human relations? If so, how do they manifest in practice? Students will explore the implications and applications of a plurality of ways of relating. The course focuses on the development of basic skills in group dynamics and team leadership, interpersonal communication, and self-understanding in a team context.

TLD 6145: Leadership, Pluralism, and Creativity: Diversity in Action (3 units)
The purpose of this course is to understand and experience the ways in which diversity can be a source of creativity and strength; to explore the challenges and opportunities confronted by leaders working toward creating productive, vibrant organizational environments that embrace differences; to learn how to move with increasing ease across and among diverse cultures in our work as leaders and in our daily lives in a multicultural, global society; to understand the theoretical and practical constructs that are helpful in this journey; and to deepen understanding of the impact of our own race, culture, gender, differing abilities, social class, and “sexual affectional” preference on leadership practices.

TLD 6300: Ways of Knowing: Systems and Metaphors (3 units)
Ways of Knowing addresses the ways in which leaders and change agents know and make sense of the world. The course explores the foundations of systems and complexity theories and their applications. The way metaphors can create different understandings of phenomena will be illustrated through the exploration of metaphors of organization.

TLD 6325: The Leadership Experience: Understanding the Will to Lead (3 units)
This course explores the leadership experience through film, biography, and case study. It examines the leadership experiences of individuals who have demonstrated a will to lead. A focus of the course will be to consider common experiences shared by those who choose to lead.

TLD 6349: Creating Communities and Coalitions (3 units)
Leaders must be able to inspire, influence, and communicate effectively with others to make their vision a reality. This course addresses the role of communities, coalitions, and tribes in creating change. Topics covered will include the use of language; creating a vision; inspiration, influence, and creativity; communicating effectively; bringing people together; and setting an agenda for change.

TLD 6635: Transformative Leadership: Leading Ourselves Among Others (3 units)
This course serves as the first Capstone Project in the program. It provides students the opportunity to articulate their leadership philosophy, gives them feedback on their actual practice of leadership through a 360 feedback process, teaches them the skills to give (and receive) a 360 feedback, and teaches them how to develop their own vision of their role as leaders.
TLD 7562: The Power of Partnership (3 units)
In this course, students are invited to explore the foundational concepts of Riane Eisler’s cultural transformation theory and the partnership/domination template in both theory and practice. Together as a learning community, we will engage in a deep exploration of the significance of these models and the systems informed by them, as well as their practical application to our daily life and work. We will address such questions as: How might we shift to a new framing of how we think about human societies and our collective beliefs, behaviors, and policies? How would our worldview be different if we were to change the lens through which we view ourselves and those with whom we inhabit our world? What invisible configurations might become visible? How might these concepts be put into action for positive social change? How can you become an effective partnership leader?

TLD 7585: Spirit Compassion and Community Activism (1-3 units)
Through selective readings, discussion, and personal reflection, this course encourages students to put their spiritual values and beliefs into action in the larger community. The course is offered for 1–3 units with each academic unit requiring thirty hours of community service. Students can choose to serve in established organizations or create their own project with instructor approval.

TLD 7999: Capstone: Action Project (3 units)
This course involves putting into action what the students have learned during their two years in the program, integrating theory, reflection, and experience. Students complete work begun in Integrative Seminar courses through the design, implementation, and assessment of a Capstone Project. Capstone: Action Project is the second and culminating capstone course in the MA in Transformative Leadership. The following sentence is from the program description: “This program has been created for individuals who want to take the initiative and find ways to express their passion for making a contribution to the world.” This course allows students to take that initiative and to find ways to express their passions.

Faculty Profiles

Core Faculty
Urusa Fahim, PhD, has areas of interest that include inquiry and research methodologies, group process, collaborative creativity, intercultural communication, and women’s leadership. She received her doctorate in transformative learning and change at CIIS, and her master’s degree in applied psychology from the Punjab University in Lahore, Pakistan. Her clinical training took place at the Center for Clinical Psychology in Lahore. She practiced as a clinical psychologist for several years in Lahore and Islamabad. Fahim also worked in the field of development management for the United States Agency for International Development (USAID) and the Academy for Educational Development (AED) in Pakistan. She came to the United States in 1995 for graduate education. Her personal experiences with intercultural issues and dilemmas enhanced her interest in the field of intercultural communication and influenced her doctoral work. Her dissertation research was on the development of cultural sensitivity in individuals. She participated in a three-year collaborative exploration on women’s leadership with the Women’s Leadership Collaborative West. Her current research is on conversion to Islam.

Joanne Gozawa, PhD, received her doctorate in integral studies from CIIS with a focus on learning and change in human systems. She has taught at CIIS (organic inquiry), at the Institute for Transpersonal Psychology, and at Presidio World College. Her experiences in transformative learning and sensitivity to cultural differences have focused her practice on evoking a field that is inclusive and nonjudgmental, a field of mutuality that gives groups of diverse participants the safety in which to question their deep assumptions. She has applied her approach to classes in transformative learning and to organizations interested in transforming conflict into collaboration. She hopes to broaden the theoretical ground of transformative learning with her work.

Alfonso Montuori, PhD, is an educator, consultant, musician, and researcher. A graduate of the University of London, he has been Distinguished Professor in the School of Fine Arts at Miami University of Ohio, and from 1985–1986 taught at the Central South University in the People’s Republic of China.

Montuori was born in Holland, and grew up in Lebanon, Greece, and England, and came to the U.S. in 1983. In London, Montuori worked as an interpreter for Scotland Yard and as a professional musician performing...
on saxophone and flute, recording and performing extensively throughout England for several years, as well as starting his own indie label, Banana Records. Today, he continues his passion for music through his collaboration with his wife, jazz singer Kitty Margolis, as producer of her award-winning recordings. He is a voting member of the National Academy for Recording Arts and Sciences.

He has consulted on leadership, creativity and innovation with numerous organizations, including Procter & Gamble, Network Appliance, Training Vision (Singapore), Pacific Bell, Stentor Group (Canada), Kaiser Permanente, Interstate Insurance, Omnitel-Olivetti (Italy), ENEL (Italy), U.S. Department of Labor, University of Missouri-Kansas City, Nestle Beverage, Pilkington Barnes Hinde, 3Com, and Progressive Insurance.

His books include Evolutionary Competence; From Power to Partnership (coauthored with Isabella Conti); Creators on Creating (coedited w/Barron and Barron); and Social Creativity, vols. 1–2 (coedited with R. Purser). He has written articles in publications such as Academy of Management Review, Human Relations, Journal of Management Education, Futures: The Journal of Policy, Planning, and Future Studies, and Journal of Humanistic Psychology.

He has contributed major entries to the International Encyclopedia of Organization Studies; Encyclopedia of Creativity; Encyclopedia of the Sciences of Learning; Handbook of Workplace Spirituality and Organizational Performance; Encyclopedia of Creativity, Invention, Innovation, and Entrepreneurship; and Handbook of Humanistic Psychology.

Key Adjunct Faculty

Susan G. Carter, PhD, received an MA in women’s spirituality and a PhD in humanities from CIIS. She has presented nationally and internationally on various topics related to engaged spirituality and higher education. Carter has formed and directed a 501[c][3] foundation, consults with other Bay Area educational institutions to help promote community service, and teaches various courses at CIIS, including a course on Spirit, Compassion, and Community Activism.

Dan Crowe, PhD (CIIS), teaches key courses in the program, most notably the Capstone Action Project. His areas of interest are what he calls “unleashing the spirit” and “the will to lead.” After his long experience on Wall Street and in the private sector, he taught extensively in graduate leadership programs and has won several awards for his teaching. Among these is the prestigious Paul E. Hoffner Award for Outstanding Faculty Service, given by the Consortium for Advancement of Adult Higher Education.

Riane Eisler, JD (UCLA), is an eminent social scientist, attorney, and author well known for her bestseller, The Chalice and the Blade: Our History, Our Future, now in twenty-three foreign editions, including most European languages and Chinese, Russian, Korean, Hebrew, Japanese, and Arabic. Her other books include the award-winning The Power of Partnership and Tomorrow’s Children; as well as Sacred Pleasure, a daring reexamination of sexuality and spirituality; and Women, Men, and the Global Quality of Life, documenting the key role of women’s status in a nation’s general quality of life.

Eisler is sought after to keynote conferences worldwide, and is a consultant to business and government on applications of the partnership model introduced in her work. International venues have included Germany at the invitation of Professor Rita Suessmuth (ex-president of the Bundestag) and Daniel Goeudevert (former CEO of Volkswagen International); Colombia, invited by the mayor of Bogota; and the Czech Republic, invited by Vaclav Havel (former president of the Czech Republic).

Eisler, who was born in Vienna, fled from the Nazis with her parents to Cuba, and later immigrated to the United States. She obtained degrees in sociology and law from the University of California, and taught pioneering classes on women and the law at UCLA before becoming Transformative Leadership core faculty at CIIS. She is a founding member of the General Evolution Research Group (GERG); a fellow of the World Academy of Art and Science, and of the World Business Academy; and a commissioner of the World Commission on Global Consciousness and Spirituality, along with the Dalai Lama and other spiritual leaders. She is cofounder with Nobel Peace laureate Betty Williams of the Spiritual Alliance to Stop Intimate Violence (SAIV) (www.saiv.net), and president of the Center for Partnership Studies (www.partnershipway.org), dedicated to research and education.
Michael A. Raffanti, EdD, JD, has a professional background in education and social justice. A California native, he completed his bachelor of arts in history and philosophy at the University of Portland, and his juris doctor at Boston College Law School. He also holds a master’s in teaching from the Evergreen State College, where he focused on multicultural and antiracist education. He earned his doctor of education degree from the Fielding Graduate University. He became interested in an educational career while practicing poverty law in San Francisco. His involvement in developing a law academy at an urban high school precipitated his movement from law to education. While earning his teaching license, he directed the education department of an AIDS service organization and developed HIV-prevention programs for adolescents, gay and bisexual men, and communities of color. He has taught third grade in urban settings and served in a variety of educational leadership roles. He has also taught at-risk high school students in a weekend community college program.

Shoshana Simons, PhD, RDT, is chair of the Expressive Arts Therapy program at CIIS and associate professor in Transformative Inquiry. She has a rich background in integrating performance and expressive arts structures into multiple contexts of work with children and adults in educational, therapeutic, and larger systems. Simons has a particular interest in the integration of the arts into spiritual practice and socio-emotional development. She is passionate about using the performance and expressive arts as catalysts for healing and social change and is deeply involved in developing an expressive arts-centered approaches to narrative therapy.

Philip Slater, AB, PhD (Harvard), taught sociology at Harvard, Brandeis, and the University of California, Santa Cruz. He was professor and chairperson of the Brandeis Sociology Department in 1971, when he resigned to found—with Jacqueline Doyle and Morrie Schwartz—Greenhouse, a nonprofit growth center, where he led encounter groups and personal growth workshops. He has been a merchant seaman, actor, business consultant, cookie salesman, marriage officiant, and president of a theater. Slater is the author of The Pursuit of Loneliness, a classic of American sociology, and numerous other books and articles, including Wealth Addiction and A Dream Deferred. He co-wrote and narrated Paradox on 72nd Street, a one-hour TV documentary aired nationally by PBS, and has acted in more than thirty plays and films. In 1982, he was chosen by Ms. magazine as one of its “male heroes.”

He has written twenty plays, and has taught writing and playwriting at UCSC and in private workshops since 1989. He has a weekly blog at the Huffington Post. His articles have been published in the Washington Post, Ms Magazine, Harvard Business Review, Psychology Today, Newsday, Washington Monthly, Utne Reader, and other leading magazines and scholarly publications.

Student Profiles

Roseanne Olszewski: “Living on the East Coast, I never believed I would be able to take advantage of the gift of a CIIS advanced degree. Until I became aware of the online MA in Transformative Leadership! Now I am fully engaged with the gifted minds of the TLD faculty and my fellow learners in TLD program. My studies in Transformative Leadership have already enhanced my work with victims of domestic and sexual violence in the most genuine way. The online format allows me to be engaged from the comfort of my East Coast home, yet travel to be in community with my esteemed associates twice a year in San Francisco. A trip I look forward to! It is never too late to pursue your dreams of an advanced degree. The CIIS MA in Transformative Leadership is a program that will change your life!”

Katy Paulson: “My philosophy background naturally led me to appreciate interdisciplinary and integral studies, so when I discovered that CIIS could offer further growth in this field, I was elated! The online environment allows me to function in an academic community while simultaneously functioning in my local community. By incorporating a diverse group of people from various areas, we have the opportunity to increase our range of influence. We are not only thinking about the various ideas that have shaped our society, but also about how those ideas can be utilized to advance social evolution. In the academic realm, theories of leadership and change are often taken for granted. The Transformative Leadership program at CIIS is unique in pursuing these theories through non-conventional avenues that embrace creativity, imagination, and feedback from our peers. Rather than emphasizing our similarities in thinking, the program offers an open and flexible space to develop and foster our various talents.”
Alejandra Siroka: “The Transformative Leadership MA is a unique program because it seeks to incubate compassionate change agents who creatively learn about social transformation through a process of self-inquiry and academic study. The program also seeks to help bring about the transformation students want to see in the world by empowering them and encouraging them to excel in their chosen fields. At a personal level, this program helped me delve deeply into my own process of personal transformation and enrichment and therefore into the transformation of all my intra- and interpersonal relationships. At a professional level, this program gave me the tools and the confidence to launch my own consulting practice in the field I am most passionate about: holistic and effective communication. At every level, the program helped me be the compassionate leader I wished to be so that I can contribute to a more sustainable, peaceful, and meaningful human experience for myself and for others.”

Alumni Profiles

Chimine Arfuso: “I was clear on my vision before I attended the Transformative Leadership program at CIIS, I was just unsure of how to get there. My nonprofit was a few years old and struggling to make it to the next step. The program at CIIS is designed for you to identify your own leadership strengths and weaknesses, learning and studying the most innovative scholarly information out there on group dynamics, change, and leadership, as well as providing the liberty for you to further your education in the field you are most passionate about. I spent my two years focusing my independent studies on the lexicon of sexual violence and how transforming our language can transform a culture of violence. Through the capstone project, I had a hands-on experience of taking what I already knew and applying what I needed to get better at to produce greater results. Now, my nonprofit, Create Social Change, is on its way to becoming a very powerful and impactful local nonprofit. We changed our curriculum, which was such a success that I have been recognized within the wider community of violence prevention and have been awarded the Valor Award from Community Service Programs (CSP), one of the largest crisis centers in California. With these tools I am now embarking on a new business venture, creating workshops for women called the Empowered Goddess Academy. If you are looking to take your current profession or passion to the next level, and desire a graduate degree, I highly recommend the Transformative Leadership master’s program at CIIS.”

Chimine has been working in violence prevention for more than a decade. She is a speaker for the RAINN speakers bureau, a trained facilitator and life coach. For her transformative work in the community she has been honored by the D.A. of Orange County. She is the founder and executive director of Create Social Change, a local non-profit dedicated to educating the community to deal with violence differently such that we can heal and end the cycle of violence. She is also an avid reader and scholar, and you can find her inspirational writings on violence prevention on her blog [www.chiminearfuso.com](http://www.chiminearfuso.com) or at the [San Francisco Examiner](http://www.sanfranciscoexaminer.com) in the violence prevention section.

Sharon Haave: “I felt stuck and unsure about where to go in my work and spiritual life when I enrolled in Transformative Leadership at CIIS. I knew I needed to make changes and take some bold steps but didn’t know how to do it. The classes challenged me to look at myself and the world in new ways and to own my leadership skills and potential. During the program, I closed my safe but no longer challenging professional practice of more than twenty years and started a new business ([www.guidingpositivechange.com](http://www.guidingpositivechange.com)). I also found the courage to leave the spiritual group I had been involved with for many years. I feel like a different person than I did before the program, more confident and at the same time more humble and curious about the complex nature of systems and the need for collaboration and cooperation in our world.”

Sophie Herting: Born and raised in Germany, Sophie Herting moved to San Francisco five years ago to pursue her bachelor and master’s degrees at CIIS. In 2010, she started her company, E-Waste International ([www.ewasteinternational.com](http://www.ewasteinternational.com)). Her degree has given her a skill set or “toolbox,” as she likes to call it, that enables her to do the work she does now. The online format of the program worked in her favor due to the fact that she could apply her knowledge in her own community and still have the close-knit group of online students and faculty as a solid support. Some of her former professors remain informal advisors. She says, “The decision to get this degree at CIIS was by far the best choice I could have made. Not only in my career but also my personal life I see the differences this program has made.” Herting is currently approaching larger corporations
to encourage proper recycling plans for their electronics by setting up their plans and assisting them to get certified as an e-Stewards Enterprise. She also plans to come up with a more efficient plan for the city of San Francisco to make it easier for residents to dispose of their unwanted electronics. She appeared with a team of supporters of her cause on ABC7 live in 2011 and has hosted multiple drop-off events for electronics in San Francisco’s Nob Hill neighborhood.

**Cheryl Johnson:** “Freedom. Authenticity. Creativity. Community. These are the words that come to mind when I think of CIIS. After attending an open house at CIIS, I knew that it was a place where I could have the freedom to pursue graduate studies in a non-traditional way. A community development professional, I completed the MA in Transformative Leadership and I am now pursuing a PhD in Transformative Studies. I emerged from the Transformative Leadership program feeling very confident about my personal leadership style and my ability to channel effectively my passion for issues like racism and violence against women. At CIIS, students are supported in exploring and integrating the fullness of their life experience into their studies. I also have the honor and pleasure of learning with a group of phenomenally creative and passionate people, in a fiercely supportive environment. The CIIS faculty is brilliant, courageous, and committed. The online classroom environment challenges students to venture beyond the confines of the typical classroom setting. Anyone seeking a graduate program that is both cutting-edge and relevant should come to CIIS. The path at CIIS is not a treadmill. It is a rich and rewarding journey. At CIIS, your voice will be heard.”

**Sierra Webb:** “As the grants development manager for the Victor Valley College Foundation, I have found my experience in the CIIS Transformative Leadership program to be invaluable. Beyond the ability to write a formidable research paper, TLD taught me how to listen and communicate effectively to build teams, a key component in grants management. The skills acquired in diversity, leadership, and conflict resolution are applicable in every facet of life from personal relationships to passing encounters.”

## Admission to the Program

Applicants must meet the general admissions requirements of the Institute. In addition, applicants must submit two letters of recommendation, preferably one from an academic advisor or someone familiar with the applicant’s ability to do academic work, and one from a supervisor in a recent professional or volunteer setting; a résumé of relevant experiences; and a sample of recent scholarly writing. Applicants should have a demonstrated capacity to learn and work both independently and collaboratively.

This program accepts students only for fall admission.

All students must have consistent access to a computer with the capacity to navigate the Internet and the World Wide Web, and the ability to use the online medium for ongoing dialog.

**Contact the admissions counselor responsible for this program at** [www.ciis.edu/admissionsteam](http://www.ciis.edu/admissionsteam) **or visit our website: [www.ciis.edu](http://www.ciis.edu).**
San Francisco Is Our Campus

San Francisco is a hub of connections—international, cultural, and professional—within one of the world’s most beautiful natural environments. Diverse neighborhoods make up the city, and CIIS is located in the lively downtown area.

Inside our buildings, you’ll find intense learning experiences, a rooftop Zen garden, meditation room, bookstore, art exhibits, and our popular organic café. Outside, a spirit of renewal is invigorating SoMa, our South of Market neighborhood. Parks, shops, and housing are sprouting up in the area between Mission Street and the San Francisco Bay, already anchored by Symphony Hall, the Asian Art Museum, Yerba Buena Center for the Arts, the Museum of Modern Art, San Francisco Public Library, and City Hall.

In the city and throughout the Bay Area, students gain work experience at challenging practicum sites. There’s an exciting synergy here between personal and communal growth you won’t find anywhere else.

Through CIIS Public Programs & Performances, the Institute offers students and the public a dazzling variety of concerts, workshops, conferences, lecture series, and urban retreats—many granting continuing education credit—that showcase leaders in spiritual practice, interfaith dialogue, psychology, social activism, bodywork, performing arts, dance, movement, and many other areas. The Arts at CIIS sponsors numerous art exhibits and events, and travel tours take alumni and friends to such destinations as India and Costa Rica. A recent major conference, “Expanding the Circle: Creating an Inclusive Environment in Higher Education for LGBTQ Students and Studies” attracted participants from colleges and universities throughout the U.S. and internationally.

Open the Door to Your Future

Our place is yours during CIIS open houses and program information sessions—great ways to experience our community and learn about programs firsthand. You can also call or email our admissions counselors who can answer your questions, put you in touch with specific programs, and schedule a classroom or campus visit.

Financial Aid Is Available

CIIS administers a full complement of financial aid programs, including federal student loans, scholarships, grants, student employment, and private loans. Please call the Financial Aid Office for details at 415.575.6122 or visit www.ciis.edu/financialaid

Academic Programs

SCHOOL OF CONSCIOUSNESS AND TRANSFORMATION

- Asian and Comparative Studies (MA, PhD in Philosophy and Religion)
- Anthropology and Social Change (MA, PhD)
- East-West Psychology (MA, PhD)
- Ecology, Spirituality, and Religion (MA, PhD in Philosophy and Religion)
- Philosophy, Cosmos, and Consciousness (MA, PhD in Philosophy and Religion)
- Transformative Leadership (MA, online)
- Transformative Studies (PhD, online)
- Women’s Spirituality (MA, PhD in Philosophy and Religion)
- Creative Inquiry, Interdisciplinary Arts (MFA)
- Writing and Consciousness (MFA)

SCHOOL OF PROFESSIONAL PSYCHOLOGY & HEALTH

- Clinical Psychology (PsyD)
- Community Mental Health (MA in Counseling Psychology)
- Drama Therapy (MA in Counseling Psychology)
- Expressive Arts Therapy (MA in Counseling Psychology)
- Integral Counseling Psychology (MA in Counseling Psychology)
- Integrative Health Studies (MA)
- Somatic Psychology (MA in Counseling Psychology)

SCHOOL OF UNDERGRADUATE STUDIES

BACHELOR OF ARTS COMPLETION (BAC) PROGRAM

- BA in Interdisciplinary Studies

ONLINE DEGREES

- Transformative Leadership (MA)
- Transformative Studies (PhD)

CERTIFICATE PROGRAMS

- Advanced Certificate in East-West Spiritual Counseling
Integral
An approach to life, philosophy, and education that focuses on wholeness and integration of body-mind-spirit. The Sri Yantra symbolizes the integration of the spiritual with the worldly, embracing paradoxes and honoring diversity as part of its method of comprehending unity.

“What happens at CIIS is very nearly unique in the world of higher education. It is also revolutionary…No one is truly educated until heart and mind have been joined with action.”

PARKER PALMER
Author, educator, activist

Accreditation
CIIS is accredited by WASC (Western Association of Schools and Colleges, 985 Atlantic Avenue, Suite 100, Alameda CA 94501; 510.748.9001).

Diversity
California Institute of Integral Studies recognizes and honors the value of a diverse academic community. It is committed by law and by purpose to serving all people on an equal and nondiscriminatory basis.

In Brief
LOCATION
• In downtown San Francisco
• Walk to public transportation

COMMUNITY
• 1,400 students
• Age range from 20 to 75
• 7% international
• 26% students of color
• 71% women
• Online students across 4 continents
• More than 5,000 alumni in 28 countries

COSTS
For a detailed breakdown of costs—full-time, part-time, and per-unit—visit www.ciis.edu/admissions or call Admissions at 415.575.6154.

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