

**Learning and Certification**

- 2020 Immunity to Change Certification, Minds at Work  
Qualified Map Facilitator  
  
Flow Fundamentals  
Jamie Wheal
- 2019 Immunity to Change (ITC) for Teams Workshop  
Minds at Work  
June. Cambridge, MA
- 2018 The Art of Developmental Coaching  
Webinar. Various presenters.  
Coaches Rising, Amsterdam, NL  
  
Next Jump Leadership Academy  
Next Jump Associates  
January. New York, NY
- 2017 Oxford Scenarios Programme  
Saïd Business School  
University of Oxford  
Egrove Park, UK  
  
Immunity to Change (ITC) Facilitators Workshop  
Minds at Work  
September. Cambridge, MA  
  
Coaching for Complexity Through Body, Mood, Language & Action  
Doug Silsbee and Carolyn Coughlin  
June. Asheville, NC  
  
STAGES for Educators  
Transformative learning and change, leadership development in higher ed  
Pacific Integral, Seattle; Terri O'Fallon, Abigail Lynam
- 2016 Developmental Coaching Mastermind  
5-Week Online Coaching Practice Course  
Rob McNamara, PhD  
Ten Directions, Nova Scotia, CN  
  
MetaCapital: Designing Wisdom Economies webinar  
Ferananda Ibarra and Sean Esbjörn-Hargens, PhD  
  
Integral Facilitator, Next Stage Facilitation 3-day Intensive  
Nova Scotia, Canada  
Ten Directions, Nova Scotia, CN  
  
STAGES In-Depth: Developmental Theory and Practice Training  
Terri O'Fallon, PhD and Kim Barta, M.A.  
Pacific Integral, Seattle, WA  
  
Thriving on Complexity: Practices to Transform Complex Challenges.  
Aftab Omer PhD and Zak Stein PhD  
Meridian University, Petaluma, CA  
  
The Art of Developmental Coaching: making the invisible visible  
Webinar. Various presenters.  
Coaches Rising, Amsterdam, NL
- 2014 Complexity Explorer Online Course  
Santa Fe Institute, Santa FE, NM  
  
GSE1x: Unlocking the Immunity to Change  
Robert Kegan and Lisa Lahey  
A course of study offered by HarvardX, an online learning initiative of  
Harvard University through edX.

2013 Embodied Practitioner Certification  
Program Level I: "The Path of Presence and Skillful Action"  
MetaIntegral Academy, Petaluma, CA

2012 Pattern Dynamics Level I and Level II Training, Tim Winton  
Spiral Dynamics Integral Level I and II Certification, Don Beck  
"Deciphering the Master Code in the Age of Complexity, Collaboration  
and Emergence. A Functional, Integral Pathway to a Sustainable Future"

1987 M.F.A. Cranbrook Academy of Art  
Bloomfield Hills, Michigan, U.S.A.

1985 B.F.A. Cleveland Institute of Art

### **Professional Affiliations**

International Consortium of Integral Scholars  
Society for the Study of Cultural Evolution  
Heterodox Academy  
Foundation for Individual Rights in Education  
Integral Life  
Participatory Agility Working Group  
Deliberately Developmental Practitioner Network – Growing life-giving organizations.  
Studio at the Edge of the World, Studio Associate  
MetaIntegral Academy, Embodied Practitioner Program  
UNESCO Futures Literacy Network

## Organizational Consulting and Facilitation

2019-20	Founder, Uncertainty Lab
2019	Immunity to Change Workshop Teach For America emerging technologies for social impact and managing rapid change  2019 Curricular development consulting Campus Co-Evolve, Brighton, UK
2018-19	"Make the change: The Immunity to Change method for overcoming unconscious resistance for personal and professional growth" Provost Office Faculty Development Workshop: Immunity to Change The New School
2018	Key "Chord" collective insight process Participatory Agility Working Group (Geoff Fitch, Tom Murray, Jean Trudel) Agile Tour Brussels Brussels, Belgium
2017	La Grande Terrasse Participant / Facilitator, Pyxis Network Off-site Online, synchronous
2016	La Grande Terrasse Participant / Facilitator, Pyxis Network Offsite Reykjavik, Iceland  Design Futuring Workshop with Human Resources Professionals LVMH Family of Companies Project Lead / Facilitator, Parsons School of Design  Learning Mindsets Provost Office Faculty Development Workshop Series Co-facilitator with Rita Breidenbach, Associate Provost for Faculty Development, The New School  Introduction to Personality Typologies Facilitator, LEAP student group, Strategic Design Management, Parsons School of Design
2013-2014	Hospice 2.0. Assisting individuals and families to bring awareness and care to the dying process.  Homestead Vision Facilitate collaborative synthesis and process design for intentional living and dying in community. Currently in development.
2011-12	Tan Kah Kee College of Xiamen University Consultant. Proposed a curricular incubator for development of disruptive approaches for the Chinese design education context; collaborations between 'math and science' and 'arts and culture' cohorts; facilitation of faculty-driven curricular development driven by nearby Zhangzhou Municipality jobs creation, sustainable eco-tourism, renewable industrial ecology and urban /cultural futures.
2010-2011	Consultant. Commonway Institute, Portland, OR. Inclusive design thinking to create a world that works for all

2008-2011 Dharma Drum College, Taipei, Taiwan  
International Advisor, preparatory Office of Ch'An Buddhist monastery, Dharma Drum Mountain for a new graduate school dedicated to project-based action research on global challenges, in the context of an ecumenical, contemplative education. Collaborative development of structures for integration of curricula of four colleges: Life and Ethics, Environment, Arts and Culture, and Social Entrepreneurship.

2005-09 Systems for Slow(er) Structures  
Chong Wu Township, Fujian Province, P.R. China, with historic preservationist Lu Shan.  
Aimed to foster local culture through knowledge retrieval and technology transfer. An inquiry on cultural and community preservation in developing China, as well as an experimental collaboration base for the development of transferable, exportable models that benefit people and generate profits at sustainable scales of growth.

2006-07 SuperOrg.net  
Consultant to Frances Whitehead, transforms the problems of a shrinking Cleveland, Ohio into assets, reconnecting the urban center with its ecosystems. Encompassing multiple projects and sites throughout the Cuyahoga River Valley and in collaboration with local experts and citizens; builds on the intertwined dynamics of nature and industry to creating new models, stories and economies.  
www.superorg.net

2005 HIVE, Wij Gardens,  
A multi-phase economy of knowledge, culture and place focused on local craft and design specialties in Ockelbo, Sweden. Collaboration with artists Annika Erixan, Daria Dorosh, Gayil Nalls and Martie Van der Loo.

2005-09 Systems for Technology Transfer  
Fujian Province, P.R. China  
Designer. Intergenerational culture and technology transfer involving architectural salvage, preservation and skills-mentoring program; transfers cultural knowledge from demolition sites to new places.

2003 Systems for Habitable Spaces  
Permanent Collection, Xiamen City, Fujian Province, China  
Distribution system for carved granite public seating; a profit incentive for the stone trade. A reproducible contract system to extend the viability of centuries-old stone masonry culture of Hui'An County; reskilling for the contemporary context.

2000 Middle Ground  
Permanent Collection of Yanqing County, Beijing, P.R. China.  
Prototype public furniture series produced in carved granite in collaboration with stone craftsmen of Shandong Province.

## Teaching, Guiding and Coaching

2016-2021	<i>Professor of Design Leadership School of Design Strategies Parsons School of Design</i>
2021	<i>Transition Leadership Lab Uncertainty Sherpa Guest of Susanna Carman</i>
2015-2016	<i>Mentor, Embodied Practitioner Certification Level I: "The Path of Presence and Skillful Action" MetaIntegral Academy, Adelaide, AU.</i>
1992-2015	<i>Professor, School of the Art Institute of Chicago</i>
2014	<i>Associate, Studio at the Edge of the World Tasmania, AU.</i>
2011	<i>Co-teacher. Hothouse: Design Action, Leadership and the Future, Queensland College of Art, Design futuring for mobile urbanism, the 'Urmadic'</i>
2007	<i>China/Tibet: Social, Political &amp; Cultural Geographies SAIC Study Trip co-taught with Jiang Qigu and Joan Livingstone</i>
1997	<i>Visiting Faculty Studio Art Centers International, Florence, Italy</i>
1989-1992	<i>Assistant Professor, New Mexico State University Department of Art, Las Cruces, New Mexico</i>
1988-1989	<i>Visiting Assistant Professor, Department of Art Florida State University, Tallahassee, Florida</i>
1987-1988	<i>Visiting Artist, Cleveland Institute of Art</i>

## Professional Engagement

- 2021                    *Meridian University Integral Practitioner Convergence*
- 2020                    *What Matters Now in Architecture and Design Education?*  
*Roundtable at California College of the Arts*
- 2019                    *UNESCO Futures Literacy Design Forum, UNESCO, Paris*
- 2018                    Integral European Conference, Budapest, Hungary  
  
Deliberately Developmental Organization (DDO)  
Practitioner Network Gathering  
March. Ojai, CA
- 2017                    RMLE Unconference  
Research in Management, Learning and Education  
June. The New School, New York, NY  
  
Complexity Management Conference  
Complex Responsive Processes of Relating  
DMan Program, Ralph Stacey, Chris Mowles  
June. University of Hertfordshire, UK  
  
Deliberately Developmental Organization (DDO)  
Workshop  
Way to Grow, Inc  
October. Cambridge, MA
- 2016                    Speaker, Design Intelligence Conference  
School of Design Strategies, The New School
- 2015                    Post-Sabbatical Public Reading from Design Being  
School of the Art Institute of Chicago
- 2014                    Peacemaking Circle. Center for Ethical Leadership  
Seattle, WA.  
  
"Happiness In Action" interview of Philipp Guzenuk  
Spirit of Enterprise: Business Approaches to Regenerating the Commons  
teleconference, Meridian University, Petaluma, CA.
- 2013                    Partnerships for Academic Leadership in Sustainability (PALS)  
Summit hosted by Art Center and Otis College, LA.  
  
Association of American Colleges and Universities (AAC&U)  
Civic Learning and Democratic Engagement Action Collaborative.  
Loyola University Chicago, November.
- 2012                    Partnerships for Academic Leadership in Sustainability (PALS)  
Summit hosted by SAIC, Chicago.  
  
"Change Work is People Work" lecture presented at Partners for  
Academic Leadership in Sustainability (PALS) Summit.  
School of the Art Institute of Chicago
- 2011                    Imagining Japan: Literatures, Arts and Religions  
Japan Foundation /Asian Studies Development Program /  
School of the Art Institute of Chicago /College of DuPage.  
  
Editorial Advisory Board, ZOONTECHNICA  
Published by Queensland College of Art. Griffith University, AU.  
  
Participant in Creating Large Scale Social Change symposium

Sponsored by Cognitive Policy Works, Seattle

2009 "Envisioning Pure Land" Guest Lecturer, Global Issues in Contemporary Design,  
Parsons the New School for Design

2008 Beijing Global Village NGO project in Da Ping Shan (Cheng Du)  
Earthquake assessment.

2007 Conference Speaker. Neo-Craft: Modernity and the Crafts.  
Nova Scotia College of Art and Design, Halifax

2004 Green Architecture and Green Olympics symposium  
Beijing (Peking) University.

2002 Extended research sabbatical in China including full-time study of  
Mandarin language.

2001-03 Participatory Rural Appraisal with American artist Betsy Damon  
Shunyi Wetlands Restoration Project, Beijing, PRC

## Leadership

2018-20	Cultivate futures literacy partnerships, research and curricula in the School of Design Strategies, Parsons School of Design, The New School
2016-17	Co-chair, University-wide Working Group on the Future of Management Education, The New School
2016	Associate Dean, School of Design Strategies Parsons School of Design, The New School
2013-14	Director, Designed Objects Program, SAIC
2010-11	Chair, Faculty Contract and Tenure Review Board
2009-11	Member, Faculty Contract and Tenure Review Board
2001-2002	Interim Head of Graduate Studies, SAIC Reported to Dean of Faculty. Shared responsibilities included oversight and coordination among eighteen Masters programs and departments school-wide.
1998-2001	Graduate Division Chair, SAIC Reported to Dean of Faculty. Oversight of Master of Fine Arts Programs, interdisciplinary curricular development, institutional technologies and facilities planning, faculty promotion, institutional accreditation and self- study analysis.
1997-98	Co-Chair, SAIC Faculty Senate
1995-98	Representative, SAIC Faculty Senate
1996-97	Chair, SAIC Sculpture Department

## Writing

- 2019 "Opinions, Perspectives and Conceptions: The Tensions in the Coherence of Knowing and Believing" Co-authored paper with Jean Trudel (unpublished). November.
- Forth-coming Design Being, a pattern language of emerging capacities for designers
- 2015 Integral Design Leadership: "Improvising in Uncertainty" <http://integralleadershipreview.com/13882-109-integral-design-leadershipimprovis-ing-in-uncertainty/>
- Integral Design Leadership: "Be(com)ing Nonviolent Design" Integral Leadership Review, April. <http://integralleadershipreview.com/13122-616-integral-designleader-ship-becoming-nonviolent-design/>
- Integral Design Leadership: "Healthcare Design as Extraordinary Service: An Interview with Peter Jones." Integral Leadership Review, January. <http://integralleadershipreview.com/12727-integral-design-leadership-2/>
- 2014 "D-School Futures: SAIC's Lisa Norton on the 'Thinking-Making' Approach to Design Education, and Why Her Students Must Learn to Befriend Failure" Core77. September 16.
- Integral Design Leadership: "Toward Restorative Designing" Integral Leadership Review, August. <http://integralleadershipreview.com/11758-815-integral-design-leadership-to-ward-restorative-designing/>
- Integral Design Leadership: "Designing Criteria for Happiness". Integral Leadership Review, January. <http://integralleadershipreview.com/11144-integral-design-leader-ship-designing-criteria-happiness/>
- 2013 Integral Design Leadership: "An Ecological Gateway to 21st Century CoDevelopment". Integral Leadership Review. September. <http://integralleadershipreview.com/10755-integral-design-leadershipan-ecologi-cal-gateway-to-21st-century-co-development/>
- Integral Design Leadership: "Collective Designing in the Anthropocene". Integral Leadership Review. June. <http://integralleadershipreview.com/9186-integral-design-leadershipcollective-design-ing-in-the-anthropocene/>
- Integral Design Leadership: "STEM to STEAM: Negative Capability in Service to Empowered Creative Participation" Integral Leadership Review. March. <http://integralleadershipreview.com/8691-integraldesign-leadership/>
- 2012 Integral Design Leadership: "Francisco Morace's Hummingbird Strategy". Integral Leadership Review. January. <http://integralleadershipreview.com/7960-integral-design-leadership-francesco-moraces-hummingbird-strategy>
- Integral Design Leadership: "Envisioning Pure Land @ Taiwan" Integral Leadership Review. October. <http://integralleadershipreview.com/7618-integral-design-leadershipenvision-ing-pure-land-taiwan>
- "The Unavoidability of Ethics" Design Philosophy Politics, August. <http://designphilosophypolitics.informatics.indiana.edu/?p=144>
- "Integral Leadership in Action 2012 Evolving Leadership for an Awakening World: Transforming Leadership through Theory, Action and Application" with Lynne Palazzolo, Integral Leadership Review, August.

- "Integral Design Leadership; A personal Introduction" Integral Leadership Review. August.  
<http://integralleadershipreview.com/7462-integral-design-leadership-personalintroduction/>
- "Beyond Design's Ethical Void: Reply to Yoko Akama"  
 Design Philosophy Papers #2, 2012  
<http://www.desphilosophy.com/dpp/dppjournal/journal.html>
- 2008 "Revision to Visionary; Art, Design and Planetary Sustainment"  
 Institutional Sustainability White Paper, SAIC
- 2007 "Thoughts on the Yan'An Forum for Art Education" editorial,  
 Yishu Journal, Winter, pp 57-61
- 2006 "Made in China: A system for slow(er) architectures" Craft Culture,  
 Issue Twelve; World Wide Spaces, No. 254, 2006  
 Craft Victoria, Australia pp.26-27
- "Lost and Found" Art Asia Pacific, No. 49, Summer 2006, pp.48-49
- 2005 "System for Slow(er) Architectures" Craft Almanac/Craft Culture, June.  
<http://www.craftculture.org/World/lnorton1.htm>
- 2004 "Some Recent Thoughts about Urban Sculpture and Interactivity"  
 Diaosu (Sculpture) Magazine, Beijing, 2004 vol. 3, pp. 60-61
- 2003 "Serious Play", Book Review of Designs You Don't Know What to  
 Do With E+E Design Journal, Hong Kong, Volume 6.

## **Works in Public & Private Collections**

Mint Museum of Craft + Design

Renwick Gallery of the Smithsonian Institution

Knoxville Museum of Art

Arkansas Art Center

Robert Pfannebecker Collection

Ken Gray and Myra Mimplitsch-Gray Collection

Mary Douglas Collection

University of Illinois at Chicago

Ray Graham Collection

Museum of Arts & Design New York

Jamie Bennett Collection

Malcolm and Susan Knapp Collection

Katherine and Michael McCoy Collection

Gary and Pat Griffin Collection

Sanford Besser Collection

Erika and Paul Stefanutti Collection

Beaumont Academy, Cleveland, Ohio

Samuel Dorsky Museum of Art, S.U.N.Y. New Paltz

Yanqing Town, Beijing, P.R. China

Xiamen City, P.R. China

## Grants & Awards

2015-20	Student Research Fund Award Parsons School of Design
2013	Merit Award 2014-15 School of the Art Institute of Chicago
2012-13	Faculty of the Year Award. School of the Art Institute of Chicago
2011	Faculty Enrichment Grant, School of the Art Institute of Chicago Hothouse
2008	Faculty Enrichment Grant, School of the Art Institute of Chicago
2006	Faculty Enrichment Grant, School of the Art Institute of Chicago Funds to support System for Slow(er) Architectures
2005	Faculty Enrichment Grant, School of the Art Institute of Chicago Research for System for Slow(er) Architectures
2002	Chairman's Award for Institutional Service. The Art Institute of Chicago
1999	Faculty Enrichment Grant, School of the Art Institute of Chicago Sabbatical Research in China
1997	Faculty Enrichment Grant, School of the Art Institute of Chicago Functional Things Exhibition, Detroit
1995	Arts Midwest / NEA Regional Visual Artist Fellowship Individual Artist's Fellowship. Illinois Arts Council
1994	Michigan Council for the Arts Grant, "Shifting Sands" Four-person collaboration. Krasl Art Center, Krasel, MI
1993	Faculty Enrichment Grant, School of the Art Institute of Chicago CAD System Research
1992	Research Council Grant, New Mexico State University Talentborse Handwerk exhibition
1991	Faculty Enrichment Grant, School of the Art Institute of Chicago Vanity, Value, Virtue exhibition, Urban Institute of Contemporary Art
1990	Research Council Grant, New Mexico State University University of Texas at El Paso exhibition
1989	Research Council Grant, New Mexico State University Urban Institute of Contemporary Art exhibition

## **Selected Courses Developed and/or Taught**

Principles and Practices of Developmental Action Learning  
A developmental cohort of 16 over 30 weeks and two courses:  
Independent Projects Design Research and Integrative Studio 2  
Parsons School of Design Strategies

Uncertainty Lab  
Strategic Design Management BBA Program, Parsons School of Design

Creative Team Dynamics  
Strategic Design Management BBA Program, Parsons School of Design

Managing Creative Teams  
Strategic Design Management BBA Program, Parsons School of Design

Portfolio Strategies  
Strategic Design Management BBA Program, Parsons School of Design

Design Innovation + Leadership  
Strategic Design Management MS, Parsons School of Design

Research and Development Methods  
Strategic Design Management BBA Program, Parsons School of Design

Studio Manifest  
Masters of Design in Designed Objects Thesis Prep Studio with Sara Huston

Studio Initiate.  
SAIC Masters of Design in Designed Objects Thesis Prep Studio with George Aye

Global Reset.  
SAIC Masters of Design in Designed Objects seminar on designing in a complex global world.

Design Denied: The Withholding of Good Design and Its Ethical Implications.  
An undergraduate level design seminar on social justice and applied ethics in the built environment based on the Archeworks book.

Design for Well-Being.  
Partnership with the Rehabilitation Institute of Chicago. Undergraduate students partner with volunteer outpatient clients to develop designs for daily living. Taught by Amy Burkholder.

Economies of Sustainable Practice.  
A graduate level design seminar on the inextricable relationships between complex issues of environmental sustainment and economies.

Design Advocacy.  
A seminar for undergraduates on development of platforms for inclusive ways to perform the role of design leader.

Sophomore Seminar: Designerly Ways of Navigating.  
Curricular planning through design thinking, mapping, dialogue