

Conrad Grebel University College / University of Waterloo
PACS 620: Thinking and Working Politically

Fall 2021 (rev. 28 October 2021)

Class Time:	Thursdays, 1:00-3:50 PM
Location:	Paetkau Seminar Room (2201), Conrad Grebel University College
Instructor:	Paul Heidebrecht
Phone:	519-885-0220 x24225
Email:	pheidebr@uwaterloo.ca (best way to reach me)
Office Hours:	Book an online meeting weekdays between 8:30 AM – 4:30 PM via Calendly

Territorial Acknowledgment:

This class meets on the traditional territory of the Attawandaron (also known as Neutral), Anishnaabeg, and Haudenosaunee peoples. Conrad Grebel University College and the University of Waterloo are situated on the Haldimand Tract, the land promised to the Six Nations that includes 10 kilometers on each side of the Grand River. Please read [Grebel's full land acknowledgement](#) for additional context.

COVID-19 Guidelines for In-person Classes:

- Everyone must submit proof of vaccination in accordance with University of Waterloo regulations, with rare and specific exceptions that require rapid antigen testing.
- Everyone must complete the COVID-19 screening questions using the [Campus Check-In tool](#) before arriving on campus, and must not attend class if experiencing any COVID-19 symptoms.
- Everyone must wear a face covering while on campus.
- Everyone must maintain physical distance (2-metres apart) while outside of instructional spaces. This guideline will also be observed within the Paetkau Seminar Room.
- All course materials will be provided through online means.

Please consult the University of Waterloo [COVID-19 Information website](#) for the most up-to-date information on guidelines.

Contingency Plans:

In the event of the short or longer term cancellation of in-person classes at the University of Waterloo, this class will meet synchronously at the regularly scheduled time (Thursdays from 1:00-3:50 PM) via [Zoom](#) (passcode: 3bZ8vc).

If a student is going to miss a class due to illness or because they are required to self-isolate due to COVID-19 protocols, they should contact their instructor as soon as possible.

Course Description:

Engaging governmental policies and programs in order to bring about systemic change requires a particular kind of knowledge, skill, and sensibility. This course cultivates that capacity by exploring the history, theory, and practice of peace-related advocacy in Canadian and multilateral contexts.

This special topics course is designed to appeal to peace activists, policy wonks, and/or social entrepreneurs, and provides an important compliment to other PACS course offerings related to the pursuit of peace through civil society and business.

Course Learning Outcomes:

By the end of the term, students should be able to:

1. articulate a clear rationale for engaging governments in the pursuit of peace (i.e., answer the question: Why is it important to think and work politically?);
2. summarize and evaluate the mechanics of how to effect systemic change in the contemporary Canadian context (i.e., answer the question: How is political and public engagement best carried out?);
3. connect challenges and opportunities encountered in the effort to make a systemic impact with particular government policies and/or programs (i.e., answer the question: What areas are fertile ground for thinking and working politically?); and
4. demonstrate the contributions they are best positioned to make going forward (i.e., complete the sentence: Because I can think and work politically, I am now able to...).

Required Reading Materials:

This course will utilize one primary text: Duncan Green's *How Change Happens* (New York: Oxford University Press, 2016). Additional required readings are noted in the course schedule and bibliography below, and all are accessible online through [Perusall](#) (course code: HEIDEBRECHT-J2KNR).

In addition, students will be required to skim [The Hill Times](#), a twice-weekly newspaper that covers Parliament, the federal government, and federal politics in Canada. This publication is paywall protected, but can be accessed via the University of Waterloo Library; students can also register online to receive a PDF version via e-mail every Monday and Wednesday.

Guest Speakers:

Most classes will begin with a video conversation with a guest speaker that relates to the topic of the day. These individuals have unique expertise and life experiences to share; they also have busy schedules, and so the roster of guests is subject to change on short notice.

Course Assessment:

Assignment	Weight	Due Date
Impact Gaps Canvas	15%	Oct. 7
Policy Brief	15%	Oct. 28
Op Ed	15%	Nov. 11
Campaign Strategy	25%	Dec. 2
Course Engagement	30%	Various

Course Assessment, continued:

Detailed instructions will be provided for each individual assignment listed above, and they must be uploaded to the appropriate Waterloo LEARN dropbox by noon on the due date unless otherwise noted. Late assignments will not be accepted unless negotiated in advance.

Assessment of course engagement will utilize a [specifications grading](#) approach. Each activity is graded pass/fail, and the overall grade for course engagement will be based on the number of levels that students complete successfully. Late submissions will not be accepted unless negotiated in advance.

Course Engagement Levels	Grade	Due Date
Level 1: Required reading engagement <ul style="list-style-type: none"> ▪ Post good questions, comments, and responses on Perusall by noon before class each Thursday; an overall average Perusall score of 1.0 or higher is required to achieve this level. 	60%	Weekly until Nov. 25
Level 2: Level 1 + note taking <ul style="list-style-type: none"> ▪ Sign up and serve as a note taker on at least two occasions throughout the semester; notes should summarize key questions, insights, points of contention, and resources raised during class discussions, and must be posted on LEARN by noon on the following Thursday for reference by all. 	70%	Various
Level 3: Levels 1 & 2 + all class surveys completed <ul style="list-style-type: none"> ▪ Provide feedback on course topics, readings, guests, and assignments via three surveys posted on LEARN. 	80%	Sep. 23, Oct. 21, Nov. 18
Level 4: Levels 1, 2 & 3 + participation in one campus or community event <ul style="list-style-type: none"> ▪ Submit a report via LEARN on a campus or community event attended that contributes to at least one of the learning outcomes for this course. 	90%	By Dec. 9
Level 5: Levels 1, 2, 3 & 4 + extended reading <ul style="list-style-type: none"> ▪ Read one of the books listed in the “Extended Reading Bibliography” at the end of this syllabus and complete a virtual book review discussion with your professor. 	100%	By Dec. 9

Writing and Communication Centre:

The Writing and Communication Centre (WCC) works with students as they develop their ideas, draft, and revise. Writing and communication specialists offer one-on-one support in planning assignments, synthesizing and citing research, organizing papers and reports, designing presentations and e-portfolios, and revising for clarity and coherence. See the [WCC website](#) to book a virtual appointment.

Additional UWaterloo Course Policies:

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the [Office of Academic Integrity webpage](#) for more information.

Discipline: A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for their actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor or the PACS Graduate Studies Coordinator. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to [Policy 71 - Student Discipline](#). For typical penalties, check [Guidelines for the Assessment of Penalties](#).

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70 - Student Petitions and Grievances](#), Section 4. When in doubt, please be certain to contact the PACS Graduate Studies Coordinator who will provide further assistance.

Appeals: A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes they have a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

Accommodation for Students with Disabilities:

The [AccessAbility Services](#) office, located in Needles Hall (room 1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the start of each academic term.

Mental Health Support:

All of us need a support system. The faculty and staff at Conrad Grebel University College and the University of Waterloo encourage students to seek out mental health supports if they are needed.

On Campus:

- Counselling Services: counselling.services@uwaterloo.ca / 519-888-4567 ext. 32655
- [MATES](#): one-to-one peer support program offered by the Waterloo Undergraduate Student Association (WUSA) and Counselling Services
- Health Services Emergency service: located across the creek from Student Life Centre

Off campus, 24/7:

- [Good2Talk](#): Free confidential help line for post-secondary students. Phone: 1-866-925-5454
- Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-433 ext. 6880
- [Here 24/7](#): Mental Health and Crisis Service Team. Phone: 1-844-437-3247
- [OK2BME](#): set of support services for lesbian, gay, bisexual, transgender or questioning teens in Waterloo. Phone: 519-884-0000 extension 213

Download [UWaterloo and regional mental health resources \(PDF\)](#) and the [WatSafe app](#) to quickly access mental health support information.

Course Schedule:

The following schedule will change from time-to-time to reflect revised reading assignments and refinements to the course schedule. Changes will be announced in class and updated on LEARN.

Week	Date	Topic	Reading Assignment	Additional Notes
<i>Part 1: Theoretical Foundations</i>				
1	Sep. 9	Course introduction; A power and systems approach	Green, <i>How Change Happens</i> , Part 1 (pp. 1-73)	Guest: Thomas Fraser
2	Sep. 16	Institutions and the importance of history	<i>Hill Times</i> (Sep. 13 & 15); Green, <i>How Change Happens</i> , Part 2 (pp. 75-175); MCC, "2021 Canadian Federal Election Guide"	Guests: Bekah Sears and Anna Vogt
3	Sep. 23	What activists can (and can't) do	<i>Hill Times</i> (Sep. 20 & 22); Green, <i>How Change Happens</i> , Part 3 and 4 (pp. 177-258)	Guest: Ilona Dougherty; Survey #1 due
<i>Part 2: Political Engagement</i>				
4	Sep. 30	Policy formulation process in Canada	<i>Hill Times</i> (Sep. 27 & 29); Lindblom, "Still Muddling, Not Yet Through"; Deaven, "How To: The Impact Gaps Canvas" [video]; Papi-Thornton, "Using the Impact Gaps Canvas" [video]	<i>Class cancelled in observance of the National Day for Truth and Reconciliation</i>
5	Oct. 7	Elected officials	<i>Hill Times</i> (Oct. 4 & 6); House of Commons Canada, <i>Guide for Witnesses Appearing Before House of Commons Committees</i> ; Samara, <i>The MP Exit Interview Reports #1</i>	Guest: John Milloy; Impact Gaps Canvas due
-	Oct. 11-15	<i>Thanksgiving Day holiday and Reading Week</i>		
6	Oct. 21	Civil servants	<i>Hill Times</i> (Oct. 18 & 20); Office of the Commissioner of Lobbying, <i>Lobbyists' Code of Conduct</i>	Guest: Laura Schnurr; Survey #2 due
7	Oct. 28	Multilateral contexts	<i>Hill Times</i> (Oct. 25 & 27); Bloodgood et al, "The Future of Transnational NGO Advocacy"; Choi and Devlin-Folz, "Building Local Currency"	Guest speaker: Cesar Jaramillo; Policy Brief due
<i>Part 3: Public Engagement</i>				
8	Nov. 4	Media and social media	<i>Hill Times</i> (Nov. 1 & 3); Christiano and Neimand, "Stop Raising Awareness Already"	Guest: Lindsay Sheridan

Course Schedule, continued:

Week	Date	Topic	Reading Assignment	Additional Notes
9	Nov. 11	Grassroots mobilization	<i>Hill Times</i> (Nov. 8 & 10); Bastedo et al, "The Real Outsiders"; Canada Revenue Agency, Policy Statement CPS-022	Guest: Steven Staples; Op Ed Due
10	Nov. 18	Coalitions and networks	<i>Hill Times</i> (Nov. 15 & 17); Raynor, "What Makes an Effective Coalition?"	Guest: Erin Hunt Survey #3 due
11	Nov. 25	Enemies and unusual suspects	<i>Hill Times</i> (Nov. 22 & 24); Stachowiak and Gutierrez, "When the Best Offense is a Good Defense"	Guest: Olga Shirobokova
<i>Part 4: Bringing it all home</i>				
12	Dec. 2	Campaign pitches	N/a	Campaign Strategy due

Required Reading Bibliography:

- Bastedo, Heather, Wayne Chu, Jane Hilderman, and André Turcotte. ["The Real Outsiders: Politically Disengaged Views on Politics and Democracy."](#) *Samara Democracy Reports* (7 December 2011).
- Bloodgood, Elizabeth, Tosca Bruno-van Vijfeijken, Nina Hall, George E. Mitchell, Christopher Pallas, and Hans Peter Schmitz. ["The Future of Transnational NGO Advocacy."](#) *Stanford Social Innovation Review* (20 May 2019).
- Canada Revenue Agency. [Guidance CG-027: Public policy dialogue and development activities by charities.](#) 21 January 2019.
- Choi, Helena, and David Devlin-Folz. ["Building Local Currency: Three Lessons from Successful Advocacy Projects in the Global South."](#) *Stanford Social Innovation Review* (24 June 2014).
- Christiano, Ann, and Annie Neimand. ["Stop Raising Awareness Already."](#) *Stanford Social Innovation Review* (Spring 2017): 34-41.
- Deaven, Peggy Sue. ["How To: The Impact Gaps Canvas"](#) [video]. Centre for Social Innovation (17 March 2021).
- Green, Duncan. [How Change Happens.](#) New York: Oxford University Press, 2016.
- [The Hill Times](#) (every Monday and Wednesday).
- House of Commons Canada. [Guide for Witnesses Appearing Before House of Commons Committees.](#) N.d.
- Lindblom, Charles E. ["Still Muddling, Not Yet Through."](#) *Public Administration Review* 39/6 (November-December 1979): 517-526.
- MCC Canada. ["2021 Canadian Federal Election Guide."](#)
- Office of the Commissioner of Lobbying of Canada. [The Lobbyists' Code of Conduct.](#) 1 December 2015.
- Papi-Thornton, Daniela. ["Using the Impact Gaps Canvas"](#) [video]. Skoll Centre (29 November 2016).
- Raynor, Jared. ["What Makes an Effective Coalition? Evidence-Based Indicators of Success."](#) TCC Group (March 2011).
- Samara. ["The Accidental Citizen?"](#) *The MP Exit Interview Reports* #1 (2011).
- Stachowiak, Sarah, and Joel Gutierrez. ["When the Best Offense is a Good Defense: Understanding and Measuring Advocacy on the Defense."](#) Centre for Evaluation Innovation, June 2019.

Extended Reading Bibliography:

- Alemanno, Alberto. *Lobbying for Change: Find Your Voice to Create a Better Society*. London: Icon Books, 2017.
- Baumgartner, Frank R., Jeffrey M. Berry, Marie Hojnacki, David C. Kimball, and Beth L. Leech. *Lobbying and Policy Change: Who Wins, Who Loses, and Why*. Chicago: University of Chicago Press, 2015.
- Becker, Jo. *Campaigning for Justice: Human Rights Advocacy in Practice*. Stanford: Stanford University Press, 2013.
- Bicchieri, Cristina. *Norms in the Wild: How to Diagnose, Measure, and Change Social Norms*. New York: Oxford University Press, 2017.
- Corbett, Sarah. *How to be a Craftivist: The Art of Gentle Protest*. London: Unbound Digital, 2018.
- De Wall, Alex, ed. *Advocacy in Conflict: Critical Perspectives on Transnational Activism*. London: Zed Books, 2015.
- Delacourt, Susan. *Shopping for Votes: How Politicians Choose Us and We Choose Them*. Madeira Park, BC: Douglas and McIntyre, 2013.
- Evans, Alex. *The Myth Gap: What Happens When Evidence and Arguments Aren't Enough*. London: Transworld Publishers, 2017.
- Ham, Hahrie. *How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century*. New York: Oxford University Press, 2014.
- Heinrichs, Steve, and Esther Epp-Tiessen, eds. *Be It Resolved: Anabaptists and Partner Coalitions Advocate for Indigenous Justice*. Winnipeg: MCC Canada and Mennonite Church Canada, 2020.
- Hoggan, James. *I'm Right and You're an Idiot: The Toxic State of Public Discourse and How to Clean It Up*. Gabriola Island, BC: New Society Publishers, 2016.
- Homer-Dixon, Thomas. *Commanding Hope: The Power We Have To Renew a World in Peril*. Toronto: Knopf Canada, 2020.
- Janzen, William. *Advocating for Peace: Stories from the Ottawa Office of Mennonite Central Committee, 1975-2008*. Kitchener: Pandora Press, 2019.
- Kahane, Adam. *Collaborating with the Enemy: How to Work with People You Don't Agree with or Like or Trust*. Oakland: Berrett-Koehler Publishers, 2017.
- Loat, Alison, and Michael MacMillan. *Tragedy in the Commons: Former Members of Parliament Speak Out About Canada's Failing Democracy*. Toronto: Random House Canada, 2014.
- Marland, Alex, Jared J. Wesley. *The Public Servant's Guide to Government in Canada*. Toronto: University of Toronto Press, 2019.
- Meadows, Donella H. *Thinking in Systems: A Primer*. White River Junction, VT: Chelsea Green, 2008.
- Morozov, Evgeny. *To Save Everything, Click Here: The Folly of Technological Solutionism*. New York: PublicAffairs, 2013.
- Naím, Moisés. *The End of Power*. New York: Basic Books, 2013.
- Savoie, Donald. *What Is Government Good At? A Canadian Answer*. Montreal and Kingston: McGill-Queen's University Press, 2015.
- Steele, Graham. *The Effective Citizen: How to Make Politicians Work for You*. Halifax: Nimbus, 2017.
- Sunstein, Cass. *How Change Happens*. Cambridge: The MIT Press, 2019.
- Sussman, Amanda. *The Art of the Possible: A Handbook for Political Activism*. Toronto: McClelland and Stewart, 2007.
- Tufekci, Zeynep. *Twitter and Tear Gas: The Power and Fragility of Networked Protest*. New Haven: Yale University Press, 2017.
- Westley, Frances, Brenda Zimmerman, and Michael Patton. *Getting to Maybe: How the World Is Changed*. Toronto: Vintage Canada, 2007.
- Zuckerman, Ethan. *Mistrust: Why Losing Faith in Institutions Provides the Tools to Transform Them*. New York: W.W. Norton, 2021.