Conrad Grebel University College / University of Waterloo
PACS 302: Peacebuilding and Social Innovation
Winter 2019 (rev. 9 January 2019)

Class Time: MW 11:30 AM – 12:50 PM

Location: Room 1208, Conrad Grebel University College[1]

Instructor: Paul Heidebrecht

Office Hours: MW 10:30 – 11:30 AM or by appointment

Office Location: Room 4203, Conrad Grebel University College

Phone: 519-885-0220 Ext. 24225

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Course Description:

Are peacebuilders social innovators? How can the growing interest in social entrepreneurship and changemaking among students at the University of Waterloo be enriched and re-focused by insights from Peace and Conflict Studies? This course will address the overlaps and synergies between social innovation and the theory and practice of peacebuilding. It has been developed on the premise that the expertise of social change agents and social entrepreneurs can helpfully nuance and extend the efforts of peacebuilders as they seek new vehicles and avenues for their work. Likewise, insights from the field of peacebuilding can enrich the field of social innovation. Drawing on the participants, partners, and networks of Grebel's Centre for Peace Advancement, this course is intended to make a distinctive contribution to the growing variety of entrepreneurship course offerings at the University of Waterloo.

It is important to underscore at the outset that this is the initial offering of this course—it is a pilot or prototype, and the professor will be joining students on a learning journey. It will also be an unconventional course because it has been designed to equip students to participate in a global social innovation challenge—our learning will happen through doing as much as reading and discussing. This means that students are expected to attend every class, and to come prepared to actively contribute.

Course Learning Outcomes:

By the end of the term, students should be able to:
1. Confidently apply terms and concepts used in the fields of peacebuilding and social innovation and translate between the fields;
2. Demonstrate understanding and skill in applying social innovation resources toward addressing peacebuilding challenges (as well as an awareness of their limits); and
3. Identify opportunities to apply their expertise and passions to make a meaningful social impact.

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[1]   This class meets on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. Conrad Grebel University College and the University of Waterloo are situated on the Haldimand Tract, land promised to the Six Nations that includes 10 kilometres on each side of the Grand River.

Required Reading Materials:

Required readings for each class are highlighted in the weekly course schedule and bibliography that follows, and are all accessible online or via LEARN.

In addition, students need to sign up for and read the Stanford Social Innovation Review's *SSIR Now!* weekly eNewsletter.

Course Assessment:

Assessment of course engagement will utilize a specifications grading approach, which aims to better align the evaluation of student performance with the learning outcomes intended for this course. 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. Surveys and other deliverables for levels 1 through 5 must be submitted via LEARN by noon on the due date—late submissions will NOT be accepted unless negotiated in advance due to exceptional circumstances.

The major project culminates with a team entry into Map the System 2019, a global challenge initiated by the Skoll Centre for Social Entrepreneurship at Oxford University's Saïd Business School. Although participation in the Canadian and global finals of this challenge is optional (and competitive!), applying for the University of Waterloo finals is mandatory. Detailed instructions and the evaluation rubric for each milestone noted below will be provided, and late submissions will NOT be accepted. This campus challenge is being organized by Grebel's Centre for Peace Advancement in collaboration with the Conrad School for Entrepreneurship and Business, St. Paul's GreenHouse, and the Faculty of Environment.

A. Course Engagement (40% of final grade)	Grade	Due Date
Level 1: All five class surveys completed	60%	Jan. 28, Feb. 11, Mar. 4, Mar. 18, & Apr. 3
Level 2: Level 1 + four required reading responses	65%	Weekly until Mar. 20
Level 3: Levels 1 & 2 + four media moments	70%	Weekly until Mar. 20
Level 4: Levels 1, 2 & 3 + one campus or community event report	80%	Weekly until Mar. 20
Level 5: Levels 1, 2, 3 & 4 + review of one book from the extended reading bibliography	90%	Mar. 20
Level 6: Levels 1, 2, 3, 4 & 5 + participate in course redesign workshop	95%	Apr. 3
B. Major Project (60% of final grade)	**Weight**	**Due Date**
Milestone 1: Team building (Empathy Map, Failure Resume, Team Charter, Map the System entry)	10%	Jan. 23
Milestone 2: Research (Annotated Bibliography, Community Contacts roster, Interview Pledge)	20%	Feb. 13
Milestone 3: Analysis (Problem Landscape, Solutions Landscape, Lessons and Levers of Change)	20%	Mar. 13
Milestone 4: Presentation (Visual Map, Analysis Summary, Pitch)	20%	Mar. 25 or 27
Milestone 5: Submission to Map the System Canada	30%	Apr. 1

Additional University of Waterloo 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 his/her actions. Check the Office of Academic Integrity for more information. 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, academic advisor, or the Undergraduate Associate Dean. 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 department's administrative assistant 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 he/she has a ground for an appeal should refer to Policy 72 - Student Appeals.

Accommodation for Students with Disabilities:

A note for students with disabilities: The AccessAbility Services office, located on the first floor of the Needles Hall extension (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 beginning of each academic term.

Mental Health Support:

All of us need a support system. The faculty and staff at Conrad Grebel University College 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 Federation of Students (FEDS) and Counselling Services
- Health Services Emergency service: located across the creek form Student Life Centre

Mental Health Support, continued:

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

Full details can be found online at the Faculty of ARTS website
Download UWaterloo and regional mental health resources (PDF)
Download the WatSafe app to your phone to quickly access mental health support information

Course Schedule:

The following schedule will be revised on an ongoing basis to reflect changes in reading assignments and refinements to the course schedule. All changes will be announced in advance in class and updated on LEARN.

Week	Date	Topic	Reading Assignment	Additional Notes
Part 1: Foundations				
1	Jan. 7	Course introduction	N/a	
	Jan. 9	Impact Gaps Canvas	1. Skoll Centre for Social Entrepreneurship, "Map the System 2019"	
2	Jan. 14	Social entrepreneurship	1. Dees, "The Meaning of 'Social Entrepreneurship'" 2. Ganz et al, "Social Enterprise is not Social Change" 3. Riddell and Moore, "Scaling Out, Scaling Up, Scaling Deep"	
	Jan. 16	Peacebuilding challenges	1. Docherty and Lantz-Simmons, "What is Old is New Again" 2. United Nations, "Sustainable Development Goals"	Meet at St. Paul's GreenHouse; Guest speaker: Tania Del Matto
3	Jan. 21	Systems thinking	1. Kim, "Introduction to Systems Thinking"	
	Jan. 23	Challenge framing and interview training	N/a	Milestone 1 due
Part 2: Problem Landscape				
4	Jan. 28	Power	1. Green, "Robert Chambers on the Fifth Power"	Survey #1 due; Team registration due for Map the System Canada
	Jan. 30	Problem mapping	N/a	Guest speaker: Pat Martinson
5	Feb. 4	Risk	1. Charlton, "Nothing About Us Without Us"	
	Feb. 6	Problem mapping, continued	N/a	Meet at the Accelerator Centre; Guest speaker: Sandra Hamner
Part 3: Solutions Landscape				
6	Feb. 11	Risk, take 2	1. Murray and Ma, "The Promise of Lean Experimentation" 2. Shrinkle, "Conflict Aid Goes 'Lean'"	Survey #2 due
	Feb. 13	Solutions mapping	N/a	Milestone 2 due
-	*Feb. 18-22*	*Family Day holiday and Mid-Term Study Break*		

Course Schedule, continued:

Week	Date	Topic	Reading Assignment	Additional Notes
Part 3: Solutions Landscape, continued				
7	Feb. 25	Collaboration	1. Bloom and Dees, "Cultivate Your Ecosystem" 2. Senge, "The Dawn of System Leadership"	Guest speaker: Katie Gingerich
	Feb. 27	Solutions mapping, continued	N/a	
Part 4: Lessons and Levers of Change				
8	Mar. 4	Thinking and working politically	1. Meadows, "Dancing with Systems" 2. Meadows, "Leverage Points"	Survey #3 due; Guest speaker: TBC
	Mar. 6	Gaps and levers mapping	N/a	
9	Mar. 11	Collective impact	1. Kania and Kramer, "Collective Impact"; 2. Cabaj and Weaver, "Collective Impact 3.0"	Guest speaker: Galen MacLusky
	Mar. 13	Gaps and levers mapping, continued	N/a	Milestone 3 due
Part 5: Action!				
10	Mar. 18	Storytelling	1. Capacity Canada, "Stories Worth Telling" 2. Neimand, "How to Tell Stories About Complex Issues"	Survey #4 due; Guest speaker: Rachel Thompson
	Mar. 20	Slack day	N/a	
11	Mar. 25	Practice pitches	N/a	Milestone 4 due
	Mar. 27	Practice pitches, continued	N/a	Milestone 4 due
12	Apr. 1	Course wrap up	1. Burnett, "Designing Your Life"	Milestone 5 due (Map the System Canada submission)
	Apr. 3	Course redesign workshop (optional)	N/a	Survey #5 due
	Apr. 8	*Map the System University of Waterloo Final*		
	May 3-4	*Map the System Canada Final at Ryerson University*		
	Jun. 7-9	*Map the System Global Final at Oxford University*		

Required Reading Bibliography:

Bloom, Paul N., and Gregory Dees. "Cultivate Your Ecosystem." *Stanford Social Innovation Review* (Winter 2008).

Burnett, Bill. "Designing Your Life." TEDx Stanford Talk (19 May 2017).

Cabaj, Mark, and Liz Weaver. "Collective Impact 3.0: An Evolving Framework for Community Change." Tamarack Institute Community Change Series 2016.

Capacity Canada. "Stories Worth Telling: A Guide to Storytelling for Non-Profits." 2014.

Charlton, James I. "Nothing About Us Without Us," Chapter 1 in *Nothing About Us Without Us: Disability Oppression and Empowerment*. Berkeley: University of California Press, 1998.

Dees, J. Gregory. "The Meaning of 'Social Entrepreneurship'" (30 May 2001).

Docherty, Jane, and Mikhala Lantz-Simmons. "What is Old is New Again." Journal 1 in *A Genealogy of Ideas*. Centre for Justice and Peacebuilding, 2016.

Ganz, Marshall, Tamara Kay, and Jason Spicer. "Social Enterprise is not Social Change." *Stanford Social Innovation Review* (Spring 2018).

Green, Duncan. "Robert Chambers on the Fifth Power (the Power to Empower)." Oxfam's *From Poverty to Power* blog (29 November 2012).

Kania, John and Mark Kramer. "Collective Impact." *Stanford Social Innovation Review* (Winter 2011).

Kim, Daniel H. "Introduction to Systems Thinking." Pegasus Communications' Innovations in Management Series, 1999.

Meadows, Donella. "Dancing With Systems." 2002.

Meadows, Donella. "Leverage Points: Places to Intervene in a System." The Sustainability Institute, 1999.

Murray, Peter, and Steve Ma. "The Promise of Lean Experimentation." *Stanford Social Innovation Review* (Summer 2015): 34-39.

Neimand, Annie. "How to Tell Stories About Complex Issues." *Stanford Social Innovation Review* (7 May 2018).

Riddell, Darcy, and Michele-Lee Moore. "Scaling Out, Scaling Up, Scaling Deep: Advancing Systemic Social Innovation and the Learning Processes to Support It." Report commissioned by the J.W. McConnell Family Foundation and Tamarack Institute, October 2015.

Senge, Peter, Hal Hamilton, and John Kania. "The Dawn of Systems Leadership." *Stanford Social Innovation Review* (Winter 2015).

Shrinkle, Whitney. "Conflict Aid Goes 'Lean'." *Stanford Social Innovation Review* (Winter 2017).

Skoll Centre for Social Entrepreneurship at Oxford University's Saïd Business School. "Map the System 2019."

United Nations. "Sustainable Development Goals." 2015.

Extended Reading Bibliography:

Boulton, Jean, Peter Allen, and Cliff Bowman. *Embracing Complexity: Strategic Perspectives for an Age of Turbulence*. Oxford University Press, 2015.

Giridharadas, Anand. *Winners Take All: The Elite Charade of Changing the World*. New York: Knopf, 2018.

Janus, Kathleen Kelly. *Social Startup Success: How the Best Nonprofits Launch, Scale Up, and Make a Difference*. DeCapo Books, 2017.

Koltai, Steven R., and Matthew Muspratt. *Peace Through Entrepreneurship: Investing in a Startup Culture for Security and Development*. Brookings Institute Press, 2016.

Lewis, Jonathan. *The Unfinished Social Entrepreneur*. Red Press, 2017.

Liedtka, Jeanne, Randy Salzman, and Daisy Azer. *Design Thinking for the Greater Good: Innovation in the Social Sector*. Colombia Business School, 2017.

Martin, Roger, and Sally Osberg. *Getting Beyond Better*. Harvard Business Review Press, 2015.

Mootee, Idris. *Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School*. Wiley, 2013.

Plastrik, Peter, Madeleine Taylor, and John Cleveland. *Connecting to Change the World: Harnessing the Power of Networks for Social Impact*. Island Press, 2014.

Seelos, Christian, and Johanna Mair. *Innovation and Scaling for Impact: How Effective Social Enterprises Do It*. Stanford University Press, 2017.

Stroh, David Peter. *Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results*. Cheslea Green Publishing, 2015.

Westley, Frances, Brenda Zimmerman, and Michael Palton. *Getting to Maybe: How the World Is Changed*. Toronto: Vintage Canada, 2007.