

The following information is an excerpt from the Letter of Intent submitted to the J.W. McConnell Family Foundation in response to the RECODE Request for Proposals of Spring 2014.

Carleton University

CU NEXT: Carleton University as an agent of change for social innovation and entrepreneurship

Carleton University has for some time been investing in a different model that is both foundational and experiential, on-campus, in the community, and with the community. In keeping with the Carleton University Strategic Integrated Plan (2013-1018), developed after consultation with hundreds of people both within and outside of the University, and which draws its vision from the decades of work in community interventions, we have been laying the foundation to be a leader in collaborative teaching and learning, research and governance, and real world application. The Plan, entitled Sustainable Communities – Global Prosperity; is more than a phrase. We want our students, faculty and staff to be critically engaged, productive citizens and highly qualified contributors to the wider community. The tagline, Collaboration, Leadership and Resilience, is an embodiment of how we approach research, education and service. At Carleton, we encourage creative risk-taking enabling minds to connect, discover, generate and share transformative knowledge.

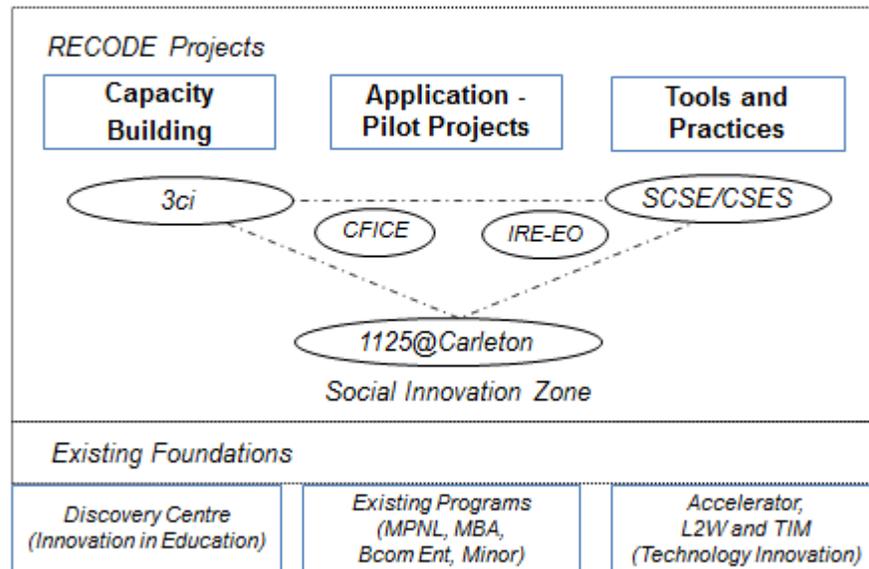
In 2009 the University undertook a comprehensive assessment of its engagement with community and recommendations for deepening its reach. Written by Edward (Ted) Jackson, “The Oxygen of Community” report made several recommendations, many of which have been acted upon and serve as a sound basis to establish our leadership in regional social innovation.

Much of our work has been in the area of social innovation and entrepreneurship, as a direct result of, and fortified by, our significant partnership with our many external communities and organizations. True to our history, the Carleton University community believes that global prosperity can only be achieved through a foundation of sustainable communities, and for communities to be sustainable they must nurture and grow a strong entrepreneurial climate. As an institution, we have accomplished a lot toward our vision, and we believe we are on the road again to achieve even greater outcomes as we commit to work, or rather co-create, with others, locally and globally, to confront challenges and improve the state of our world.

Carleton’s NEXT step has been to invest in a suite of new activities underway to further deepen **our goal of becoming a new model of education, research, service and innovation, which will foster new ideas and future leaders capable of creating a more sustainably prosperous future for our community and region, Canada and the world.** They focus on capacity building, new tools, and real world co-created application in the area of social finance and regional economic development.

- **Capacity Building** – [The Summer Institute for Social Innovation](#)
- **Tools and Practices** – [Management tools and practices with the Social Enterprise Database](#)
- **Application - Pilot Projects** - [Leveraging the university as an 'anchor institution' in the social finance/ impact investing ecosystem; and Discovery, Learning and Action: How Post-Secondary Institutions Can Do More to Help Build a Sustainable, Inclusive Regional Economy – Eastern Ontario \(IRE-EO\) as a Prototype](#)

CU NEXT: Social Innovation Zone



We have already begun to 'recode' at Carleton, launching 1125@Carleton – Ottawa's Living Lab to serve as a platform to facilitate innovation and collaboration. Its mandate is to be an experimental, collaborative space for faculty, researchers and students with all outside players including all three sectors (business, governments, community, not for profits) and the public, as well as other post secondary institutions to co-create innovative and sustainable inventions and solutions. The lab from its inception has been actively engaged in social innovation, and is working with all of the core centers referenced in the graphic above (The Carleton Centre for Community Innovation (3ci), the Sprott Centre for Social Enterprises / Centre Sprott pour les entreprises sociales (SCSE/CSES), and the Community First: Impacts of Community Engagement (CFICE)). By bringing all of the expertise in these innovative activities together we are not only leveraging existing expertise, resources and tools, etc., but also ensuring that positive knock on effects that occur through sharing space and inevitable interactions. Innovation begets innovation, and the challenges that come in one door are most often transformed as a result to exposure to different and not necessarily related perspectives, insights and collaborations. Simply put, 1125@Carleton is our manifestation of our innovation zone – social, economic, environmental and cultural.

RECODE funding will allow Carleton to strengthen resources building on existing foundations in social entrepreneurship and entrepreneurship in general, as well as deepen and accelerate the new activities identified, all in an effort to move forward on our stated goal of **becoming a new model of education, research, service and innovation.**

1&2. What is your vision for how social innovation and social entrepreneurship can flourish at your institution?

The vision and desire expressed in our planning documents have given rise to our newest organization, 1125@Carleton (Ottawa's Living Laboratory). 1125@Carleton is pan-campus, with the mandate to help build strong communities for global prosperity; and is actively engaging in social innovation through existing core centres in this proposal, 3ci, SCSE / CSES and the CFICE program.

By enabling the activities under the institutional umbrella of 1125@CU, we will rapidly leverage existing expertise and combine the visions for community innovation and social entrepreneurship to create a sustainable social innovation ecosystem.

For the RECODE initiative, 1125@CU will coordinate existing and growing faculty initiatives that, in and of themselves, have had major impacts in the areas of social innovation; we will enhance these with new activities described below. Technology entrepreneurship and innovation has been very successful in the institution – courses have been developed and an Accelerator built; but these initiatives have largely succeeded without consideration of social innovation and entrepreneurship; this RECODE proposal seeks to remedy this, and embed the principles in academic programming, collaborative facilities and regional economic development activities. With 1125@Carleton acting as the glue for our Social Innovation Zone, we believe this will not only maintain momentum towards our goal, but will in fact cause many unanticipated and desirable effects since so many assets are being harnessed to “problem solve.”

These many dimensions are all about doing things differently – doing things better – and making a difference. Carleton is committed to truly becoming a model of learning, research and application of that knowledge in our communities.

3. What types of activities, practices, programs and/or structures are you proposing to achieve this?

In addition to working with and supporting others, each resident group has committed to enrich the resources of the Social Innovation Zone, including working with CU researchers and students, as well as our partner post secondary institutions (Algonquin College and University of Ottawa), and running seminars, webinars, boot camps, hack-a-thons, etc. open again to all living lab partners, the campus and the community.

With respect to the outside world, the Social Innovation Zone provides support to public, private, NFP and community organizations that wish to use the space and resources to tackle their challenges, and/or participate in the educational programming that supports the user centric deliberative design approach of the lab. In addition to many entrepreneurial activities listed above, we host several public sector processes that are looking to rethink policy development and service delivery, on issues such as social determinants of health, vaccine hesitation, and new approaches to address obesity, chronic illnesses, and smoking. There are many not for profits and community groups who are also using the lab to tackle their issues including: housing vulnerable and isolated populations, improving well-being in the North, sanitation and public toilets, issues of accessibility, disability and employment, citizen engagement and public literacy, energy consumption and human behavior and food sovereignty.

Using the methodologies and frameworks developed through the living lab, we have identified what we believe to be the 4 programmatic elements which will demonstrate the efficacy of the approach and lead to positive outcomes: Tools development to support social enterprises and innovators; directed economic development activities to reach into the region; education programs to embed practices on campus; and on-going research and evaluation to improve our understanding of effective processes. In each of these themes we have identified the first suite of programs to support 1) the development of management tools, using a Social Enterprise Database, 2) Discovery, Learning and Action: How Post-Secondary Institutions Can Do More to Help Build a Sustainable, Inclusive Regional Economy – Eastern Ontario as a Prototype; 3) a summer institute for social innovation, 4) Leveraging the university as an 'anchor institution' in the social finance/ impact investing ecosystem.

Each of these projects will be evaluated using a framework developed in other community-university programs; a key success factor for all programs supported under RECODE will be their replicability and scalability.

The Social Innovation Zone will also launch a concentrated effort in enhancing our branding and social media presence in support of the social innovation and entrepreneurship. We are proposing to launch CUConnects, to highlight both brokering and connection foci. We have created a Facebook Page (under dev) <https://www.facebook.com/ConnectingCarletonAndCommunity>; have created a new Twitter profile with CUConnects and a draft CU web page. The sub pages will be populated in part with programs funded under this initiative. To ensure we are successful in managing this we will host a Knowledge Curator at 1125 to work directly with project teams under the McConnell grant.

Year 2 will allow for emergent strategies that develop through the first year program. Other projects will be sourced on a competitive basis by the steering committee; and may be sub-sets of these larger projects, or may be new projects proposed by our partners in the region and nationally through the National Social Innovation Zone.

4. How do they align with existing initiatives on campus and your institution's strategic priorities?

Carleton University undertook to develop an integrated strategic plan this year. This reflects Carleton's commitment to leveraging the excellence in academic programs, student experience, research and professional services. (see: <http://www.carleton.ca/sip/wp-content/uploads/Strategic-Integrated-Plan.pdf>) the Plan outlines the following consistent with the RECODE objectives: Carleton is a university that promotes and leads in:

- Teaching and research that respond to the needs of society today and in the future through a learning
- environment that fosters and nourishes critical and creative inquiry; knowledge preservation, creation, dissemination and transfer; employability through the development of transferrable skills and intellectual capabilities; and the education of highly skilled and qualified citizens.
- Research excellence and connectedness that focus on tangible outcomes, as well as development of knowledge with longer-term impact. Carleton recognizes and supports basic research as a cornerstone of research excellence.
- A student-centred educational experience with a national and international reputation for linking academic endeavours with student support and accessibility, and for empowering students to be productive and engaged citizens.
- Creativity, enterprise, entrepreneurship and innovation by our students, faculty and staff.

Further, the major centres implicated in this proposal – to build out programs and engage the community are all active in the social innovation and entrepreneurship space. Acting as catalysts and conveners, and linking research to practice and policy, the Carleton research centers seek to enhance understanding and knowledge of the distinctive contributions of the non-profit, voluntary, and philanthropic sectors and local institutions to the quality of life of citizens and community vitality on the part of geographic communities and communities of interest, in Canada and around the world.

The Carleton Centre for Community Innovation (3ci) is a university research centre based at the School of Public Policy and Administration at Carleton University. Through research, education and

program management, 3ci investigates, strengthens and disseminates innovation in community-based economic development, and local governance, responsible investment, philanthropic and non profit leadership, social finance, and community/university engagement.

Established in 1997, recent initiatives of 3ci include: the Responsible Investing Initiative CURA and KIS program lead by 3ci Managing Director Dr. Tessa Hebb, and the Community First Impacts of Community Engagement (CFICE) program lead by Dr. Edward Jackson. Both multi-year SSHRC projects have the potential for large impacts within Canada and abroad which engage the majority of 3ci researchers with well over 100 community and academic partners both in Canada and internationally. This proposal seeks to extend the current work of these two grant funded initiatives.

The Sprott Centre for Social Enterprises / Centre Sprott pour les entreprises sociales (SCSE/CSES) is a Sprott research centre based at the Sprott School of Business at Carleton University. Its mission is to advance the field of social enterprises through knowledge development and knowledge dissemination. The streams of research for SCSE/CSES activities are: social entrepreneurship, social marketing, social finance, nonprofits management, social responsibility.

Established in 2008, recent initiatives of SCSE/CSES, lead by SCSE/CSES Founding Director Dr François Brouard, include: development of a Social Enterprise Database, participation in the 3ci Responsible Investing Initiative CURA, Canada Revenue Agency (CRA) T3010 redesign initiative. This proposal seeks to extend the current work of these initiatives. The mission of the Sprott School of Business includes priorities such as entrepreneurship, innovation and responsible management.

Engaging students in social innovation

In 2013 the School of Public Policy and Administration (SPPA) launched Canada's first Master and Diploma in Philanthropy and Nonprofit Leadership (MPNL/DPNL) aimed at preparing leaders and innovators in this sector. The program is offered to a national audience in a hybrid format of intensive two-week Summer Institutes and online learning. Demand has been strong with the first cohort of 31 and the second of 35 students, a mix of already experienced and younger, aspiring professionals in philanthropy and nonprofits and social enterprises. The MPNL offers both a course in Social Innovation and one in Social Entrepreneurship, and the program has signed on as one of the foundational university partners in the new Social Enterprise MOOC being led by Purpose Capital.

SPPA has also been selected by the Province of Ontario to deliver a unique new Masters concentration and Diploma in Indigenous Policy and Administration (IPA) that will be delivered in a similar hybrid format beginning in Summer 2015. The IPA program will draw on the social innovation and entrepreneurship courses for students seeking new ways of advancing social and economic development in First Nations, Métis and Inuit communities.

3ci already connects undergraduate, Master's and Doctoral students to social finance and impact investing opportunities in our community. We build on our courses in Responsible Investing, Impact Investing, Social Finance, Social Entrepreneurship and Social Innovation, to provide community links for students. An ever growing cohort of active and engaged students and graduates from Carleton University who have worked with 3ci in these areas are now leaders in the field of social finance and impact investing in Canada (Purpose Capital, Just Change, Impact Investing Policy Collaborative Fellowship, and CISED are just a few examples of organizations with Carleton graduates/3ci alumni in the lead). Recode will provide us with additional resources to advance this work and be a conduit to engage the next generation of leaders in impact investing and social finance in Canada. Our work with

anchor institutions in the development of a social enterprise investment fund and new models for affordable housing in the Ottawa region will provide new opportunities for this engagement.

The Sprott School of Business is engaged in a number of initiatives related to the Social Innovation Zone. The Sprott MBA International Development Management (IDM), created with the Norman Paterson School of International Affairs (NPSIA) and the School of Public Policy and Administration (SPPA), is a concentration that provides graduates with the needed capabilities to plan, organize and deliver international development programs and projects. The Sprott MBA also offers a course in Social Finance.

A new Bachelor of Commerce (BCom) concentration in Entrepreneurship and a Minor in Entrepreneurship is offered since Fall 2012. Led by SCSE/CSES member Dr. David Cray, a new Minor in Arts Management is proposed for 2015-2016, with courses already offered in arts management. The Sprott initiatives complement other Entrepreneurship initiatives led by Dr. Tony Bailetti, such as the Master in Technology and Innovation Management (TIM), Lead to Win, Carleton Entrepreneurs, and the Carleton Entrepreneurship Accelerator. Carleton has a long tradition of excellence in technology entrepreneurship; the RECODE program provides an opportunity to create similar conditions for success in social entrepreneurship.

5. Who are your partners to date (public, private and social sector)? Who else do you plan to engage?

Carleton units currently have key strategic partnerships with several regional organizations. 3ci currently has over 100 formal community and academic partnerships across its multiple projects including regionally, the proposed Social Enterprise Investment Fund with partners: Ottawa Community Loan Fund, CISED (Collaboration for Social Enterprise Development), Causeway Work Centre, Canadian Centre for Community Renewal, the Ottawa Hub, and the proposed Affordable Housing Fund with partners Centretown Community Housing; Multifair Housing Initiative; Nepean Housing; Chris Henderson Lumos Energy/Community Leader; and the Ottawa Community Loan Fund.

In addition, 1125@Carleton seeks to expand social innovation beyond regional and even national borders via its strategic relationship with the Research and Education in Accessibility and Design team (READ) whose mission is to highlight, celebrate, and cultivate Carleton's expertise, leadership and collaboration with the community to create greater accessibility and a more inclusive world. 1125 has hosted over 3500 people so far this year at events and workshops and has a formal relationship with a number of companies located at 1125 and government and community partners that problem solve at 1125.

SPPA seeks to build capacity for the volunteer and non-profit sectors across Canada and internationally, and thus is collaborating with a range of other organizations, for instance, with the Canadian Society for Association Executives in a mentoring program, with other research centres internationally and on student exchanges (we have had both North American and European exchange programs related to civil society for the past 12 years). In partnership with Volunteer Canada and the RBC Foundation, the MPNL is creating the Canadian Institute for Business and Community Engagement which will work with leading corporations to undertake more effective corporate philanthropy, volunteerism and responsibility. Experiential learning for the current program is a central component with a required capstone project that involves applied research conducted for a

community partner. These partners -- 170 committed so far -- are a diverse set of organizations from small, regional charities to the largest foundations and NGOs in the country.

Community First: Impacts of Community Engagement, is an action research project aimed at strengthening Canadian communities by asking the question: How can community campus partnerships be designed and implemented to maximize the value created for non-profit, community-based organizations? The model for this program is to seek community organizations as equal partners and co-leads for each of the Hubs. This program now has over More than 30 demonstration projects, five research hubs and nearly 300 individuals across Canada.

6. If funded, how might this change the teaching, research and/or student experience on your campus?

The new Philanthropy and Not for Profit Leadership Masters program is new this year -- and already demand has skyrocketed. We know that, for the first time social entrepreneurship and innovations are competing with technological innovations in national and international business competitions. 1125@Carleton hosted Start-up weekend in June 2014 and half of the businesses that won were social enterprises. In order to adapt and adopt technological change we must teach, research, and share expertise around social innovations. With funding, plans to provide a wide variety of educational offerings will be accelerated, ranging from non-elective courses and seminars, Boot Camps, hack-a-thons, competitions, etc. The intent is to offer all generic components to the public as well as on-campus. Additionally suites of programming will be customized for the various users -- CU students, and other post secondary students in the Ottawa area, and the three sectors.

We will increase the level of awareness of students for different courses and teaching activities. It will open professional development opportunities in social entrepreneurship and seminars for social enterprises managers, and provide a viable option for those entrepreneurs who wish to explore new avenues, but who are not interested in traditional paths of technology startups. 1125 @Carleton has already attracted a number of regional groups such as Ivote/je vote; and the momentum from regional innovators is astounding. New companies, new ideas and new processes drive the energy; this will allow us to turn up the volume; and build larger regional consortia to address "wicked problems".

Through the development of the Social Enterprise database, we will enhance the research capabilities for undergraduate and graduate students wishing to look after the social enterprises complexity. Notes will offer teaching materials to the community. Cases will offer practical situation to enhance student experience. The cases developed will also be part of the International Comparative Social Enterprise Models (ICSEM) creating new knowledge of management practices.

Building on the role of Carleton University as an anchor institution we will help grow the impact investing market place in our region, encouraging other anchor institutions to engage in this market through purchasing, promoting and enhancing opportunities for both social enterprise development and affordable housing opportunities. Our research programs are often collaborative, but woefully underfunded in this space. Recode will allow us to harness the outcomes of our ongoing research centres and launch new programs with the necessary supports to achieve success.