

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.

The University of British Columbia

UBC's vision for social innovation

UBC's commitments to teaching, research and community are summarized in its vision statement:

As one of the world's leading universities, The University of British Columbia creates an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world.

As detailed in *Place and Promise: The UBC Plan*, explicit actions in the areas of community engagement and sustainability feed many of the university's social innovation initiatives.

In particular, Community-Based Experiential Learning, the Campus as a Living Laboratory initiative, and the ISIS Research Centre's Coast Capital Savings Innovation Hub (CCSiHub) are prime opportunities for UBC to integrate and amplify our most successful social innovation initiatives and programs throughout the wider-UBC community (on campus and off), and achieve broader positive impacts nationally and globally.

UBC's vision for social entrepreneurship

UBC's new Innovation Strategy was launched in September 2013. The strategy strengthens UBC's role as a driver of economic and social development by seeking out university-industry research partnerships, accelerating research commercialization, **supporting entrepreneurship across all of UBC**, and expanding UBC's Campus as a Living Lab initiative to demonstrate promising technologies and innovations.

This integrated innovation strategy maximizes the university's ability to disseminate and connect knowledge created within UBC with the wider community, and enhances the economic and societal benefit beyond the university's core teaching and academic vision.

UBC's vision for social entrepreneurship and innovation is to integrate and connect the learning within the Sauder School of Business's ISIS Research Centre for Social Innovation and Sustainability (ISIS), and the CCSiHub, across university-wide entrepreneurship initiatives, especially the transformative Entrepreneurship@UBC ("e@UBC") programs.

The J. W. McConnell Family Foundation's RECODE Transformation Fund provides the ideal opportunity to integrate, amplify, and expand the university's ability to create lasting social impacts through its programs and teaching.

Building on UBC's social innovation leadership

With support from the J. W. McConnell Family Foundation's RECODE Transformation Fund, UBC proposes to develop a series of initiatives to leverage the successful practices and programs of current e@UBC programs and ISIS Research Centre's programs and research. The proposed program features:

- 1) Development of a dedicated impact investing seed fund for social ventures;
- 2) Expand on successful programs to incubate and accelerate UBC grown social ventures from the ideation stage through launch and early stage growth;
- 3) Integrate teaching of social entrepreneurship into rapidly expanding, UBC-wide Entrepreneurship 101 course;
- 4) Expand community-based experiential learning and student club engagement opportunities;
- 5) Establish roles to champion, project manage and facilitate the various new initiatives across campus.

ISIS Research Centre for Social Innovation and Sustainability (ISIS)

Located in the Sauder School of Business, the ISIS Research Centre for Social Innovation and Sustainability is the lead entity for social innovation and social enterprise on the campus through teaching, programming and engagement with the Campus as a Living Lab initiative.

ISIS excels in specialized focuses on clean technology through the Clean Capital Initiative, First Nations social and economic development, and social finance through an impact investing initiative. (Recent publications include *Demystifying Impact Investment*, April 2014.)

Focusing on early stage social ventures, ISIS is nearly two years into its groundbreaking social venture accelerator, the Coast Capital Savings Innovation Hub (CCSiHub). Launched with a \$1 million investment from Coast Capital Savings, the CCSiHub is designed for ventures that embrace social innovation – while using a variety of business models – to create impact in society. The accelerator program brings together early stage social ventures with social innovators, seasoned entrepreneurs, investors, faculty, alumni, and students. In its first two years, the CCSiHub has been home to 11 social ventures, which competed to take part in the year-long program. This program includes a co-working environment, workshop series tailored to the needs of the participating ventures, full-time student interns over the summer, advisory services, and access to mentors, coaches, funders and broader networks.

Entrepreneurship @ UBC (e@UBC)

As a globally-renowned institution, UBC's vision is to create social and commercial ventures with sufficient momentum to make a difference in the world, and e@UBC is a key component of the university's Innovation Strategy. With thousands of talented, self-empowered student innovators creating opportunities and seeking connections, the university provides e@UBC with a solid foundation for continued success.

Originally established in 2008 as a joint program by the Faculty of Applied Science and the Sauder School of Business, UBC relaunched e@UBC as a university-wide program in 2013. Designed to foster a culture of entrepreneurship among all students, faculty, alumni and staff, the program now features formal course education, workshops, venture creation and seed funding. Alumni contribute time and expertise as mentors and Executives-in-Residence. The methodologies taught at UBC's Sauder School of Business are applied in the venture creation workshops, and all content is being made available online to ensure broad-based access and scalability.

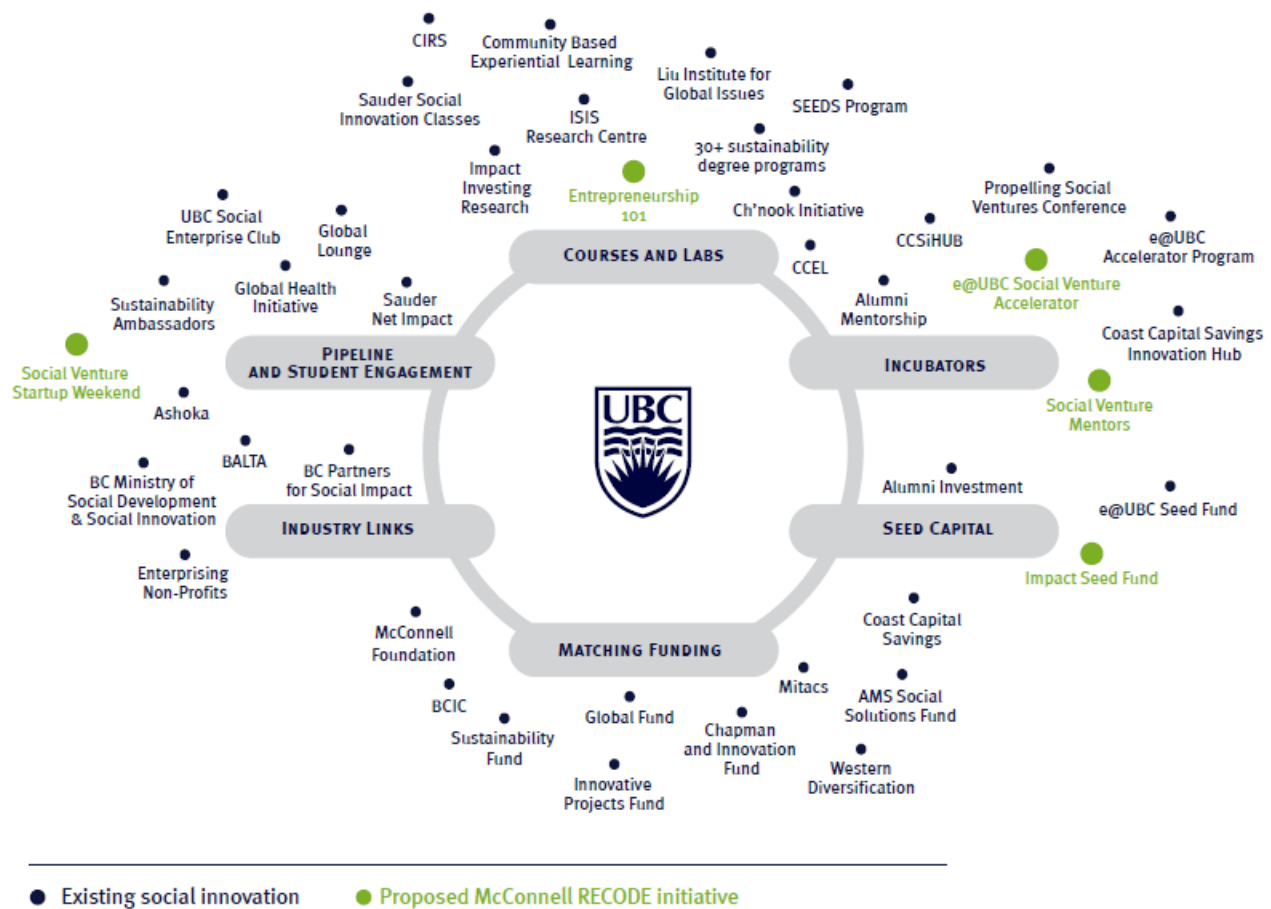
Participation rates and success has been very encouraging: Over the past eight months, more than 160 new ventures have registered and received support, while 40 teams have undertaken the eight-week Lean Launchpad process, and five have secured seed fund investment. Open to all students, the

Entrepreneurship 101 (e101) course offered through the Sauder School of Business was oversubscribed in 2013, and included students from 14 different faculties and schools. Now, the e101 class is expanding the number of sections that will be offered in Fall 2014 to accommodate the growing student demand.

UBC’s social innovation ecosystem

With UBC’s strong commitments to global citizenship, sustainability and innovation, many groups, programs, initiatives and partnerships are consistent with the Social Innovation Zone description provided by The J. W. McConnell Family Foundation. The current UBC social innovation nodes are mapped out in the diagram below, with additional emphasis given to the expanded initiatives described in this proposal.

UBC SOCIAL INNOVATION ZONE



1) UBC Impact Seed Fund

In 2012, UBC established the e@UBC Seed Fund to invest in new entrepreneurial ventures affiliated with the university. The e@UBC Seed Fund was formed to provide high growth, high potential, “for profit” UBC ventures with timely and accessible funding, which can be leveraged to accelerate momentum in their businesses. Since its formation the e@UBC Seed Fund has provided funding to a

range of emerging companies in diverse industry sectors, for example: a bio-pesticide development company, a low energy gas compressor development firm, a medical device company, an infrastructure auditing firm, and an electric vehicle recharging company.

Over the past year, ISIS has been researching and evaluating the field of impact investing and reviewing the financial mechanisms and vehicles that are in use globally. At the same time, through the CCSiHub, ISIS has worked with a range of locally-based social ventures, and has observed closely the challenges these entities face in securing timely and sufficient early stage (and growth) financing.

As a result, UBC recognizes that to foster a healthy ecosystem of social venture startups, access to early stage seed financing focused on the unique needs, outcomes and structures of social ventures would be a key success factor and valuable resource.

Now, UBC is eager to expand its investment capabilities to include seed investment support for new UBC-affiliated social and impact startups. UBC proposes to establish a new UBC Impact Seed Fund that leverages the governance and infrastructure already in place for the e@UBC Seed Fund.

2) e@UBC Accelerator Program and CCSiHub's Accelerator Program

The e@UBC Accelerator Program includes an intensive eight week-long Lean Launch Pad workshop where educators from the Sauder School of Business engage teams in a customer discovery process and business model hypothesis testing. Teams from all disciplines participate in a fast-paced, collaborative environment. Each team is matched with a mentor to help them through the process. Teams are comprised of UBC students, alumni, staff and faculty members.

UBC proposes to expand or adapt e@UBC accelerator programs to directly support the development of social ventures from idea stage to first revenues. Changes to the standard program might involve a consideration of non-profit, co-op, and CCC structures in addition to for-profit models. Other considerations may include ways of balancing impact metrics into the business model, and how to attract impact investing capital.

Complementing this initiative is CCSiHub's one-year accelerator program for entrepreneurial-driven social ventures. The participating social entrepreneurs have been running their ventures for between one to three years and have customers and revenues, but are struggling with growth and other pitfalls of early stage ventures. While some entrepreneurs are UBC alumni, this is not a requirement of admission to the program. The university benefits from connecting student, faculty, staff and alumni networks to the innovative business models being driven by the social ventures. The CCSiHub program provides the ventures with the stability of a dedicated co-working space, a peer network, access to mentors, student internships during the summer months (which are paid by the program), and advisory services from ISIS staff throughout the year.

The CCSiHub, housed with the ISIS Research Centre, offers students the opportunity to gain valuable hands-on experience with social ventures, exposure to an entrepreneurial environment, and insights into the social innovation sector. Internships are carried out over the summer period, and focus on areas such as business strategy, marketing, entrepreneurial finance, supply chain management, research, and more. Moreover, interns have the opportunity to gain insights into the ISIS research areas of social economy, low carbon economy, and First Nations economic development.

CCSiHub social ventures and ISIS staff coordinate multiple events, which are organized by the campus-wide Social Enterprise Club and the Sauder Net Impact Club. Both groups extend the reach of the program and introduce the concepts of social enterprise to the broader student community.

New UBC-grown social ventures coming out of the e@UBC Accelerator program will also have the opportunity to apply to the CCSiHub program, while ventures leaving the CCSiHub program may find investment capital through the UBC Impact Seed Capital Fund. In this way, the three programs provide a clear and supportive pathway for nurturing social ventures through the early stages of growth.

3) Integrate social entrepreneurship into Entrepreneurship 101 (e101) curriculum

E101, taught at the Sauder School of Business, is an applied introduction to entrepreneurship, and encourages students to consider entrepreneurship as a viable career path, and to learn essential skills for success.

The first cohort of e101 attracted 80 undergraduate students representing 14 different disciplines. UBC proposes to incorporate social innovation and social entrepreneurship as core elements of the e101 curriculum.

Taught by Dr. Elizabeth Newton, e101 is continually adapted to incorporate new teaching methods. Dr. Newton has explored an innovative mixed mode format in which half of the course work is completed in class and half is completed online.

Dr. Newton is keen to incorporate social entrepreneurship into this course in several ways:

- Developing a social venture portal (as part of a future course) to help those seeking to better understand the social enterprise process. This portal could be used as a resource for the RECODE National Network.
- Commissioning of student-directed films focused on specific elements of social enterprise, which can be tied to in-class activities. For example, a five to eight minute-long study of conflicting motives in social entrepreneurs, which leads to a deeper in-class examination of that topic.
- Developing closer integration between the e101 class, CCSiHub accelerator and the UBC Centre for Community Engaged Learning to create experiential learning opportunities for students with social ventures.
- Incorporating social venture content into the web-portion of the e101 curriculum by developing mini-modules specifically around social ventures.

4) Expand community-based experiential learning and student club engagement opportunities

The creation of UBC's proposed social entrepreneurship programs would increase links between social entrepreneurs and UBC's Centre for Community Engaged Learning (CCEL). In 2006, the CCEL was supported by a grant from The J. W. McConnell Family Foundation to create a Community Service Learning program. Since that initial grant, the program has continued to expand and more than 4,400 students engaged in community-based experiential learning initiatives, courses, or programs over the past academic year.

Students have engaged in a broad range of activities that have increased the capacity of community organizations to innovate and address community priorities in new ways. These activities have included the development of websites and apps; hackathons, planning and hosting events and conferences;

designing buildings and public spaces; and conducting research and preparing recommendations. Over the past two years, numerous classes have connected with social ventures participating in the CCSiHub program at ISIS to create marketing initiatives, engage in strategic planning and explore new business lines.

Now, the proposed social entrepreneurship programs would increase the number of social entrepreneurs at UBC and the opportunities to link coursework to their efforts. For example, the proposed programs will bring entrepreneurial and design thinking to a wider group of students, who are involved in community-based experiential learning and other community engagement initiatives.

CCEL engages students studying in programs across campus, many of which do not have an entrepreneurial focus, but which do create opportunities for students to innovate with community partners to address complex community priorities. Through the expansion of the Social Innovation Zone envisioned in this LOI, these students will be introduced to entrepreneurial and design thinking approaches that would enable them to work in new ways with the organizations they are partnered with. Students might also link directly with e101 student teams, allowing for interdisciplinary collaborations on socially-oriented projects.

Students at UBC are highly engaged in local, national, and international issues. With over 300 student networks, clubs, and organizations that range across a wide spectrum of disciplines, issues and interests, UBC students are actively applying and exploring their learning inside and outside of the classroom.