

# CHANGEMAKER EDUCATION



ASHOKACANADA



CATALYZING SOCIAL INNOVATION  
IN HIGHER EDUCATION



# INTRODUCTION

Ashoka Canada envisions a world where solutions outrun problems and where everyone is equipped to effect positive change in the world.

To realize this vision, we identify and select values-aligned post-secondary institutions for designation as Ashoka Changemaker Campuses. Together with this community, we advance our shared goal of creating future change leaders and accelerating systems change.

Canada's postsecondary education institutions are indispensable partners in large-scale efforts to inspire and train future leaders and agents of change.

Changemaker Campus Designation aims to:

- Create future change leaders by developing skills and attitudes through concrete actions and credentials; and
- Advance changemaking culture and elevate sector leaders in post-secondary.

For the post-secondary institution, designation is an accompanied exercise in purposeful change planning and management. For the faculty and staff who lead their campuses through the process, it is a hands-on professional development experience in systems change and systems leadership.





### WHAT IS A CHANGEMAKER?

A changemaker is someone who imagines a new reality, takes action and collaborates with others to bring that new reality into being for the good of others.

### WHAT IS CHANGEMAKER EDUCATION?

An education that helps students build their identities and capacities as collaborative agents for change and gives them multiple opportunities to practice changemaking.

### WHAT IS A CHANGEMAKER CAMPUS?

A post-secondary institution that enables and empowers students, faculty, staff, senior leaders, and the surrounding community to be changemakers.

## CORE COMPETENCIES OF A CHANGEMAKER



**Empathy**



**Creative problem  
solving**



**Collaborative  
leadership**



**Teamwork**



# CHANGEMAKER EDUCATION FRAMEWORK

Changemaker Campuses provide all students with the opportunity to experience changemaker education, one that cultivates core skills for effecting systems-level change: **empathy, creative problem solving, collaborative leadership, and teamwork.**

These competencies help students go beyond symptoms to address root causes of social problems, and lead in a way that empowers others to be changemakers.

A changemaker education prioritizes learning by doing, student-driven experiences, and supporting the development of the whole person.

## FORMULA FOR IMPACT

**Empowering  
Communities of  
Changemakers**



**Catalyzing Social  
Innovation in Higher  
Education**



**Creating a Thriving  
Global Network**



**Solving Global  
Challenges through  
Effective  
Changemakers**

Empowering post-secondary students, staff, and faculty as changemakers to galvanize the campus community around a collective Changemaker identity.

Breaking down structural barriers to institutional change and fostering a campus-wide culture of social innovation.

Connecting and inspiring a global network of entrepreneurial students, staff, faculty and community leaders to broaden the reach and deepen the impact of social innovation around the world.

Impacting the education of millions of students and empowering them to solve global challenges through its Changemaker Campus network.

# MOVING FROM TRADITIONAL TO CHANGEMAKER INSTITUTIONS

LEVER	TRADITIONAL INSTITUTION	CHANGEMAKER INSTITUTION
<b>VALUES</b>	<ul style="list-style-type: none"> <li>• Institution prioritizes and recognizes excellence in teaching and research.</li> <li>• Social and environmental values are sprinkled across the institution but not pervasive.</li> </ul>	<ul style="list-style-type: none"> <li>• Excellence in teaching and research includes focus on creating positive social impact.</li> <li>• Social and environmental values are embedded in institutional strategy, operations, and success metrics</li> </ul>
<b>CULTURE</b>	<ul style="list-style-type: none"> <li>• Change is slow.</li> <li>• New ideas are often rejected.</li> <li>• Titles and seniority define status.</li> <li>• Tenure and status are perceived as offering to greater insight.</li> </ul>	<ul style="list-style-type: none"> <li>• Change is iterative and ongoing.</li> <li>• Innovation and experimentation are encouraged.</li> <li>• Everyone contributes to change.</li> </ul>
<b>HIERARCHIES AND DISCIPLINES</b>	<ul style="list-style-type: none"> <li>• Hierarchies among administrators and faculty create tensions in decision making.</li> <li>• Tenure, promotion, and budgeting practices reinforce disciplinary silos.</li> </ul>	<ul style="list-style-type: none"> <li>• Hierarchies exist, but are fluid.</li> <li>• Participatory approaches inform decision-making.</li> <li>• Collaboration between faculty and staff is frequent and organic.</li> <li>• Disciplines advance domain knowledge, while multidisciplinary structures support collaborative research, teaching, and service.</li> </ul>
<b>CURRICULUM AND CO-CURRICULUM</b>	<ul style="list-style-type: none"> <li>• Disciplines control curriculum.</li> <li>• Change is incremental.</li> <li>• Resistance to innovation is high.</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum and pedagogy support the development of disciplinary knowledge and the ability to adapt to change and innovate for positive social impact.</li> <li>• Educators and program leaders regularly evaluate program effectiveness and evolve curriculum.</li> <li>• Faculty and staff are open to more experiential, engaged approaches.</li> </ul>

# DESIGNATION CRITERIA

Changemaker Campus Designation Criteria are the result of years of work with dozens of first-mover institutions at the vanguard of growing and strengthening their social innovation and changemaking ecosystems.

These criteria guide institutions as they embrace and activate social innovation and changemaking as an educational framework, and as a framework for re-envisioning the role of colleges and universities in society.



## **Visionary Leadership**

Senior Champions are committed, and Change Leaders are empowered to embed and grow social innovation and changemaking across the institution and beyond.

## **Innovation and Excellence in Changemaker Education**

Social innovation and changemaking in curriculum, pedagogy, co-curricular programming, and research.

## **Culture and Operations**

Demonstrated social and environmental consciousness, capacity to cultivate and hold community partnerships, and a commitment to responsible social innovation and changemaking.

## **Field Building and Impact Influence**

Readiness to make major contributions to the field of social innovation and changemaking in higher education and commitment to an Everyone a Changemaker World.

[Download Criteria](#)



# DESIGNATION PROCESS

## OVERVIEW

To achieve Changemaker Campus Designation and join the Changemaker Campus Network, candidate campuses move through a process of institutional change management that includes: professional development for Change Leaders; ecosystem mapping of campus changemaking activities; and evaluation based on network insights and experience.

This transformative process embeds social innovation as an educational framework through curriculum, pedagogy, and research.

Simultaneously, it mobilizes social entrepreneurship and innovation as a framework for institutional change through leadership development, building and strengthening communities of practice, and a shared vision of a purpose-driven post-secondary sector.

At the end of the designation process, a successful campus will have:

- The Changemaker Campus Designation, signalling to their campus and the world that they meet the criteria;
- A peer-assessed Action Plan mapping out their current changemaking activities, short and medium-term goals including impact measurement strategies and accountability mechanisms;
- A cohesive and experienced team of systems thinking Change Leaders and an activated Change Team committed to implementing the Action Plan; and
- A vibrant and ambitious community of practice and a values-aligned community of care.

The following page provides an overview of each of the phases of the Changemaker Campus Designation process.





# STEPS TO DESIGNATION

The Changemaker Campus designation process consists of an application and three phases:



3.5 months | 1 semester

## PHASE 1: 360° CAMPUS SCAN COHORT

An online, peer-to-peer learning experience with coaching from Ashoka. Two to three Change Leaders from a Candidate Campus will take a systems leadership approach in order to map and assess their current ecosystem for social innovation and changemaking and build out a cohesive vision and action plan.



1 - 2 days + 1 month prep

## PHASE 2: CAMPUS SITE VISIT

Up to two Ashoka staff and a visiting Change Leader from a designated Changemaker Campus conduct a two-day Site Visit. They meet with students, faculty, staff, as well as the President or Provost and community partners, sharing insights on the Action Plan and offering strategic and tactical advice about the state of social innovation at the institution.



1 - 2 days + 1 month prep

## PHASE 3: SELECTION PANEL

Representatives from each candidate campus participate in a day-long series of interviews with expert panelists— including current Change Leaders, Ashoka Fellows, and social entrepreneurs— who determine whether the campus becomes a Changemaker Campus.



post-panel

## ONBOARDING

After successfully passing the Selection Panel, Ashoka Canada works with the new Changemaker Campus to determine next steps, areas of growth, and potential partnerships. This includes a press release and formal announcement, as well as an orientation and 6-month check-in with the panelists.

# STRATEGIC BENEFITS OF PROCESS

During the Changemaker Campus designation process, candidate campuses benefit from:



## **SYSTEMS LEADERSHIP DEVELOPMENT**

Changemaker Education challenges and empowers your team to identify and clearly articulate your institution's purpose and unfolding story. It provides leadership tools and training, unlocking the skills and language that your team needs to lead your campus toward — and beyond — Changemaker Campus designation.



## **INSTITUTIONAL CHANGE AND STRATEGIC ALIGNMENT**

The Changemaker Education 360° Campus Scan assesses your current campus ecosystem for social innovation and changemaking and develops a collaborative strategy for advancing these qualities across and beyond your institution.



## **POWERFUL VISIONING AND NARRATIVE EXERCISE**

The Changemaker Education designation process is an opportunity for campuses to identify, articulate, and share a coherent and specific changemaking narrative, as well as goals and commitments for social entrepreneurship, social innovation, community engagement, quality improvement, and action.

# STRATEGIC BENEFITS OF DESIGNATION

As a designated Changemaker Campus, you will:



## **ATTRACT AND RECRUIT CHANGEMAKER STUDENTS**

Becoming a Changemaker Campus signals your institution's commitment to equipping students for meaningful, purpose-driven careers after graduation.



## **BUILD PEER-TO-PEER CONNECTIONS AND BENEFIT FROM OUR NETWORK'S EXPERTISE**

During and beyond the selection process, candidate Changemaker Campuses learn from and build relationships with each other, and have access to the expertise of Ashoka Fellows, leaders, and staff from around the world.



## **EMPOWER AND ACTIVATE YOUR STAKEHOLDERS WITH CHANGEMAKING INITIATIVES**

Becoming a Changemaker Campus is an opportunity to re-imagine faculty and staff professional development, community partnership and business development, and alumni relations. It's a shift toward impact-oriented engagements that serve both campus and community.



# READY TO BECOME A CHANGEMAKER CAMPUS?

## REACH OUT TO US!

To request an application form or more information, please email  
[rklaassen@ashoka.org](mailto:rklaassen@ashoka.org).

Special thanks to RBC for their support of Changemaker Campuses.



**RBC Future Launch**

## ASHOKA CANADA

Ashoka Canada imagines a radically new Canada where solutions outrun problems—a *country where everyone is a changemaker*.

We believe that Canada is uniquely positioned to be a world leader in social innovation, and in the development of new mindsets and skills around changemaking. We identify, support and amplify the work of truly exceptional individuals and institutions working to bring this promise into reality. We also help people see the world differently so they can act differently and become a positive force for change in our rapidly changing world.

All information is correct at time of going to press; please check our website for most up-to-date information.

[www.ashokacanada.org](http://www.ashokacanada.org)

## ASHOKA U

Ashoka U is an initiative of Ashoka, the world's largest network of social entrepreneurs. Building on Ashoka's vision for a world where Everyone is a Changemaker, Ashoka U takes an institutional change approach to impact the education of millions of students.

Ashoka U collaborates with colleges and universities to break down barriers to institutional change and foster a campus-wide culture of social innovation and changemaking.

# EVERYONE A CHANGEMAKER



**ASHOKACANADA**