

# Course Syllabus

CONSCIOUS SOCIAL CHANGE – UVA J-TERM

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|  | Jan 2   | Jan 3   | Jan 4  | Jan 6   | Jan 7   | Jan 8  | Jan 9   | Jan 10  |
|--|---|---|--|---|---|--|---|---|
| <b>Morning Practice 9 – 9:30am</b>             | Introductions, Pre-Assessments  | Morning Contemplative Practice                                    | Morning Contemplative Practice   | Morning Contemplative Practice  | Morning Contemplative Practice  | Morning Contemplative Practice   | Morning Contemplative Practice                                      | Morning Contemplative Practice                          |
| <b>Morning Session 9:30 am-12pm with break</b> | Module 1: Introduction to Conscious Social Change                             | Module 4: Cultivating Presence for Transformation                 | Module 7: Becoming Whole: Change in the Self and Other   | Module 11: Participatory Development Theory, Conscious Social Change Drivers of Change                  | Module 14: Exploring Power, Dominant Culture, Power from Within, Scarcity and Abundance                           | Module 17: Self-Care: Stress Management and Trauma Stewardship                 | Module 20: Conscious Conflict Resolution                            | Module 24: Leading from Within                          |
|  | Module 2: Social Issue Diagnosis  | Module 5: Mission, Vision & Theory of Change                      | Module 8: Attachment, Aversion and Conscious Social Change, a Paradigm for Balance                             | Module 12: Staying Attuned: Deep Listening, Respecting Local Wisdom, Inquiry without Imposition         |   | Module 18 Basic Bookkeeping, Financial Analysis and Reporting                  | Module 21: Marketing, Communications                                | <i>Conscious Social Change Case Study Presentations</i> |
| <b>Afternoon Session 2-4pm with break</b>      | Module 3: Identifying Personal and Team Assets, Developing Creative Solutions | Module 6: Mapping Stakeholders, Evaluating & Forming Partnerships | Module 9: How Does Change Happen? Target Populations, Intervention Points, Characteristics of a Strong Venture | Module 13: Setting Short & Long-term Goals, Metrics of Evaluation, Issue Studies & Impact Assessments   | Module 15: Steps to Implementation, Activity Plans, Maximizing Social Value, Operations Design and Resource Needs | Module 19: Best Practices in Creative Resourcing Strategies and Sustainability | Module 22: Conscious Organizational Design, Decision-Making, Ethics | <i>Simulation</i>                                       |
|  |   |   | Module 10: Gender-Lens Design  | <i>Brief Group Presentations on Issue, Mission, Vision, Theory of Change, Target Pop &amp; Solution</i> | Module 16: Start-Up & Operating Budgets   | <i>Creative Fundraising Challenge &amp; Conscious Philanthropy</i>             | Module 23: Conscious Social Change Applications                     |   |

## JANUARY 2

**Book to read prior to class:** Rothberg, Donald. *The Engaged Spiritual Life: A Buddhist Approach to Transforming Ourselves and the World*. Boston, MA: Beacon Press, 2006.

**Assignment due:** Conduct a personal audit of your own internal and external assets. Map out your unique wisdom, strengths, gifts, capabilities, passions, skills, know-how, expertise, hobbies, resources and sphere of influence. Your audit can be in any format (personal essay, artistic representation, diagram), but should explore the following questions:

- What do you know to be true from your own unique life circumstances?
- What are the issues in the world that you are most passionate about?
- What do you love to do most, what do you know most about and what do you do well?
- What gives you meaning? Do you feel that you have a purpose or calling?
- What people, objects (equipment, tools, other resources) or spaces do you have access to that could be leveraged for good?
- Where do you notice waste?

### **Module 1: Introduction to Conscious Social Change**

The objective of Module 1 is to introduce the course, the concept of consciousness and social entrepreneurship and why this is relevant to change agents and leaders.

### **Module 2: Social Issue Diagnosis**

The objective of Module 2 is to diagnose the systematic core issues that underlie the priority issues that students face or care about so as to begin to understand the nature of systems and consider intervention points.

### **Module 3: Identifying Personal & Team Assets, Developing Creative Solutions**

The objective of Module 3 is to assess the specific gifts, capabilities, passions and assets the individual participants and community possess. Tapping into individual passions will enable students to see what tools they have to use to solve the problems they have identified as a priority. The second objective is to release the creative ideas of the participants. By coming from a place of inner strength, the participants will be more likely to generate solutions that they will find inspiring and meaningful to pursue. Having understood the gifts, capabilities and assets they bring to a solution and the core issues underlying each issue, they will be more likely to design solutions which will be sustainable long-term.

## JANUARY 3

**Assignment:** Form teams, select an issue and develop a problem tree diagnosis and creative solution based on an assets analysis of your team

**Readings:**

- *5 Principles of Conscious Change Handout*
- Edwards, Michael A. and Stephen G. Post, editors. *The Love That Does Justice*. Unlimited Love Press, undated first edition. Introduction pg. 3-9. Essays by Rev. Angel Kyodo Williams, Claudia Horwitz, Jay Early, Simon Greer, Jess Maceo Bega-Frey and Sharon Salzberg, pg.47-75.
- Davis, Daphne M. and Jeffrey A. Hayes. "What Are the Benefits of Mindfulness? A Practice Review of Psychotherapy-Related Research." *Psychotherapy*, Vol. 48, No. 2, 2011: pg. 198–208.

### **Module 4: Cultivating Presence for Transformation**

The objective of Module 4 is to introduce participants to the tool of mindfulness in cultivating self-awareness, under the first principle of Conscious Social Change - Presence.

### **Module 5: Mission, Vision & Theory of Change**

The objective of Module 5 is to help teams solidify the social purpose of their ventures through the creation of a mission statement and the articulation of their guiding beliefs, assumptions and theories of change. The participants will work in project teams and develop a vision for the change they wish to create.

### **Module 6: Mapping Stakeholders & Forming Partnerships**

The objective of Module 6 is to map the stakeholders for each core issue. Participants will gain an understanding of the three types of stakeholders, will analyze their importance and power, and utilize this information in developing value propositions for collaborations.

## JANUARY 4

**Assignment:** In your teams, complete your mission, vision and theory of change for your solution, conduct a stakeholder analysis and design a value proposition to engage three stakeholders in each category (impact, interest and influence).

**Readings:**

- *Meeting the Shadow: The Hidden Power of the Dark Side of Human Nature*. Essay 1, "The Long Bag We Drag Behind Us", by Robert Bly pages 6-12.
- *Meeting the Shadow: The Hidden Power of the Dark Side of Human Nature*. Essay 7, "Finding the Shadow in Daily Life" by William Miller, pages 38-44.

- Quinn, Robert E. *Deep Change: Discovering the Leader Within*. San Francisco: Jossey-Bass, Inc., 1996. Ch 3, “The Fear of Change”, pg. 31-37 and Part III, “Changing the Organization”, Ch 10-14, pg. 89-128.
- Review “Girl Centered Program Design: A Toolkit to Develop, Strengthen & Expand Adolescent Girls Programs”. Population Council, 2010.
- Review, “Mainstreaming Gender in Water and Sanitation”. World Bank Water and Sanitation Program, November 2010.

### **Module 7: Becoming Whole**

The objective of Module 7 is to examine the behaviors that create suffering which arise from unconscious reactions and to share personal experiences with change. This helps us prepare for developing compassion for others because we understand that our desires for change cause us anxiety, that change is difficult, and that we all have unconscious ways of reacting. The Module will explore the ways our personal reactivity, shadows, limiting beliefs, attachments, and unconscious material can distort or cause harm even in good-intentioned social change work.

### **Module 8: Attachment, Aversion and Conscious Social Change, a Paradigm for Balance**

The objective of Module 8 is to introduce the concepts of attachment and aversion and the paradigm of conscious social change as a middle way for balance. Coming from the personal growth exercises in Module 7, participants will ground their understanding of personal suffering and desire for change in the conscious social change framework, which will support the development of compassion and deepen understanding of the drivers of change, sign-posts of burn-out and tendencies towards abuse that will be further discussed in Module 12 Stay Attuned and Module 17 Self-Care.

### **Module 9: How Does Change Happen?**

The objective of Module 9 is to integrate previous modules in bringing together an understanding of the root causes of an issue and the system that perpetuates it, a mission as a road map towards a vision of change, and a set of assets and how to combine these components into a comprehensive solution. This process will facilitate participants in thinking through their own intervention points and how they will work with their theories of change to develop an activity plan to meet their mission. This will prepare them in their next design modules to determine, step by step what will be necessary to implement their projects, including resource needs.

### **Module 10: Gender Lens Design**

The objective of Module 10 is to explore how a gender lens can be applied to social innovation design. It is important to understand that women and girls experience certain social issues and their corresponding solutions differently than their male counterparts. Gender is often one quality that distinguishes the more vulnerable from those with power in dominant culture. Therefore, it is important to use a design process that considers both women and men and how they are impacted by the issue and solution, then work to find opportunities for both needs to be met as well as for collaboration.

## JANUARY 6

**Assignment:** As a team, prepare a 7 minute presentation on your chosen issue and hypothetical solution, ensuring an integrated design logic, including each of the following:

- The root issue you have chosen to address
- Mission and vision
- Theory of change - why your intervention will succeed in creating change to achieve your mission and vision
- Solution: Intervention point, how change will happen and which stakeholders you will engage
- Target population
- How you are utilizing your team's assets
- How you are incorporating a conscious approach to your solution

**Readings:**

- Chambers, Roberts. *Whose Reality Counts? Putting the First Last*. Warwickshire, UK: Practical Action Publishers Ltd., 2009. Chapter 5 & 6 pg. 76-129 and review charts on pg. 137-140
- *Participatory Development as a New Paradigm: The Transition of Development Professionalism*, Prepared for the Community Based Reintegration and Rehabilitation in Post-Conflict Settings Conference, Washington, DC, October 2000 by Ray Jennings, pg. 1-10.
- Explore the Participatory Action Learning System Tools at: [http://www.palsnetwork.info/index\\_content.html](http://www.palsnetwork.info/index_content.html)
- Quinn, Robert E. *Deep Change: Discovering the Leader Within*. San Francisco: Jossey-Bass, Inc., 1996. Ch 13, "The Power of Many", pg 221-228.

### **Module 11: Participatory Development Theory, Conscious Social Change Drivers of Change**

The objective of Module 11 is to introduce the concept and tools of participatory development and explore the conscious social change paradigm for bringing mindfulness to engagement with any population, especially the marginalized. Participants will develop an understanding of theory, frameworks, applications and the relevance for sustainability, self-sufficiency and cultural understanding.

### **Module 12: Staying Attuned, Deep Listening, Respecting Local Wisdom, Inquiry without Imposition**

The objective of Module 12 is to learn the skills of Inquiry without Imposition and to understand the importance of attunement in a conscious leadership model. Students will learn a spectrum of deep listening skills and experiment with them in role-play. Participants will also learn more in-depth facilitation skills.

### **Module 13: Setting Goals, Objectives and Metrics of Evaluation, Issue Studies & Impact Assessments**

The objective of Module 13 is to ensure that the project teams can articulate long-term goals and short-term objectives directed by a mission, which correspond to a set of proposed activities and operations and which reflect the implications of the issue as outlined in a problem tree. Furthermore, the participants will be able to identify metrics for measuring the creation of social value over time.

**Team Presentations**

During this session, students will provide a brief overview of a hypothetical venture. Presentations will ensure that each solution has a logic to it and begins to demonstrate the underpinnings of a strong intervention working consciously, systemically and at the root level of a social issue. Students will ask each other questions, using their deep listening and Inquiry without Imposition skills and identify areas where the logic does not link between the mission, theory of change, vision, and solution.

**JANUARY 7**

**Assignment:** Develop a set of ten 12-month program and outcome objectives for your solution with corresponding metrics and indicators. Then, articulate the process you would undertake, using a participatory development approach, to conduct a baseline study of your issue and then monitor and evaluate your ongoing impact.

**Reading:** Quinn, Robert E. *Change the World: How Ordinary People Can Accomplish Extraordinary Results*. San Francisco: Jossey-Bass, Inc., 2000., Ch 1, "An Invitation to Transformation", pg. 1-26 and Ch 6, "Transcend Fear", pg. 88 - 117.

**Module 14: Exploring Power**

The objective of Module 14 is to help participants access their sense of internal power or wisdom. By going within, using holistic (mind, heart, body) exercises, participants will be able to open up access to their sense of internal power that they can use to transform suffering. Participants will also explore the danger of the abuse of power and the creation of power structures that oppress by analyzing dominant culture and the marginalized within their own communities, and understanding our own views of scarcity and abundance.

**Module 15: Steps to Implementation, Operations Design and Resource Needs**

The objective of Module 15 is to facilitate participants thinking through step by step what will be necessary to implement change. They will learn how systematically to estimate resource needs, which influence stakeholder engagement and flow into budgeting.

**Module 16: Uses of Funds, Start-up and Operational Budgeting**

The objective of Module 16 is to guide participants in learning how to construct a basic start-up and operating budget, including how to analyze break-even points for product or service pricing.

## JANUARY 8

**Assignment:** Complete your activity plan and develop a corresponding list of start-up resource needs. Construct an estimated operating budget for one year for your hypothetical solution.

### Readings:

- Van Dernoot Lipsky, Laura and Connie Burk, *Trauma Stewardship: An Everyday Guide to Caring for Self while Caring for Others*. San Francisco, CA: Berrett-Koehler Publishers, Inc., 2009. Ch 3 “What is Trauma Exposure Response?” and Chapter 4 “The 16 Warning Signs of Trauma Exposure Response”, pg. 41-113 (you may skip the case studies).
- Herman, Judith M.D.. *Trauma and Recovery: The Aftermath of Violence – from Domestic Abuse to Political Terror*. New York, NY: Perseus Books Group: 1997, Ch 3, “Disconnection”, pg. 51-73, Ch 7, “A Healing Relationship”, pg. 133-154, Ch 10, “Reconnection”, pg. 196-213.
- Brown, Richard R., M.D., Gretchen S. Wallace, MBA, Patricia L. Gerbarg, M.D., “Yoga Therapy in Practice, Mass Disasters and Mind-Body Solutions: Evidence and Field Insights”. *International Journal of Yoga Therapy*. Number 21, 2011: pages 23-34.

### Module 17: Self Care

The objective of Module 17 is to explore the need for self-care, including understanding your own needs and limitations and taking time to restore yourself and take care of yourself. Participants will explore the 16 coping mechanisms for chronic stress and trauma exposure, will learn about working with vulnerable populations, develop mind-body skills for managing stress and develop a self-care plan.

### Module 18: Basic Bookkeeping, Financial Analysis and Reporting

The objective of Module 18 is to introduce basic bookkeeping techniques to ensure a sustainable and transparent management of the financial underpinnings of their projects.

### Module 19: Best Practices in Creative Resourcing Strategies & Sustainability

The objective of Module 19 is for the project teams to develop creative strategies for mobilizing resources, which will meet their expected uses of funds and enable them to rely upon a local, citizen base of support for long-term sustainability.

### Fundraising Challenge & Conscious Philanthropy

The objective of the Fundraising Challenge is to give groups direct experience in using creative methods for raising funds locally. Participants will experience the role of the local organization in seeking funds for a cause, practice pitching a solution, and explore their personal response to the role of money in social change. Participants will also have the opportunity to experience the role of conscious philanthropist by applying conscious social change criteria in selecting to grant any funds raised to a venture designed by women and girls in Rwanda, Uganda or Liberia.

## JANUARY 9

**Assignment:** Conduct a break-even analysis for your solutions' product or services and develop three creative resourcing strategies using the principles discussed to meet your operating needs.

### Readings:

- Carroll, Michael, *Awake at Work*. Boston, MA: Shambhala Publications, Inc., 2006. "Getting Started", pg. 1-22, Part 3 "Working with Others", pg. 109-170.
- *Towards Transformative Justice: A Liberatory Approach to Child Sexual Abuse and Other Forms of Intimate and Community Violence, generation FIVE*, 2007, pages 1-31. [http://www.generationfive.org/downloads/G5\\_Toward\\_Transformative\\_Justice.pdf](http://www.generationfive.org/downloads/G5_Toward_Transformative_Justice.pdf)
- Review Holacracy Website including blog, resource library and TED talk: <http://holacracy.org/>
- Review Darfur Fast Website: <http://fastdarfur.org/>

### Module 20: Conscious Conflict Resolution

The objective of Module 20 is to prepare teams in understanding skills for addressing opposition and conflict with consciousness-based communications skills, which will be practiced through role-play.

### Module 21: Marketing & Communications

The objective of Module 21 is to prepare teams in understanding a range of communications skills and strategies for mobilizing public support so as to (a) reach the target population the project aims to serve, (b) raise awareness about the social issue it addresses and (c) obtain the necessary support from a local citizen base.

### Module 22: Conscious Organizational Design, Decision Making & Ethics

The objective of Module 22 is to explore models for conscious organizational design, learning decision-making strategies and exploring ethical issues and policies to support responsible governance. The module will engage the participants in designing opportunities for incorporating mindfulness into the organization.

### Module 23: Applications: Working Consciously in a Foreign Context, Post-Conflict Areas, Humanitarian Relief, Activism, International Development and Politics

The objective for Module 23 is to explore applications for mindfulness in social change and service, including individual and community healing and rebuilding during post-conflict reconstruction, humanitarian relief, activism, international development and politics. The Module will also explore the need for mindfulness when working in a foreign context and help integrate the skill sets learned in the conscious leadership track, including cultivating presence, becoming whole, staying attuned and ensuring balance and self-care.



## JANUARY 10

### Assignment:

- Individually, using the conscious social change paradigm, develop a 5-page case study on a conscious social change agent and their work, defining what you believe to be the qualities of a conscious change agent and how the change leader and their work embody those qualities.
- As a team, prepare a 7-minute presentation to share with the class on (a) your case study, (b) the qualities of a conscious leader and (c) how you would integrate conscious social change into the design of your solution. .

### Readings:

- Quinn, Robert E. *Change the World: How Ordinary People Can Accomplish Extraordinary Results*. San Francisco: Jossey-Bass, Inc., 2000. Chapter 2 "Envision the Productive Community" pg. 27-55.
- Watch TED talk: Simon Sinek, "How Great Leaders Inspire Action"  
[http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action.html](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html)

### Module 24: Leading from Within

The objective of Module 24 is to consider how to utilize presence for meaningful engagement in social transformation. Participants will explore transformational leadership qualities and the difference between the conventional models of transactional change and the conscious social change approach for deep transformation. Utilizing yogic methods of inquiry, participants will identify their own unique sense of purpose, calling, passions or intentions for contributing towards a better world.

### Case Study Presentations

Utilizing the conscious social change paradigm, participants will share brief case studies identifying conscious change agents or conscious organizations. The objective is to build the group's knowledge base of organizations and entities working at the intersection of personal transformation and social transformation or incorporating mindfulness into their organization or programs, as models for future study, career pursuits or collaboration.

### Simulation

The objective of the simulation is to integrate and incorporate all the tools learned in the program into a single scenario that participants will facilitate as if they were working within a local community needing to solve an urgent social issue. The challenge will ensure that each solution is pursued mindfully, utilizes participatory development methodologies, engages all stakeholders with consciousness-based understanding, leverages group assets, incorporates conscious communications techniques, works at a root or systemic level, uses creative resourcing principles, and embodies a comprehensive logic between mission, vision, theory of change, intervention and outcomes.