

INSTITUTE FOR COMMUNITY PROSPERITY

2021/2022 Annual Report



DIRECTOR'S REFLECTION

Learning into the Long Emergency



“The Long Emergency”

Nearly a decade and a half ago, this phrase was coined by urbanist and social critic James Howard Kunstler. *The Long Emergency* is shorthand for the current epoch humanity now finds itself in; A time where we are experiencing wave after wave (and year after year, into the foreseeable future) of global challenges, each of which threatens to derail or reverse social, economic, environmental, or scientific progress. Some of these challenges, like the climate emergency, the nuclear instability precipitated by Russia’s invasion of Ukraine,

and the rise of proto-fascist discourse across North America, are potentially catastrophic. The scale and complexity of such challenges means that virtually every kind of organization – from the smallest local retail business to the largest multinational corporation, from grassroots community groups to multilateral bodies – must adapt their priorities, capabilities, mindsets, and modalities (and often radically so).

Universities are not immune to the effects of *The Long Emergency*. Mount Royal University, as a recognized Changemaker Campus, must ensure that we are fit for purpose in a world experiencing multiple existential threats, but also filled with liberating forces and potentials – Indigenization, equity-driven decision-making, actioning the UN Sustainable Goals...

But after a deeply challenging two-plus years of learning-amid-a-pandemic, more and more students, many acting out their own versions of the “great resignation”, are reasonably asking questions like the following: “Am I getting greater value for the (growing) dollars I am putting in to my education?” “Does my learning reliably ladder into a career that has purpose, meaning and future-readiness?” “Are universities the engines of innovation – especially social and ecological innovation – that communities expect them to be?” As *Re_Generation*, a coalition of 40 Canadian student and youth organizations, points out, Canadian students are not generally taught about the scale of the problems we face as a society and a planet, or about what we can collectively do to address these problems effectively and work toward equitable, sustainable and thriving communities.

This challenge is laid at the feet of Institutes as well: What are WE doing, concretely, to step up our game in this hyper-VUCA (volatile, uncertain, complex, and ambiguous) world? Or in the context of the more contemporary acronym BANI (brittle, anxious, nonlinear, and incomprehensible). Part of the answer, we think, is embedded in our name: “Community”

Community implies trust-based relationships, attention to context, and emphasis on collective approaches. *The Long Emergency* is also a phrase used regularly now by Mark Cabaj, an Alberta-based thought-leader on complexity, community development, and social innovation. Cabaj is also North America’s leading expert on *collective impact*, a set of methodologies and tools that bring community groups together in ways that amplify their ability to achieve lasting positive social change.

The Institute for Community Prosperity, spurred by Cabaj’s challenge to apply the tonic of community to the complex ills of *The Long Emergency*, seeks to embed collective social impact and innovation within post-secondary learning, and reciprocally to embed learning within community change. We work to develop the knowledge, capacities, tools, and confidence in students to approach issues in this VUCA world thoughtfully, open to insights from many disciplines within the academy as well as insights from well beyond academia.

But most importantly, we never go it alone; Every one of our programs, projects and publications is co-led by, or otherwise in meaningful partnership with, other community organizations and/or other post-secondary institutions; Collective learning, community-as-classroom.

For this year’s Annual Report, we are describing our work on three thematic fronts, each one outlining a cluster of co-curricular undergraduate and community-partnered learning programs and ‘products’:

1. Learning in the service of building a WELLBEING ECONOMY;
2. Learning in the service of designing SOCIAL PURPOSE TECH; and
3. Learning in the service of provoking SYSTEMS CHANGE.

These three themes also suffuse the just-released *Earth4All* model, a major 21st century upgrade to the *World3* model developed by the Club of Rome in the early days of supercomputing, half a century ago. Captured in the 1972 report *Limits to Growth*, this was an early attempt to apply technology to systems mapping and modeling in the service of recognizing that mainstream approaches to economic growth were on a trajectory that could lead to a period of extreme hardship, beginning somewhere between the years 2020 and 2030 and intensifying by 2050, potentially leading even to civilizational collapse. Even absent this simulation upgrade, most of the key projections of the original *World3* model – though it has weathered many criticisms – have proven distressingly accurate.

But, while the challenges we collectively face are immense, the opportunities to create new futures are equally abundant. The Institute for Community Prosperity is fortunate to have a team of extraordinary changemaker-educators, many of whom are recent MRU alumni. The pages that follow outline the remarkable contributions of these colleagues, and of the talented new generation of students who have become part of this movement for social change education. They are uncovering, exploring, and deepening ways to make a positive and lasting impact on a host of issues, from understanding the young talent diaspora exiting Alberta to enhancing equitable access to affordable housing, education, health care, technology, and wilderness. As the lead author of *Limits to Growth*, the late, great Donella Meadows, once remarked,

“There is too much bad news to justify complacency. There is too much good news to justify despair.”



James Stauch
Executive Director,
Institute for Community Prosperity

WELLBEING ECONOMY

This past year, the Institute became a member of the global Wellbeing Economy Alliance, a collaboration of changemakers working together to transform the economic system such that all people feel secure in their basic comforts and can use their creative energies to support the flourishing of all life on this planet. The Alliance includes social movements, non-governmental organizations, research centres, think tanks, foundations, economists, and activists. The Institute for Community Prosperity contributes to this movement towards a wellbeing economy through the following programs, publications and outputs:



Activating the Sustainable Development Goals on Campus

The *2030 Agenda for Sustainable Development*, adopted by the world's countries in 2015, provides a shared blueprint for people, prosperity and the planet. The 17 Sustainable Development Goals (SDGs), are at the centre of this Agenda, and are an urgent call to action. Canadian post-secondary institutions have unevenly taken up this call to action, but in almost every case they have done so in response to student-led collective action.

In partnership with MRU's *Institute for Environmental Sustainability* and the *UN Sustainable Development Solutions Network, youth division*, based at the University of Waterloo, we hired Bachelor of Arts (Psychology) student-changemaker Emma Berger to raise awareness of, and support student action on, the UN Goals.

Emma created a *Student SDG Hub* (registered as a SAMRU club) that aims to help students learn about each of the SDGs from social, environmental and economic perspectives; discover best-practices and possible solutions from individual to interna-

tional scales; take action toward a specific SDG each semester; connect with faculty, local professionals and clubs working towards sustainable development; co-design events with other passionate peers to make change; and build leadership experience. The Student SDG Hub has a presence on Discord, Instagram, and Linktree platforms, and has organized a monthly film night showing sustainability-themed movies. Garnering student interest during the pandemic and on a commuter campus is no small feat, but Emma and her fellow student activists have shown that there is a deep desire among many students to engage with and take action on the UN Goals.



Economics of Social Change

Neoliberal economics has failed the planet, and it is failing much of humanity. But state-driven economies are problematic for different reasons. Economics of Social Change is a five-part workshop series that explores and highlights alternative economic models, norms and systems that build community wealth instead of shareholder wealth, that value human dignity over exploitation and that support the flourishing of life rather than its extinguishment.

Strongly rooted in local, regional and Canadian case studies and examples, Economics of Social Change is a team-taught approach involving living case studies. Going into its fifth year (and fifth cohort), the program is co-designed and co-led with Momentum, a change-making organization that takes an economic approach to poverty reduction, adding a social perspective to economic development initiatives. The sessions help participants grow their understanding of the connections between the local economy, community development and social change in areas such as food security, affordable housing and local job creation. 27 participants took part this year.

1. Each session has a required pre-recorded 30-40 minute presentation component, a set of required readings and videos, and a live workshop component. The five workshops are as follows:
 - a. **THE SOLUTIONS ECONOMY**, Jan 13, 2022 (designed and led by James Stauch, Institute for Community Prosperity)
 - b. **ECONOMIC RECONCILIATION**, Jan 27, 2022 (designed and led by Latasha Calf Robe, Institute for Community Prosperity)
 - c. **THE CHANGING NATURE OF BUSINESS**, Feb 10, 2022 (designed and led by Barb Davies, Institute for Community Prosperity)
 - d. **SYSTEMS CHANGE FOR COMMUNITY ECONOMIES**, Feb 24, 2022 (designed and led by Jeff Loomis, Momentum)
 - e. **FINANCING SOCIAL CHANGE**, March 10, 2022 (designed and led by Danielle Gibbie, Operation Eyesight Universal)

The workshop portions also include a selection of 'living case studies', including Seth Leon of the Alberta Community and Cooperative Association speaking about cooperatives, Brittini Kerluke of Trico Foundation speaking about their social enterprise "blender" approach, and Alex Laidlaw of the Calgary Foundation speaking about impact investing.

connectFirst Social Entrepreneurs

The Institute's third signature undergraduate co-curricular program (following on the heels of Map the System and the Catamount Fellowship) was launched this past year. The *connectFirst Social Entrepreneurship* program provides critical skills so that students at MRU each year begin to understand social issues through an economic lens. The program, funded by its namesake credit union and jointly hosted and run by the Institute for Community Prosperity and the Institute for Innovation and Entrepreneurship, guides ten undergraduate students over the winter semester through a commercial start-up pathway and toolkit, as well as through an understanding of the social economy and community-based frameworks. The program, which is competitive (application-based) is open to undergraduate students in any program of study at MRU, so long as they can demonstrate a connection to a social issue or who are working on an enterprising initiative to address a social problem.

Following a fall application process, these ten students, coming from four different faculties and eight different programs of study across campus, were selected to take part in the program:

- Alessandra Campagnolo (BSW)
- Andrea Niemann (BArts, Policy Studies)
- Bianca Veltri (BBA, Accounting)
- Diego Morales (BComm, Public Relations)
- Gerard Reyes (BArts, Psychology)
- Nicholas Harper (BSC, Environmental Science)
- Sana Khusro (BArts, Sociology)
- Sarah Joseph (BComm, Public Relations)
- Sydney Harder (BBA, General Management/ Social Innovation)
- Veronica Big Plume (BArts, Sociology)

Because of the COVID-19 pandemic, some portions of the program were offered online and some in-person. Diana Grant-Richmond, Innovation and Entrepreneurship Strategist (Institute for Innovation and Entrepreneurship) and Barb Davies, Social Impact Lead (Institute for Community Prosperity) jointly coordinated the program elements.

The program elements are structured around four concepts: ENABLE, INSPIRE, MENTOR and LAUNCH:

1. **INSPIRE:** Students deepen their understanding of the social economy and social entrepreneurship in a 5-part workshop series designed to apply an economic lens to social issues: the local economy, enterprise, finance, community development and social change. Refer to previous section of this report for more information. We are also grateful that ConnectFirst CEO Wellington Holbrook was able to join us at the second workshop, speaking directly to the students, not simply as a sponsor, but also because students learn about the credit union and co-operative models in the course.
2. **ENABLE: Innovation Sprint, Part 1** During this 3-hour workshop in late March, facilitated by Diana Grant-Richmond, participants learn the tools to ideate, innovate, and move forward with their idea. Students gain critical skills used in the most innovative industries to solve and action complex problems mindful of complex systems and impacts. Students are also oriented to *The Problem Solver's Companion: A Practitioners Guide to Starting a Social Enterprise*, authored by Ashoka Fellow and renowned Western Canadian social entrepreneur Shaun Loney, in partnership with the Institute for Community Prosperity.
3. **MENTOR: Innovation Sprint, Part 2**, This second half-day workshop was led by Loney, who inspired students with real-life examples of social entrepreneurship in action, and who provided feedback, coaching and mentorship to the 10 students.
4. **LAUNCH Launchpad:** Hosted and run by MRU's the Institute for Innovation and Entrepreneurship, *Launchpad* supports students to roll up their sleeves and build something - a company, a project, an idea, a network, a career, a better world. It culminates each year with one of the largest and respected entrepreneur showcases/pitch competitions in the city.

In addition to one-to-one mentorship throughout the program, and as a mild additional incentive (recognizing that this is a non-credit program), students receive a \$500 cash award upon completion of the program.



CityXLab

For decades, the so-called “Alberta Advantage” has been based on the idea that low taxes and growth fueled by a lucrative oil and gas sector were things that set this province apart, and ‘above’ the rest of Canada. But the post-pandemic “Great Resignation” is also the “Great Migration” to places that people want to *live* in, not earn a fast buck in. One need look no further than the steady diaspora of Canadians decamping to Atlantic Canada.

The “X” in CityXLab refers to “eXperience”, and is a sandbox for thinking differently about civic matters. Led by Institute Senior Research Fellow Dr. David Finch, the CityXLab is also supported by Dr. AnneMarie Dorland, who leads the active experience research stream. The Institute is thrilled to partner on a range of initiatives that have emerged out of the CityXLab, also featuring students at MRU as researchers and co-authors. Many of these initiatives were identified by Calgary Economic Development as transformative and essential for transitioning Calgary to the new economy. These programs - under the brands of ActiveCITY, LearningCITY, CreativeCITY, Experience Economy and Measuring What Matters (described following) - contribute significantly to student learning and community prosperity. A wellbeing economy is built on thriving communities valuing rich human-centric experiences.

Dr. Finch’s and Dr. Dorland’s research and writing over the past year focused on how experiences, place, and talent matter to a thriving economy, and more than ever. Part of this shift will require that businesses and other organizations work together to present experiences that are holistic and citizen-centric rather than simply stand-alone transactions. Dr. Finch’s publications and many contributions to the news cycle to tell this story this past year are outlined later in this report.



Measuring What Matters

Although one recent index (from *The Economist*) places Calgary in fourth place globally for liveability, the picture is of course far more complex and nuanced. We need tools that will help us think more holistically, intergenerationally, and that provide signals and signposts for what really matters. Naturally, this means looking beyond standard economic measures of prosperity, and asking how are we performing culturally, ecologically and socially, including our ‘performance’ on decolonization, inclusivity, reconciliation, and creating the conditions for multiple generations to thrive.

Measuring What Matters, a project of the CityXLab, serves as an independent community forum for nurturing dialogue and critical conversations associated with community performance metrics and how to measure community prosperity. *Measuring What Matters* aims to better understand where we Calgary is headed as a city with respect to well-being, sustainability, quality of life, sense of belonging, cultural vibrancy and civic vitality. This work has been guided by a Steering Committee of over twenty passionate, engaged Calgarians, including people working the social, civic, and commercial sectors, culminating in four major outputs:

- A day-long online summit in November, 2021 with over 140 participants discussing aspects of measurement of community and societal well-being. Speakers included guests from Aotearoa/New Zealand, New Zealand and elsewhere in Canada.

- Two papers, the first by St. Mary’s University Liberal Arts student Angela Bear Chief looking at Indigenous perspectives on thinking about (and ‘measuring’) community well-being. The second paper, authored by MRU BBA Honours student Marshal McCallum compiles three applied academic papers for a public audience to provide clearer context as to how community prosperity is (or can be) measured, why this is important to Calgary today, and what an optimal model for measurement might look like. (see list of publications later in this report).
- A podcast produced and hosted by McCallum with interviews with Calgarians covering aspects of *Measuring What Matters*. Podcast guests include Kylie Woods, Jacie Alook, Colin Jackson, Cynthia Watson, Sarah Bateman, and James Stauch.
- A website and short video prompting questions about *Measuring What Matters*.



Rethinking the Business of Social Change

While Shaun Loney was in town in early April for the workshop with the *connectFirst Social Entrepreneurs* students, we also featured him as a speaker for an event entitled *Rethinking the Business of Social Change*, the Institute’s first post-pandemic live event. Loney’s talk focused on how to shift the grants economy to an outcomes economy, rethink social impact through outcomes-based purchasing, unleash new capital through social procurement, and bring an innovation mindset to nonprofit work. Loney noted in his talk that the system of how we value, fund and measure social impact is broken. He urged the audience to shift mindsets - when it comes to social impact, we undervalue what we *fund*, yet we value what we *pay for*, an important distinction that will no doubt have resonance for grant-reliant researchers as well.

This was a hybrid event; Although 108 people registered in-person and 121 online, actual attendance for this free event was smaller, at 55 in-person and 50 virtual. In addition to connectFirst, sponsors included Canada West Foundation (which used the event to release their own publication on a similar topic, with Loney as the lead author), Ashoka Canada (as Loney is an Ashoka Fellow), the Calgary Foundation, MRUs Faculty of Continuing Education (who generously provided food for the event, in addition to discounted space) and AB SEED/ABSI Connect (using the event as well to announce their impending merger, described later in this report), and RBC Foundation. The event was facilitated by the Institute’s Social Impact Lead Barb Davies, with Research Fellow Dr. Katharine McGowan facilitating a live fireside chat with Loney afterward.

The Right to Eat Right

The Institute for Community Prosperity was engaged by the YYC Food Fund and the Place2Give Foundation to chronicle the early stages of real-life, real-time development of the YYC Local Food Distribution Hub. The report - *The Right to Eat Right* - gathers and distills relevant knowledge about food security in general, particularly in a Calgary regional context. The report provides an overview of key food security insights relevant to all Canadians (serving as an excellent introductory resource for students wanting to learn about food security), the specific dimensions of food insecurity in Calgary, the array of current and in-development interventions attempting to address food insecurity, as well as the landscape of other potential solutions available to organizations, policy-makers and others in the food ecosystem.



Among the key findings of *The Right to Eat Right* are that food hubs run as purely charitable entities are rarely viable; there is a desire for a deeper connection between producers and food charities; perspectives on the role of food charity are diverse and often polarized; and time is critical - both timing to sync with agricultural production and time to allow trust and buy-in to develop. The report contains a glossary of commonly encountered food system terms, a list of food system resources, and appendices on identified community stakeholders and works consulted.

Partners



Memberships



SOCIAL IMPACT TECH

The Institute's attention and resources have increasingly been drawn to looking at how the future of technology intertwines (or, more accurately, fails to) with the future of good. The COVID-19 pandemic accelerated society's level of digitization, impacting how we work, learn and interact outside of the household. Digital technology and internet connectivity became our lifeline to civilization. Technology has enabled many improvements to how we address questions of community prosperity and social good. But at the same time, it has brought risks, inequities and trajectories that have profound, and in some instances deeply corrosive consequences for the future of social good, whether one's perspective is equity and inclusion, ecological integrity, democratic discourse, mental health or any other aspect of community prosperity.

The logo for the Centre for Social Impact Technology features the text "CENTRE FOR SOCIAL IMPACT TECHNOLOGY" in a sans-serif font. "CENTRE FOR" is in black, "SOCIAL IMPACT" is in orange, and "TECHNOLOGY" is in black. To the right of the text is a solid orange circle.

CENTRE FOR
SOCIAL IMPACT
TECHNOLOGY

Centre for Social Impact Technology

The Centre for Social Impact Technology will be a city-wide knowledge hub for nurturing dialogue, learning, and action on the convergence of social innovation and digital technology innovation. The Institute incubated this initiative, an outgrowth of our pre-pandemic publication *In Search of the Altruism: AI and the Future of Social Good*, and will serve as the Managing Partner for the Centre going forward. The vision of the Centre, to be based (starting this September) at the Platform Calgary Innovation Centre downtown, is to catalyze an innovation ecosystem in Calgary around technology that is not only socially beneficial but socially transformative (responsible, open, inclusive, shared, and regenerative).

The Centre will focus on transforming Calgary into a hub for technology-enabled social innovation, connecting Calgary's burgeoning tech sector to the many people and organizations working on social innovation. Over time it will also help build digital civil society, including the need for more technologically enabled nonprofit sector, a more advanced social R&D culture, and helping meet calls from equity-seeking communities to have a greater voice in the

development of technology to address complex social challenges informed by data, research insights, and a systems perspective. With additional resources, the Centre will be able to also help local campuses (including, but not limited to MRU) develop 'talent pipelines', where students can rapidly gain a shared set of skills, competencies, and mindsets to enter and thrive in this 'tech for social transformation' space.

The Centre was 'soft launched' in late spring, 2022 with a webinar facilitated by summer student Curtis Wong (BArts - Anthropology) entitled *Amplifying Our Impact: Interlacing Social Innovation and Digital Tech*. Over the summer, a Lead (full-time coordinating) staff member has been hired to run the project, a social media presence has been established, and an 11-member Advisory Board has been struck provide strategic advice and serve as a sounding board re. the programming options and choices for the Centre. It is comprised of those interested in, and passionate about, building connections, knowledge and capacity in Calgary's social impact tech community. The Advisory Board is a blend of people employed in the tech sector, either focused on building social-impact-connected companies or supporting the broader ecosystem; those from academic institutions interested in social innovation and social impact tech; and those from social impact organizations interested in data and tech. Into the fall, the Centre will host webinars, in-person gatherings and other learning events, connect Calgarians to national and international learning, as well as produce papers, systems scans, and other thought pieces around an array of topics where social meets tech.



IncluCity Calgary

In Winter of 2021, Dr. Catherine Pearl’s Vivacity course partnered with the Institute and CivicTechYYC to explore the issue of how to prioritize the use of technology for public good over private gain. The student teams focused in on the topic of inclusive user testing of civic technologies. Out of this a prototype initiative was birthed, incubated by the Institute as a summer work experience for one of the students in the course: *IncluCity Calgary*, based on similar models in Toronto and Chicago, was officially launched May 18, 2022, also with a series of workshops on diversity, equity and inclusion in tech. To date, IncluCity has conducted pilot useability testing with Buoyancy Works and Complete Complaints Foundation, facilitated inclusive usability workshops with InceptionU, has been actively recruiting testers, and has plans for 4-5 additional test runs through 2022. With the support of Code for Canada and Data for Good, the initiative was able to obtain independent nonprofit status, and with help from the Calgary Foundation was able to hire its first managing director. The Institute has provided support through hiring a student from the original course – Sydney Harder (who just graduated with a BBA, Concentration in Social Innovation) to help communicate and raise funds for this initiative.

Tech Stewardship Practice

The Institute is a promotional partner for Tech Stewardship Practice. Tech Stewardship is a set of lessons and tools developed by the Canada-wide Engineering Change Lab to integrate ethical and social considerations into the design and development of new technologies. This 12-hour online micro-credential course is offered free of charge to any undergraduate student in Canada. The course is paced at over a 5-week minimum period (though it is frequently integrated into credit courses), supported by live mentorship and check-in sessions. Initially targeted to computer science and engineering students, Tech Stewardship Practice is now available – and equally as valuable – to any student in any program on campus. Institute summer students Sydney Harder, Curtis Wong and Megan Davidson went through the program and James Stauch completed the Professionals version.

Partners



Memberships



SYSTEMS CHANGE

We believe universities in the 21st century must focus on social impact. This means that systems-focused, transdisciplinary (dare we say anti-disciplinary?) research and learning are critical, and must be integrated into helping connect a student's own journey to personal, career and civic success with opportunities to map, test, train and immerse themselves in complex social challenges.



Catamount Fellowship for Emerging Changemakers

The *Catamount Fellowship for Emerging Changemakers*, launched three years ago, is a cohort-based learning experience for senior-level MRU students committed to building a more just and sustainable future for all. The fellowship, managed by the Institute's Social Impact Lead, Barb Davies, with support from Change-making and Community Research Strategist Cordelia Snowdon, combines community-partnered research with transformational learning. Funded through the generous support of the Suncor Energy Foundation, the program challenges students to dive into social innovation frameworks, experiential learning and deep listening with community. Students explore the root causes of complex ecological, social, economic, and cultural issues affecting communities primarily in Calgary or elsewhere in Treaty 7. Through this program, the fellows:

- Dig into real-world 21st-century community-identified challenges with community partners in Southern Alberta.
- Develop a changemaker mindset, combined with an ability to see complex issues through a systems lens.
- Build meaningful connections with a broader community of changemakers including community leaders, public officials, activists, social entrepreneurs and innovators.

- Gain valuable undergraduate community-engaged research experience.

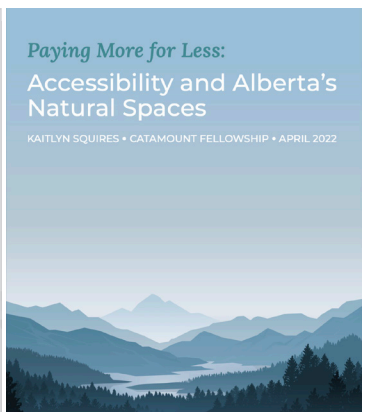
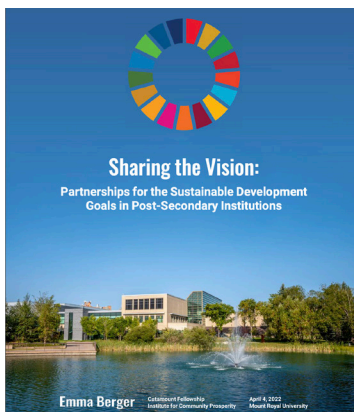
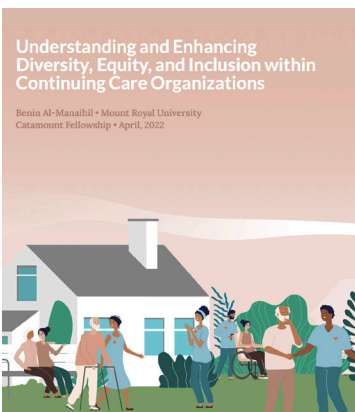
Following is a list of last year's Fellows who completed the entire eight-month program, their major program of study, fellowship topic and community partner.

- **Amirah Azmi** (Bachelor of Science, Health Sciences): How do learning ecosystems support rural communities and the 21st century learner? LIVINGSTONE RANGE SCHOOL DIVISION
- **Benin Al-Manaihil** (Bachelor of Arts, Sociology): How might we improve and foster a diverse, inclusive, and safe community within long-term care that is built on equality for all? BRENDA STRAFFORD FOUNDATION
- **Chichi Odinma** (Bachelor of Nursing): How might we engage older adults in the community and on campus to enhance lifelong learning and intergenerational learning? SILVERA FOR SENIORS
- **Emma Berger** (Bachelor of Arts, Psychology): How might we utilize partnerships and the Sustainable Development Goals to create transformative change? INSTITUTE FOR ENVIRONMENTAL SUSTAINABILITY
- **Kaitlyn Squires** (Bachelor of Science, Biology & Geography): How might we ensure that Alberta's public parks are accessible to all? CANADIAN PARKS & WILDERNESS SOCIETY (CPAWS)
- **Kaylie LaPierre** (Bachelor of Arts, Psychology): How might we support accessible Indigenous women & family-centred primary health care with a Virtual Resource Centre (VRC)? WHITEHORSE ABORIGINAL WOMEN'S CENTRE

- **Leanne Lucas** (Bachelor of Arts, Psychology): How might Children’s Services and the non-profit sector better collaborate in order to improve services for families experiencing homelessness? TRELLIS
- **Michael Kozhukhar** (Bachelor of Arts, Criminal Justice Studies): How might we continue to build momentum in our Calgary communities to build and strengthen natural supports? UNITED WAY OF CALGARY & AREA
- **Roshni McCartney** (Bachelor of Business Administration, General Management-Social Innovation): How might community and industry work together to foster belonging for unhoused Indigenous families? BROOKFIELD RESIDENTIAL

We have also benefited from ten faculty mentors for the 2021/2022 cohort: Ines Sametband (Psychology), Jocelyn Rempel (Nursing), Harpreet Aulakh (Criminal Justice), Rob Platts (Interior Design), Janet Miller (Student Counselling), Adam Cave (International Business and Supply Chain Management), Kathy Rettie (General Education), Andrea Kennedy (Nursing), and AnneMarie Dorland (Marketing & Social Innovation).

The final online showcase was held for a public audience in April, 2022. The Community Showcase has become a signature event within MRU Research Week in early April. Community partners and faculty mentors have been confirmed and student applications are rolling in for the 2022/23 edition of the Fellowship.





Map the System Canada

Map the System

Map the System is an international student challenge, run globally by the Skoll Centre for Social Entrepreneurship at the University of Oxford, that provides an opportunity for students in any program on campus to showcase their research and system mapping skills related to complex social and environmental issues. Unlike a pitch competition, design sprint, or hackathon, students in the competition are evaluated based not on a 'solution' to a problem, but rather on the breadth and depth of understanding of the problem, as well as the nature, diversity, efficacy and relationships of current interventions (whether by governments, NGOs, social movements or the marketplace). The competition is also open to students of all levels, programs and disciplines.

The Institute manages the entire Canada-wide edition of *Map the System*, under contract with the McConnell Foundation, and under the leadership of Latasha Calf Robe (also a BBA alumnus), with support as well from Bcomm (Info Design) alumnus Amy Rintoul. Eighteen universities and colleges across Canada took part this year: Carleton, Concordia, St. Mark's/Corpus Christie, ETS, HEC Montreal, Humber, MacEwan, Memorial, Mount Royal, Royal Roads, Toronto Metropolitan, Simon Fraser, Laurier, and the Universities of Alberta, British Columbia, Calgary, Sherbrooke and Waterloo.

Latasha also ran a global workshop on Indigenous perspectives on systems thinking, and served as a judge in the global final at Oxford. In addition, Institute Research Fellow Dr. Katherine McGowan runs an aligned credit-based curricular support for students in the Challenge, through the course *Social Innovation 3303: Storytelling and Systems*. Dr. McGowan's role in *Map the System* will expand this year, to involve three separate social innovation classes, all General Education-designated (thus available to most students in any program on campus).

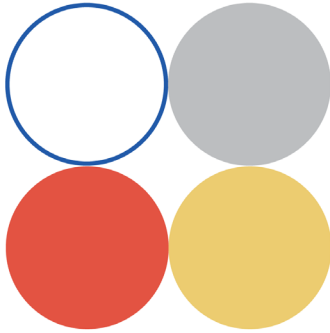
MRU's campus-wide *Map the System* program was run this past year by Social Work graduate and two-time participant, Mizuki Oshita. This year's winning campus student - Kaitlyn Squires, focusing on the difficulty sex workers have in accessing health care in Canada - finished among the top four in Canada. This meant that Kaitlyn subsequently travelled to the University of Oxford to compete in the global final.

Special congratulations as well this past year to MRU Alumni Ashley Dion (BBA '20) and Jillian Mah (BBA '20) on the release of their documentary *Liminal: Is Charity Designed to Fail?* Ashley and Jillian participated in *Map the System* Canada in 2020 with their social problem "is charity designed to fail?" This documentary explores the issues of the charity system and its origins. Viewers are taken through some of the crippling challenges and failures the institution of 'charity' faces, showing how we might radically modernize this system and better address the changing needs of the people it serves (i.e. all Canadians and millions of people abroad).



Aging & Thriving In the 21st Century

A Scan and Selective Systems Analysis of Issues, Trends,
and Innovations Vital to Older Adults in Canada



Aging and Thriving in the 21st Century

As Canada's population ages, our collective attention will turn, more and more, toward the role, value, plight, and potential of older Canadians. The COVID-19 pandemic, 95% of its victims in Canada having been over 60, has revealed much about our attitudes toward the eldest members of our community, and the public policy choices that flow from this. Even before the pandemic hit, issues facing older Canadians were surfacing as among the most critical - yet also largely ignored - in Canada.

Aging & Thriving in the 21st Century is a scan of issues, trends, system dynamics and innovations related to an ageing population in Canada. It is guided principally by the following question: The scan looks at what factors are preventing older Canadians from flourishing, and how might we transform systems to maximize the choice, dignity, mobility, security, and trust accompanying an aging population transitioning into less autonomous living circumstances?

The scan includes an overview of older Canadians' demographic, lifestyle, prosperity, living, housing and care trends. It also focuses on system failures and vulnerabilities, as well as the interventions in place, or in various stages of design and experimentation, to address these failures and vulnerabilities. It also peers into some ideas and opportunities on the horizon, or that are being implemented in other countries, with potential for replication, adaptation, or scaling in Canada.

The genesis of this project came from the ATCO Transformation Team, who lead *ATCO SpaceLab* and are exploring aging issues and dynamics as a topic of interest to the company, from technological, commercial and social purpose standpoints.



Alberta Social Innovation Connect

The Institute serves as the administrative hub for Alberta Social Innovation Connect (ABSI Connect). ABSI Connect seeks to find, connect, celebrate, and support Albertans who are creating and testing new ways of approaching society's most pressing problems. ABSI connect is a collective of organizations and individuals working to get better at solving complex social and environmental problems in our province. They've recently prototyped a coffee convening project to test out different ways of convening people across the sector. Going forward, the work of ABSI Connect is expected to find a new organizational home, merging with an Alberta Social Economy Ecosystem Development (AB SEED) into a combined force to accelerate social innovation in the province.

Chronicling the Re-Alignment of Social Impact Organizations

The Institute is interested in big questions about how society invests in social purpose and the common good in the 21st century, including the shifting roles of civil society organizations such as charities, social enterprises and non-profits. The Institute has started to chronicling real-world examples that sit at the nexus of knowledge and action, and also at the nexus of systems thinking and social problems.



Merging for Good: A Framework for Nonprofit Mergers

Part of this shift is this growing interest in (and external pressure) to collaborate, merge or otherwise amalgamate operations. As reported last year, the Institute was privileged to be asked to follow - as it was unfolding - what is likely the largest nonprofit merger in Alberta history. This was between Aspen Family & Community Network (Aspen) and Boys & Girls Clubs of Calgary (BGCC), which combined into a brand-new organization called Trellis.

The final report from this process - *Merging for Good* (March, 2021) - serves a framework to help other nonprofit organizations consider if a merger or amalgamation may be the right fit. We intended this report to have far-reaching value for human-serving organizations who are considering a merger or amalgamation, but also for other social profit organizations, as well as funders and other capacity builders. Moreover, it is not just valuable for managers and boards. We hope that it is useful for front-line staff, as it illuminates the complexities of a merger yet speaks to some grounded experiences around culture, operations, service delivery and lived HR issues. As such, it is a hybrid of a real-time case study and a developmental evaluation of a merger in action. The Institute continues to speak about this work at AGMs, panels, webinars and other events.

Dandelion Story

The Dandelion Project: Scaling Impact through Dissolution?

Calgary Reads, a well-recognized nonprofit organization advocating for early childhood literacy over the past 20 years, is in the process of winding down its operations and transferring programs, knowledge and other 'legacy' components to a range of other organizations. The aim of this 'Dandelion' strategy is to continue to have impact in the community beyond the life of Calgary Reads. While there are resources and literature around dissolution of a nonprofit organization, typically focusing on the legal or financial aspects of dissolution, there are fewer insights around programmatic dissolution and still fewer on creating an impact legacy in conjunction with dissolution. As such, the Institute's partnership with Calgary Reads to chronicle this process, with funding support from Chevron, represents a unique opportunity to fill a social R&D knowledge gap. Interviews have been underway over the summer, with the case study report to be produced later this coming fall.



2022 Environmental Scan: Sh*t's Getting Real

Commissioned annually by the Calgary Foundation, Institute Director James Stauch co-authored this sixth such scan, looking at a wide range of contemporary and emerging issues, locally, provincially, nationally, and beyond. The scan informs the Foundation's annual board and staff retreat before being made public. This year's scan looked at a range of issues, including the metaverse, drug decriminalization, gene editing, the epidemic of loneliness, Canada's affordable housing crisis, and the 'Land Back' movement (this chapter co-authored by Latasha Calf Robe), among other topics. The scan is a critical opportunity to upgrade and, help ensure the contemporary relevance of our knowledge on key social issues, and to contextualize our work in terms of the converging simultaneous stresses, a.k.a. *The Long Emergency*.



Trico Changemakers Studio

Created and launched in partnership with the Institute for Innovation and Entrepreneurship in 2018, the Trico Changemakers Studio has shifted from an on-campus co-working space toward a social R&D laboratory and collective learning space. The Studio also supports an Artists as Changemakers Program and the Anitopisi Leadership Program, designed and run by our colleague Latasha Calf Robe. We are thrilled to collaborate on many fronts with the Studio, including shared personnel, and partnering on community engagement, student work experience and co-curricular learning opportunities. Please review the Studio's Annual Report for more information, and stay tuned for an exciting announcement about a new joint program launch, coming in 2023.

Partners



SUNCOR
ENERGY
FOUNDATION



CALGARY
FOUNDATION
FOR COMMUNITY, FOREVER



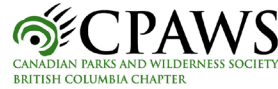
WAWC
WHITEHORSE ABORIGINAL
WOMENS CIRCLE



Institute for
Environmental Sustainability



United Way
Calgary and Area



CANADIAN PARKS AND WILDERNESS SOCIETY
BRITISH COLUMBIA CHAPTER



Said
Business
School



Memberships



CATALYST 2030
Collaborating to achieve the SDGs

THE TEAM

The Institute's work and accomplishments were made possible in 2021/22 by an outstanding team of individuals, including 9 MRU students, 7 recent MRU alumni, and volunteers who bridge their advising and mentorship role at ICP with their work in the community as respected practitioners and agents of change. As part of its commitment to supporting work-integrated learning, the Institute hires casual and summer students, as well as occasional research assistants.

Core Team

- **Barb Davies**, Social Impact Lead¹
- **Barbara Weber**, Interim ABSI Connect Facilitator
- **Cordelia Snowdon**, Changemaking and Community Research Strategist (2020 BArts Grad)
- **James Stauch**, Executive Director
- **Latasha Calf Robe**, *Map the System Canada* Manager (2017 BBA Grad)²
- **Tracy Pfeifer**, Administrative Assistant³
- **Walter Hossli**, Changemaker in Residence (1985 Dipl Social Services Grad; volunteer / non-remunerated)

Research Fellows

Many MRU faculty contribute to the work of the Institute for Community Prosperity, for example as mentors in the Institute's *Catamount Fellowship* and *Map the System* programs, and as change-maker-educators breaking down the boundaries between academia and community. In addition, we have furnished a closer, ongoing multi-pronged relationship with three distinguished faculty members as Institute fellows. All three of these faculty members have worked closely with the Institute for a number of years in a variety of capacities, so we are delighted to more formally recognize their many valuable contributions to our work, and to MRU's evolution as a recognized *Changemaker Campus*:

¹Cross-appointed with the Trico Changemakers Studio

²Cross-appointed with the Trico Changemakers Studio

³Cross-appointed with the Institute for Innovation and Entrepreneurship

⁴While Dr. Dean was, until January, 2022, Associate Professor of Social Work, Chair - Department of Child Studies and Social Work. Dr. Dean maintains her Senior Research Fellow status with the Institute for the time being.

- **Dr. David Finch**, Professor, Bissett School of Business, Visiting Fellow - Henley Business School, University of Reading (UK), Adjunct Professor, Gordon S. Lang School of Business and Economics, University of Guelph
- **Dr. Yasmin Dean**⁴, Dean of the Faculty of Education and Social Work at Thompson Rivers University
- **Dr. Katharine McGowan**, Assistant professor, Social Innovation, Bissett School of Business

Project-Specific Team Members

The Institute provides career-laddering work experience for students in a variety of roles:

- **Amrita Kommular**, Information Designer - Social Impact Tech (BComm Student)
- **Curtis Wong**, Projects Assistant - Social Impact Tech (2022 BArts Grad)
- **Emma Berger**, SDG Hub Coordinator (BArts Student)
- **Kim Gordon**, Projects Assistant - Community-Based Microcredentials (BBA Student)
- **Megan Davidson**, Social Innovation Projects Assistant (BArts Student)
- **Sydney Harder**, Civic Tech Coordinator - IncluCity Calgary (BBA Student)

UNTIL FALL, 2021

- **Angela Bear Chief**, Projects Assistant - Measuring What Matters (BArts Student, St. Mary's University)
- **Elise Martinoski**, Information Designer - ABSI Connect (2019 BComm Grad)
- **Grace Attala**, Project Assistant - Designing You/ Why Alberta Project (Student, Western Canada High School)
- **Kennedy Lukey**, Project Assistant - Why Alberta Project (2020 BBA Grad)
- **Robyn MacDonald**, Project Assistant - Why Alberta Project (2020 BBA Grad)

UNTIL WINTER, 2021

- **Danika Dinko**, Civic Engagement Projects Liason (Honours BBA Student, Social Innovation Concentration)
- **Marshal McCallum**, Research Assistant - Measuring What Matters (Honours BBA Student, Social Innovation Concentration)

PUBLIC ENGAGEMENT & COMMUNITY INVOLVEMENT

Institute team members have been involved in either delivering or participating in a wide variety of community or scholarly events, locally and beyond, in order to communicate our learning to a wider audience of practitioners, citizens and academics as well as to ground our thinking in feedback, experience and application.

Publications⁵

- Amirah Azmi. *Learning Ecosystems: Improving K-12 Education Through Learner-Centered Pedagogy*. Institute for Community Prosperity, April, 2022.
- Angela Bear Chief. *Measuring What Matters: Indigenous Perspectives from Treaty 7 & Moh'kinsstsis (Calgary)*. Institute for Community Prosperity, November, 2021.
- Benin Al-Manaihil. *Understanding and Enhancing Diversity, Equity, and Inclusion within Continuing Care Organizations*. Institute for Community Prosperity, April, 2022.
- Chichi Odinma. *Enhancing Lifelong Learning and Intergenerational Learning Among Older Adults*. Institute for Community Prosperity, April, 2022.
- Dr. David Finch. "Alberta's economy is diversifying, but it still has some challenges to overcome" (op-ed), *Globe and Mail*, July 1, 2022.
- Dr. David Finch (with Janet Lane). "Study sheds light on why young adults are leaving Alberta - and how to bring them back" (op-ed), *Globe and Mail*, April 4, 2022.
- Dr. David Finch (with Janet Lane and Stephany Laverty). *Work to Live: Alberta youth mobility*. Canada West Foundation, April, 2022.
- Dr. David Finch (with Janet Lane). "WHAT NOW? | Bridging Alberta's Reputation-Reality Divide" (policy brief). Canada West Foundation, July, 2022.
- Dr. David Finch (with Janet Lane). "WHAT NOW? | The New Alberta Talent Advantage" (policy brief). Canada West Foundation, July, 2022.
- Emma Berger. *Sharing the Vision: Partnerships for the Sustainable Development Goals in Post-Secondary Institutions*. Institute for Community Prosperity, April, 2022.
- James Stauch (with Latasha Calf Robe). *Sh*t's Getting Real: 2022 Environmental Scan*. Institute for Community Prosperity and Calgary Foundation, January, 2022.

⁵ Not including academic works by Research Fellows produced outside their Institute affiliation.

- James Stauch. *Aging and Thriving in the 21st Century: A Scan and Selective Systems Analysis of Trends and Issues Facing Older Canadians*. Institute for Community Prosperity and ATCO SpaceLab. 2021.
- James Stauch and Cordelia Snowdon. *The Right to Eat Right: Connecting Upstream and Downstream Food Security in Calgary*. Institute for Community Prosperity, YYC Food Security Fund at the Place2Give Foundation. December, 2021.
- Kaitlyn Squires. *Paying More for Less: Accessibility and Alberta's Natural Spaces*. Institute for Community Prosperity, April, 2022.
- Dr. Katharine McGowan and Latasha Calf Robe (with Paul Heidebrecht, Michelle Jackett, Jessica Machado, Susan Grossman, Laura Allan, Elinor Bray-Collins, Sara Hassan, Nicole Helwig, Sarah Marie Croft, Antonio Daling, Mathieu Couture, Amy Farahbakhsh, Annette Santos, Caitlin Stiles) "Transformational Spaces: Educators discuss Map the System and supporting Canada's emerging generation of systems thinkers." *Social Enterprise Journal*, 18:1, 2022.
- Kaylie LaPierre. *Indigenous Wellbeing: A Strengths-Based Approach with Virtual Supports*. Institute for Community Prosperity, March, 2022.
- Latasha Calf Robe & Becky Best-Bertwistle. "The potential for open-pit coal mining in Alberta's eastern slopes ignites a fire to protect the land" (article). *Indigenous Perspectives on Land and Climate Change*. Urban Society for Aboriginal Youth (USAY) New Tribe Magazine, May, 2022.
- Leanne Lucas. *Improving Services to Families Experiencing Homelessness: Understanding how Children's Services and the Non-Profit Sector can Improve Collaboration*. Institute for Community Prosperity, April, 2022.
- Marshal McCallum (with contributions from James Stauch and Dr. David Finch). *Measuring What Matters: Understanding the Context for Community Prosperity Metrics in Calgary*. Institute for Community Prosperity, March, 2022.
- Michael Kozhukhar. *The Value and Potential of Natural Supports in Calgary Communities*. Institute for Community Prosperity, April, 2022.
- Roshni McCartney. *When a House is Not a Home: Investigating Spiritual Homelessness in Indigenous Populations of Calgary*. Institute for Community Prosperity, April, 2022.

Speeches, Workshops, Webinars & Presentations

The Institute designed, delivered or co-delivered the following workshops and learning sessions over the past year. Note that this list does not include core/regular/ongoing institute events, such as Map the System, Catamount Fellowship or Economics of Social Change, or events presented or hosted through ABSI Connect.

- ATCO Transformation Team - Mapping Systems Workshop (James Stauch and Cordelia Snowdon)
- Calgary Chamber of Voluntary Organizations Connections Conference – “Building Community Prosperity”- *Beyond Incrementalism: From Mission-Driven to Massive Change*, (James Stauch, session host and designer, with Vinod Rajasekeran, Lucy Bernholz, Daniela Papi-Thornton, and Gemma Dunn)
- Calgary Climate Hub – AGM (Latasha Calf Robe, keynote speaker)
- Canadian Wilderness Stewardship Summit - *Youth Organizing and Climate Action* (Latasha Calf Robe)
- Centre for Social Impact Technology - *Amplifying Our Impact: Interlacing Social Innovation and Digital Tech* (Curtis Wong, also featuring Uriel Karerwa, Terry Rock, Alina Turner, and Michelle Baldwin)
- Congress 2022, ANSER-ARES 2022 Conference - *Getting Past the Gatekeepers: Accessibility in Nonprofit Governance* (Cordelia Snowdon, presenter)
- Going Further Together, Ashoka Canada & Suncor Energy Foundation virtual gathering - *Exploring Pathways to Activating Social Innovation in Your Campus* (Latasha Calf Robe, facilitator)
- Healthy Aging Alberta – *Aging and Thriving in the 21st Century* (James Stauch, presenter)
- Information Design 2680 Course, Mount Royal University. *Storytelling for Information Designers*. (Cordelia Snowdon, presenter)
- Inventions Unbound, *In Search of the Altruism: Connecting Social Innovation and Tech Innovation* (James Stauch, with Dr. Alina Turner)
- Social Innovation 2201 Course – *End of Semester Student Showcase* (James Stauch, presenter)
- Social Work 633 Course, University of Calgary, *Personal Systems Mapping* (Cordelia Snowdon)
- Transitions Innovations Group, *Environmental Scanning* (James Stauch, presenter)
- University of the Fraser Valley - *Learning from the Land 2022 Symposium* (Latasha Calf Robe, presenter)
- Wood Buffalo Social Profit Summit - *Merging for Good: Thinking about Non-profit Amalgamations* (James Stauch & Cordelia Snowdon, presenters)

Institute Communications

Over the last year, the Institute for Community Prosperity has utilized a variety of communication channels. Our *Catalyze* newsletter continues to reach 2,000 stakeholders each month and engages students, staff and community members on Institute and studio happenings. With a 32.6% average open rate (the average overall open rate for Mailchimp is 21%), *Catalyze* continues to be an effective engagement tool. In January 2022, the Institute launched on LinkedIn and has grown to just under 500 followers in the first 7 months. The Institute has also seen healthy engagement on Twitter this past year. It reaches over 1,500 followers with an average engagement rate of 2.15% over the past year with numbers fluctuating between 1.9 and 2.6%. In addition to our own communication channels, the Institute continues to work closely with the MRU marketing and communications team. This includes sharing news in the faculty and staff newsletter, *Our Community*, the ORSCE newsletter, and targeted emails to students.

Institute Executive Director James Stauch and Senior Research Fellow Dr. David Finch each conducted nine interviews with media outlets over the past year. Dr. Finch is also a regular on the Calgary EyeOpener on CBC Radio, Wednesdays through the coming year. He has also authored a number of op-eds in the *Globe and Mail* and *Calgary Herald/ PostMedia*.

Awards and Honours

- Latasha Calf Robe was nominated and accepted into the 2022/2023 cohort of the NDN Collective Changemaker Fellowship, recognizing emerging Indigenous changemakers across North America; Latasha, as founder and co-lead of the Niitsítapi Water Protectors, was also honoured with the Yellowstone to Yukon Ted Smith Award for Conservation Collaboration
- Dr. David Finch was appointed to the Minister of Advanced Learning Advisory Council on Higher Education & Skills
- James Stauch was nominated and appointed as a Fellow of the Royal Society of Arts

Service

Institute personnel⁶ also volunteer or serve on many other boards and committees, and are encouraged to find synergies between these involvements and their work at the Institute:

- Alberta College of Social Workers (ACSW) Nominations and Recruitment Committee (Cordelia Snowdon)
- Alberta Ecotrust Foundation, Board Member (James Stauch)
- Alberta Social Enterprise Ecosystem Development Project, Steering Committee (Barbara Weber)
- Calgary On Purpose, Advisory Board (James Stauch)

- Canada Bridges, Board Member (Latasha Calf Robe)
- Canadian Community Economic Development Network (CCEDNet), Board Member (Barb Davies)
- City of Calgary, Benefits Procurement Advisory Task Force (Barb Davies)
- Kainai Environmental Protection Association (KEPA), Member/volunteer (Latasha Calf Robe)
- Local Investing YYC, Board Chair (Barb Davies)
- MRU Human Resources Classification Committee, MRSA (Tracy Pfeifer)
- Niitsitapi Water Protectors, Co-Lead (Latasha Calf Robe)
- *The Philanthropist*, Editorial Committee (James Stauch)
- Social Innovation Canada, Regional Partner/ Advisor (Barbara Weber)

⁶This list does not include community service activities of Research Fellows, which are reported in their respective annual faculty reports.

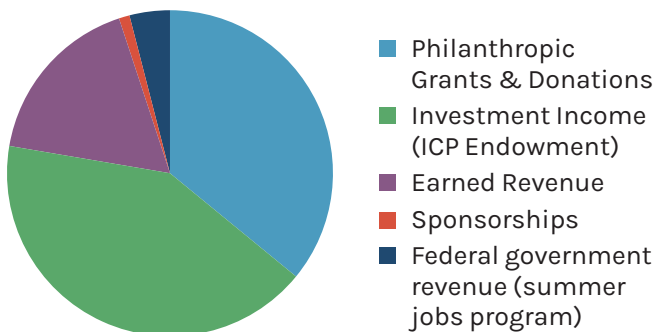
FINANCING THE INSTITUTE

The Institute is independently financed; it receives no funds from the university, and operates entirely on funds gifted or earned from philanthropic foundations, individuals, or companies outside of MRU. Some of these gifts in the distant past have helped build the Institute's two endowments, which collectively are valued at just over \$4.9 million. The Institute spends at a level necessary to preserve the capital of these endowments.

Despite our independence we cannot do much in isolation. Our lifeblood is our connections and partnerships with funders, community groups, civil society networks, teaching and research collaborators, faculty, other institutes at MRU, colleges and universities, and especially with students and alumni wanting to change the status quo. This past fiscal year, we are particularly grateful to have received program-related funding from the Suncor Energy Foundation, McConnell Foundation, Social Innovation Canada and an Anonymous Donor. This past year also saw the largest growth in earned revenue.

Revenue Source Mix - Institute for Community Prosperity

(July 1, 2021 - March 31, 2022)

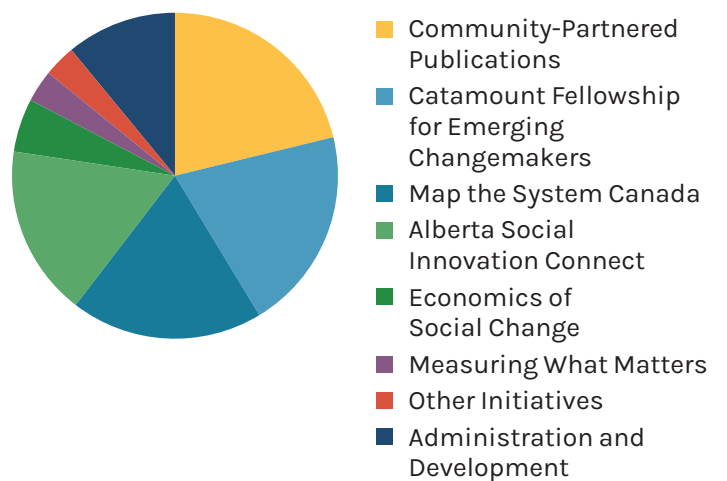


This past year's Institute revenue and expense totals were both \$471,728. Note that this was a 9-month fiscal year, so monthly revenue and expenses averaged \$52,414. Following is an illustration of the mix of revenue sources (by type) and a depiction of how Institute resources were allocated (by program). Note that, other than accessing a grant through Employment and Social Development Canada's Summer Jobs Program, and the new Civil Society Fund grant (which will figure into next year's summary), the Institute did not receive funds from government.

Note also that all Institutes' financial year-end summaries are rolled up into the reporting of the Office of Research, Scholarship and Community Engagement.

Program Expense Allocation - Institute for Community Prosperity

(July 1, 2021 - March 31, 2022)



Driven by MRU's mandate to provide extraordinary opportunities for undergraduates, the Institute for Community Prosperity provides students and other citizens access to high-impact, immersive, and uncompromisingly current learning to improve and transform communities; unlocking student potential, and helping them flourish as learners, changemakers, and human beings. We build on MRU's high-quality in-class reputation with an extraordinary suite of co-curricular and undergraduate research, scholarship and community co-led learning opportunities.



Institute for
Community Prosperity