



Introduction:

Ashoka U created the Changemaker Campus Program in 2008. Ashoka U envisions The Program as a vision-aligned network comprising a set of diverse, high-quality, exemplar institutions which in turn inspire many more colleges and universities to embody changemaker values and skillsets across their curriculum, co-curriculum, institutional and campus cultures, and in their communities. Ashoka U expects Changemaker Campuses to be standard-bearers for key changemaker values including, e.g.: ethical social innovation, engagement of diverse stakeholders, and the intention to do no harm when working with communities to address social challenges.

To become a Changemaker Campus, an institution undergoes a rigorous Selection Process based on Changemaker Campus criteria, including ability to contribute to the Network and commitment to field-building and collaboration to contribute to an Everyone a Changemaker™ World. Upon successfully completing Selection, Ashoka U grants the Changemaker Campus designation and the institution becomes part of a collaborative Network. The Program also features a Renewal Process launched in Fall 2014. Renewal is a reassessment process to determine whether to continue an active network relationship with each Changemaker Campus-designated institution. We use this process to reaffirm alignment of vision, values, and strategic priorities between Ashoka U and the institution, to reaffirm the institution's leadership commitment, and to ensure depth of changemaker values and programming embedded across disciplines and throughout the institution's ecosystem.

Purpose:

This document seeks to summarize our partnership, in addition to outlining circumstances on either side that could lead to ending the partnership.

We hope that this document allows us to capture the spirit of the intent of our collaborative work together and ground it in shared vision and values, while also offering flexibility on both sides to exit the partnership as needed. We understand that with any institution, strategies evolve and leadership changes, and thus appreciate that priorities regarding this work may shift on either or both sides of the partnership.

Ashoka – Conditions of Association

THIS AGREEMENT regarding participation with **Ashoka®** with regard to the “**Ashoka U Changemaker Campus Program**” (“**The Program**”),

made with Universidad de Monterrey, Monterrey, Mexico (“**The Institution**”),

is effective November 20, 2018.

WHEREAS

- (A) The Program by Ashoka U, run through Ashoka: Innovators for the Public (“Ashoka Global”) as further described below, is an intentional community of institutions and leaders who work collectively to make social innovation and changemaking a new norm in higher education and beyond.
- (B) The Program seeks to select “Changemaker Campuses” that a) are a globally diverse and representative sample of higher education institutions (b) model institution-wide excellence in





social innovation and changemaking; and (c) are committed to transforming the field of higher education through collaboration and thought leadership.

- (C) Once selected, these “Changemaker Campuses” and their leaders collaborate with each other and Ashoka U through The Program’s “Changemaker Campus Network” to leverage their individual and collective power to advance changemaking across higher education and beyond. They are expected to remain actively engaged in The Program’s “Network Activities,” which are subject to change but often include, for example: Change Leader gatherings, retreats, and virtual learning and collaboration opportunities. A key principle of the network is sharing and distributing leadership such that Change Leaders (institution-designated, and Ashoka U-approved, representatives to The Program) and Changemaker Campuses themselves initiate, contribute to, and/or lead network activities, opportunities, and collaborations of both formal and informal nature.
- (D) Ashoka U and The Program rely in part on donor funding. The Program will remain operative as long as it receives adequate funding and unless strategic, operational, or other factors lead to its discontinuance. If for any reason The Program is no longer operative, The Institution will have the option to continue using the Ashoka U Changemaker Campus designation until the pre-determined date of expiration of this agreement.

ELIGIBILITY REQUIREMENTS

Ashoka U selects and designates colleges and universities as “Changemaker Campuses” in The Program based on the following broad eligibility criteria:

1. **Visionary Leadership:** Strong senior leadership and Change Leaders with the vision to embed social innovation and changemaking across the institution and make major contributions to the field of social innovation in higher education.
2. **Innovation and Excellence in Changemaker Education:** Access to and support for high-quality curricular and co-curricular programming and research that is innovative or adapts existing models of excellence in new ways.
3. **Institutional Changemaker Culture and Operations:** An institutional culture and operations that demonstrate the institution’s social and environmental consciousness and commitment to social innovation and changemaking.
4. **Field-Level Commitment:** A major contribution to the field of social innovation and changemaking in higher education and commitment to contributing to building an Everyone a Changemaker World.

See the Appendix I for detailed criteria. Importantly, as indicated in (4) above, part of the detailed criteria is an institutional commitment to collaborating with Ashoka, Ashoka U, and the Changemaker Campus Network, and other institutions to contribute to an Everyone a Changemaker World.

Ashoka U in its sole discretion may determine or change the criteria for participation and will provide written notification to The Institution through The Institution’s Change Leader(s) in the event of such change. Likewise, Ashoka U in its sole discretion will review and consider applications for participation in The Program based on eligibility to participate and Ashoka U and The Program goals.

IT IS AGREED THAT





1. The Institution's participation commences November 20, 2018, subject to a Renewal process as prescribed by The Program.
2. In its role as coordinator of The Program, Ashoka U will seek to promote connection, learning, collaboration, and field-building through the Network. This is for the purposes of further equipping Changemaker Campuses as role models who continuously innovate across their institution and actively influence others across the field of higher education to adopt changemaking and social innovation education and organizational practices. These work in support of the strategic goal to collectively build the field of social innovation and changemaking so that millions of students will graduate as changemakers.

Ashoka U will continue to evolve, iterate, and adapt engagement opportunities and mechanisms to best serve the network and ultimately, the strategic intent of field-building. Network activities are dependent upon funding and subject to change but may include, for example those which:

- (a) Enable a community of practice and learning through online and offline interactions
 - (b) Enable a culture of collaboration
 - (c) Promote codifying and sharing of key practices and knowledge
3. Both Ashoka U and The Institution will work in good faith to protect each other's data, privacy, and intellectual assets, while also pursuing a spirit of sharing, learning, and collaboration.

Ashoka U and The Program seek to develop trust-based, relationship-driven networks in which information is shared and learning and growth are promoted. While seeking to cultivate learning communities, we also value and respect each institution's and individual's privacy. It is expected that The Institution do the same with Ashoka's, Ashoka U's, their partners', and their stakeholders' thought leadership and data. In such spirit:

- (a) Throughout the course of the relationship Ashoka U may collect information about the institution, its practices, its staff, and/or its students for the purpose of executing The Program and other Ashoka/U events and programs. This collected information may, from time to time, be used in aggregate form to identify and share trends and learnings that advance the field of social innovation and changemaking education. If, at any time, the collected information includes specific institutional practices not publicly available and which may contain sensitive information, Ashoka U will seek approval from The Institution prior to publication.
 - (b) The Institution will similarly seek to protect Ashoka's and Ashoka U's intellectual property and data as well as data or information of other Changemaker Campuses, institutions, and/or individuals it has access to as a result of its relationship with Ashoka/U or The Program. The Institution's obligations for protection of personal data are listed in Appendix 2.
 - (c) Ashoka is compliant with the European Union's General Data Protection Regulation (GDPR) and takes data privacy seriously. You may request further information on Ashoka's data processes by contacting privacy@ashoka.org.
4. Ashoka U may revoke The Institution's participation in The Program where The Institution fails to comply with any of its obligations under this Agreement. Ashoka U reserves the right to discontinue the designation and partnership with immediate effect and without any liability on





Ashoka U's part, in which case this Agreement shall cease to have effect. Should this occur, Ashoka U will provide notification to The Institution in writing.

The following are examples of events which may trigger Ashoka U's decision to discontinue The Institution's participation in The Program:

- (a) A change in The Institution's institutional strategic priorities, leadership, or programming which are no longer in alignment with the intent, values, or activities of The Program and which Ashoka U does not anticipate will be reconciled through Renewal or before.
 - (b) Institution no longer meets the eligibility criteria, and Ashoka U does not anticipate this will be reconciled through or prior to Renewal.
 - (c) The Institution does not remain actively engaged in The Program's Network Activities and/or demonstrate active commitment to partnership (e.g., attending the network events, which while subject to change, currently include two in-person events a year, and participating in sharing, learning, and collaboration activities).
 - (d) The Institution does not uphold this Agreement.
5. In the event that The Institution, for whatever reason, decides to no longer participate in The Program, The Institution will notify Ashoka U in writing of such decision.
- (a) The Institution's participation in The Program ceases upon Ashoka U's receipt and acknowledgement of The Institution's decision to discontinue participation.
6. Upon discontinuation of The Institution's participation for any reason whatsoever, the following conditions become effective:
- (a) The Institution will cease to use the Ashoka, Ashoka U, and Changemaker Campus names and logos in any communications or to otherwise hold itself as if still a Changemaker Campus, participant in the network, or partner of Ashoka U or Ashoka. In turn, Ashoka/U websites will no longer include The Institution as a current Changemaker Campus.
 - (b) Even upon termination of this Agreement, the Institution will continue to uphold the standards of international data privacy for the information/data exchanged as part its relationship with Ashoka U.

EFFECTIVE PERIOD AND RENEWAL PROCESS

This agreement remains effective for four years from November 20, 2018.

At its discretion, before the end of the effective period, Ashoka may invite The Institution to Renew for another term of participation in The Program. The terms will be subject to the Renewal process in place at the time.

Should Ashoka extend an invitation to The Institution for Renewal, and The Institution agrees to pursue Renewal, the terms of this agreement will automatically extend until completion of the Renewal process.

In the event that the Renewal is unsuccessful, this agreement shall terminate.





In the event that the Renewal is successful, The Institution and The Program will sign a new agreement for the next period of time.

REPRESENTATIONS AND WARRANTIES

- (a) The signatory to this agreement represents and warrants to Ashoka that he/she has all requisite power and authority to enter into this Agreement on behalf of The Institution.
- (b) The signatory further represents and warrants that entering into this Agreement will not conflict with, result in the breach of, or constitute a default or accelerate performance under, any Law or any contract, agreement, instrument, commitment or restriction binding upon The Institution.

LICENSING

Ashoka hereby grants to The Institution a revocable, non-transferable license to use the Ashoka U Changemaker Campus seal which notes The Institution's respective designation year. Ashoka U will provide the appropriate logo for The Institution's use. Illustrative seal as below:



The Parties have executed this Agreement:

On behalf of Ashoka	On behalf of The Institution
By: <i>Marina Kim</i>	By: <i>[Signature]</i>
Printed Name: Marina Kim	Printed Name: Luisana Fabiola Valtierra García
Title: Executive Director	Title: Legal Representative
Date: 07/31/2019	Date: 08/08/2019

WITNESS

[Signature]
Alicia Cantón Guzmán





Senior leadership fully supports social innovation and changemaking as a key priority of the institution and the mission and vision of the institution are aligned with Ashoka's Everyone a Changemaker vision. Senior leadership support can be shown, among others, through publicly endorsing ideas and values of social innovation and changemaking, writing it into strategic plans, and embedding it into institutional communications.

- Does the executive and academic leadership view the vision and mission of the university as aligned with Ashoka's EACH vision?
- Does the executive and academic leadership have support from other senior leaders (i.e. Deans, Vice Presidents, Trustees)?
- Are they publicly endorsing ideas and values of social innovation and changemaking?
- Have they embedded or are planning to embed social innovation and changemaking into the university's strategic plan?
- Are they eager to play a leading role in advancing social innovation and changemaking in higher education?

Criteria II. Innovation and Excellence in Changemaker Education

Curriculum

The institution offers a balance of breadth and depth in curricular programming which embraces experiential learning. Firstly, all students have the opportunity to learn about social innovation and social entrepreneurship through introductory courses that are open to all students. Secondly, the institution offers course sequences, such as a major, minor, or certificate, which allow students to achieve an advanced understanding of social innovation and social entrepreneurship. Finally, the institution embeds the concepts of social innovation and changemaking into a variety of other disciplines across the institution.

*Note: Service learning and civic engagement programming **alone** do not satisfy these requirements.*

- Does the institution have at least one introductory course to social innovation and social entrepreneurship that is open to all students and has been in place for at least 6 months?
- Does the institution have at least two advanced courses or a course sequence focused on social innovation and/or social entrepreneurship open to students from at least two different departments that have been in place for at least 6 months?
- Does the institution show innovation and excellence in its curricular programming in social innovation and changemaking for the Changemaker Campus Network and the field of social innovation and changemaking in higher education?

Co-Curriculum

and vision of the institution are aligned with Ashoka's Everyone a Changemaker vision. Senior leadership support can be shown, among others, through publicly endorsing ideas and values of social innovation and changemaking, writing it into strategic plans, and embedding it into institutional communications.

- Does the executive and academic leadership have support from other senior leaders (i.e. Deans, Vice Presidents, Trustees)?
- Are they publicly endorsing ideas and values of social innovation and changemaking?
- Have they embedded or are planning to embed social innovation and changemaking into the university's strategic plan?
- Are they eager to play a leading role in advancing social innovation and changemaking in higher education?





The Change Team brings together the necessary expertise, diverse perspectives, influence, and time to support the Change Leaders in advancing changemaking and social innovation across the institution. Team composition and size may vary depending on the institution's structure, size and needs.

The Change Team is part of or the stepping stone to a campus-wide coordinating structure for social innovation and changemaking. The structure helps to coordinate social innovation activities and resources across the institution. For example, it may facilitate communication and resource sharing between changemaking (i.e. service learning, civic engagement) and social innovation programming and staff.

- Does the institution have a Change Team that includes:
 - Faculty from diverse schools, disciplines or programs
 - Administrators / staff (such as service learning / civic engagement, admissions, alumni engagement, development)
 - Student affairs / student services representatives
 - Social entrepreneur or community partner
 - At least two students, with different graduation dates
- Does the Change Team meet regularly?
- Do Change Team members have clear roles for advancing social innovation and changemaking and are able to contribute 10-30% of their time?
- Does the institution have an institution-wide coordinating structure for social innovation and changemaking activities?
- Does the institution have open communication and collaboration across all key stakeholders related to social innovation and changemaking?

Faculty and Staff Support for Changemaker Education

The institution helps faculty and staff grow their expertise in changemaker education such as through trainings, grant support, permission to create or adapt curricular and co-curricular programming, support to collaborate across disciplines and departments, and considering applied research as part of the tenure review process.

- Does the institution help faculty and staff grow their expertise in social innovation and changemaking and innovate the curriculum and co-curriculum?

Financial Resources

The institution has sufficient resources to support the growth and long-term sustainability of social innovation across the institution. For example, the institution has social innovation as one of its development campaign priorities or has an endowed professorship in social innovation.

- Does the institution provide financial resources to support social innovation's growth, the hiring of staff, and the development of coordinating mechanisms?
- Does the institution have a robust, multi-year funding model to support social innovation in future years?

Social and Environmentally Conscious Operations

programming.

Change Team and Coordinating Structure for Social Innovation and Changemaking





The institution has a commitment to inclusion, diversity, and sustainability. This may include admissions and hiring, sourcing, procurement, and investment practices. The institution has meaningful engagement and mutually beneficial partnerships with the local and global community.

- Does the institution have a commitment to inclusion and diversity?
- Does the institution have a commitment to sustainability?
- Does the institution have mutually beneficial community relationships and partnerships?

Focus on Learning, Iteration and Impact Measurement

The institution embraces rapid learning and feedback loops when creating new initiatives, improving or creating new curricular and co-curricular programming, measuring impact, and tracking student learning outcomes. Impact measurement is a priority for the institution.

- Does the institution show evidence of rapid learning and feedback loops when creating new initiatives, improving or creating new curricular and co-curricular programming, measuring impact and tracking student learning outcomes?
- Is social innovation and changemaking impact measurement a priority for the institution?

Criteria IV: Major Contribution to the Field of Social Innovation and Changemaking in Higher Education and Commitment to Building an Everyone a Changemaker World™

Major Contribution and Field Building

The institution is able to make a major contribution to the Changemaker Campus Network through its institutional perspective, culture and operations and/or social innovation programming and field building activities. Field building activities may include convening other institutions, partnering with higher education influencers, and publishing thought leadership pieces.

- Is the institution able to make a major contribution to the Changemaker Campus Network through its institutional perspective, culture and operations and/or social innovation programming?
- Is the institution eager and able to make a major commitment to field building activities within at least one year of joining the Changemaker Campus Network?

Commitment to an Everyone a Changemaker World™

The institution has a desire to influence higher education and partner with Ashoka U/Ashoka and the Changemaker Campus Network to contribute to an Everyone a Changemaker world.

- Is the institution committed to collaborate with the Changemaker Campus Network, other institutions, and Ashoka to contribute to an Everyone a Changemaker world?
- Does the institution have a desire to reframe the role of universities as a force for social impact and advocate for specific changes at the systems level?





Appendix 2. Obligations Pertaining to Use of Personal Data

1. “Data Subject” and “Personal Data” have the meaning as set out in the General Data Protection Regulation (GDPR);
2. Use the Personal Data only as permitted by Ashoka;
3. Follow instructions from Ashoka regarding treatment of special categories of data;
4. Notify Ashoka regarding:
 - (a) any legally binding request for disclosure of the personal data by a law enforcement authority unless otherwise prohibited;
 - (b) any accidental or unauthorised access; and
 - (c) any request received directly from data subjects without responding to that request, unless otherwise authorised to do so;
5. Promptly and properly respond to all inquiries from Ashoka relating to processing of the personal data;
6. At the request of Ashoka, submit data-processing facilities for audit of the processing activities;
7. Unless previously authorized, inform Ashoka and obtain prior written consent before sharing personal data;
8. Subject to relevant law and at Ashoka’s election, return all the personal data transferred and copies thereof, or destroy all the personal data and all existing copies, and certify that you have done so;
9. Guarantee the confidentiality of personal data as appropriate;
10. Ensure that personnel authorised to process the Personal Data have committed themselves to confidentiality or are under an appropriate statutory obligation of confidentiality;
11. Implement appropriate technical and organisational security measures, including, as appropriate, the pseudonymisation of Personal Data;
12. Immediately notify Ashoka in writing upon becoming aware of any improper, unauthorized, or unlawful access to, use of, or disclosure of, or any other event which affects the availability, integrity or confidentiality of Personal Data; and
13. Assist Ashoka in ensuring compliance with the obligations of GDPR including making necessary information available.