



UP 532 – Winter 2016

How to Change the World: Sustainability and Social Change

Course Information

Instructor: Prof. Robert Goodspeed (rgoodspe at umich.edu)
 Office: 2223C Art & Architecture Building
 Office Hours: Friday 1-3PM (sign up via Canvas link)
 Credits: 3
 Prerequisites: None

Class Schedule: Tuesday/Thursday 9:00-10:30 AM 2222 A&AB

Course Overview

This course is premised on the assumption that however sustainability is defined, achieving it always requires changing contemporary society. Many public sector professions, such as urban planning, public policy, public health, social work, and environmental policy pursue missions to advance economic, social, and environmental sustainability. While professionals in these fields develop deep technical skills and expert knowledge, they typically face significant barriers when they attempt to implement their normative agendas for sustainability in practice. This class investigates theories and research from several fields about how societies change at multiple scales. Although the focus of the course is on *social* change, the course considers the connections among social, technical, and natural systems, and the final module focuses especially on cities. The aim is to develop a sophisticated portrait of social life and nuanced understanding of social innovation concepts, with the goal to empower students as citizens, researchers, and reflective practitioners committed to achieving social change.

Major themes of the course include:

- The view of society as a complex adaptive sociotechnical system, and the consequences of this perspective at multiple scales;
- The importance of learning and innovation to achieving sustainable outcomes at the individual, organizational, and societal levels;
- The reality of racial, ethnic, gender, and other identities as historically-rooted forces of oppression and empowerment;
- The explanatory limitations of individual-centered theories from psychology and economics, and the crucial role of organizations, the state, and other institutions in shaping sustainability outcomes;
- The role of leadership and inspiration in processes of individual and institutional development and transformation.

Although they are mentioned, the course does not include a detailed examination of the professional field of sustainability planning, or the substantive topics it can encompass such as environmental degradation, climate change, energy efficiency, urban sprawl, resource consumption, and social inequality.

The course is divided into three modules. Module 1 introduces several core issues: the sustainability debate, the concept of society as a complex adaptive system, and the importance of framing and race to explaining social structures. In addition, the concept of design is introduced as the conceptual origin of innovations. Module 2 explores several general theories of social change. First, some scholars have studied the diffusion of innovations across society, which can be conceptualized as

disruptive innovations when they take the form of products in the capitalist economy. However, these theories do not account for changes within institutions, such as the firms, state, and other actors which enact the economy. Therefore, this module also considers internal and external perspectives on institutional formation and change. Module 3 critically examines four specific change paradigms particularly relevant to cities: social entrepreneurship, sociotechnical practices (such as civic technology and crowdsourcing), sustainability transitions, and tactical urbanism.

Theoretical readings are complemented by the close study of cases provided in the course textbook, as well as a diverse array of invited guests. The course does not advocate an overly narrow particular theoretical position to the exclusion of others. However, the course does reflect a point of view which ties together the diverse topics. One important element of this point of view is the assumption that the future is at least partly indeterminate, and therefore the agency of individuals, groups, and states is viewed as centrally important. The course aims to invite students to reflect on their beliefs, investigate and critique diverse perspectives about how the world works, and consider how they might act together with others to improve it.

Materials

Cels, Sanderijn, Jorrit de Jong, Frans Nauta. 2012. *Agents of Change: Strategy And Tactics For Social Innovation*. Washington, D.C.: Brookings Institution Press. [AOC]

Westley, Frances, Michael Quinn Patton, and Brenda Zimmerman. 2007. *Getting to Maybe: How the World is Changed*. Toronto: Vintage Canada. [GTM]

Assignments

Weekly Response Essay (40%) – Students must complete a response for 10 of the 13 full weeks with assigned readings. Regardless of the format, all of these should be posted to the Canvas website by **noon on Monday** the week the readings are assigned. The responses should include:

- **Four (4) long responses** which should take the form of 2-page, 1.5-spaced, response essays uploaded in Word (DOC or DOCX) format (20%);
- **Six (6) short responses** which should take the form of a 300-500 word response posted to the discussion forum (20%).

The long responses will be graded and returned by the instructor, the short responses will be graded on an as-completion basis as long as they contain substantive references to all of the assigned readings.

Scholarly Book Review (15%) – Students should complete a 1,000-word scholarly book review on a book of their choosing from the list at the end of the syllabus, or another book with the instructor's permission. The review is due on noon the day before the student is scheduled to present their book (Feb. 25, March 10, or March 17).

Final Essay (30%) and Peer Review (5%) – Students will prepare an 8,000-word scholarly essay examining a topic of interest related to the course. The essay requires a novel thesis, brief literature review, and the discussion of evidence supporting the thesis. A variety of essay types will be allowed, including theoretical arguments, and use of qualitative and quantitative evidence. A draft will be due **5pm on Fri., March 11th** and a peer review is due by **Fri., March 25th**. Final papers are due **noon on Wed., April 20**.

Facilitation (10%) – Students will select a week as individuals or as a group of two to lead the class discussion of the topic. Students should post to the class forum by **noon on Monday** the week of the discussion 1) a working definition or brief summary of the topic to be discussed; 2) a set of questions that will be used to organize the discussion about the readings and the topic in general. Students may choose to provide additional examples, readings, activities or other materials, however these should be introduced during the class period. Students are encouraged to review the “Additional Resources” provided for each week, as well as discuss their plans with the instructor during office hours the week previous.

Schedule Overview

	Week	Day 1	Day 2
Module 1	1	Setting the Stage	
	2	Complex Adaptive Systems	
	3	Framing & Race	Robert Marans
	4	Design	Victoria Campbell-Arvai
Module 2	5	Adoption of Innovation	<i>Paper Workshop</i>
	6	Disruptive Innovations	W. David Tarver
	7	Institutions: Internal	Guest TBA
	8	Institutions: External	<i>Books 1</i>
	9	<i>Spring Break</i>	
Module 3	10	Social Entrepreneurship 1	<i>Books 2</i>
	11	Social Entrepreneurship 2	<i>Books 3</i>
	12	Sustainability Transitions	Peter Pelzer
	13	Sociotechnical Practices	Kentaro Toyama
	14	Tactical Urbanism	Ken Snyder
	15	Insurgence, Transformation or Collaboration?	<i>Conclusion</i>

Schedule

Module 1

Week 1: Setting the Stage

Thurs., Jan. 7

1. *Report on the World Commission on Environment and Development: Our Common Future*. [Also known as the Brundtland Report] 1987. Available online: <http://www.un-documents.net/our-common-future.pdf>. (skim)
2. The Ferguson Commission. *Forward Through Ferguson: A Path Toward Racial Equity*. 2015. Published online at forwardthroughferguson.org. (skim, except for "The Process of Change," p. 18-19)

Week 2: The Art of Navigating Complex Adaptive Systems

Tues., Jan. 12

1. Campbell, Scott. 1996. "Green Cities, Growing Cities, Just Cities?: Urban Planning and the Contradictions of Sustainable Development." *Journal of the American Planning Association* 62 (3):296-312.
2. Gunder, Michael. 2006. "Sustainability Planning's Saving Grace or Road to Perdition?" *Journal of Planning Education and Research* 26 (2):208-221.
3. Mehmood, Abid, and Constanza Parra. 2013. "Social innovation in an unsustainable world." In *International Handbook on Social Innovation*, edited by Frank Moulaert, Diana MacCallum, Abid Mehmood and Abdelillah Hamdouch, p. 53-66. Northampton, MA: Edward Elgar.
4. Schön, Donald A. 1971. *Beyond the Stable State*. New York: Random House. Chapters 1 and 2.

Jan. 12 Event: "How Does Planning Lead to Diversity in Higher Education?" Duderstadt Gallery, 7-9PM

Thurs., Jan. 14

1. AOC, Ch. 1 and 2, "Introduction," and "Strategies and Tactics," Ch. 3 and 4, "Crafting the Case: The Art of Making a Start," and "Prompting Progress: The Art of Moving Things Forward"
2. Chapter 2, "Establishing a taxonomy of societal change," in Dodgshon, R. A. 1998. *Society in Time and Space: A Geographical Perspective On Change*. New York: Cambridge University Press.

3. Auspos, Patricia and Mark Cabaj. 2014. *Complexity and Community Change: Managing Adaptively to Improve Effectiveness*. Aspen Institute Roundtable on Community Change. Ch. 1, "Understanding Complexity," and Ch. 2, "Complexity-Based Practices for Three Key Functions."

Week 3: Framing and Race

Mon., Jan. 18th - #WhoWillBeNext U-M Rev. Dr. Martin Luther King, Jr Symposium 2016

- "#WhWillBeNext 2016 U-M MLK Symposium Theme Statement"
- View symposium event listing: <http://oami.umich.edu/um-mlk-symposium/>

Tues., Jan. 19

1. Case: AOC, Ch. 8, "Just a Tool? Implementing the Vulnerability Index in New Orleans."
2. AOC, Ch. 5, "Managing Meanings: The Art of Making Sense"
3. Schön, Donald and Martin Rein. *Frame Reflection: Toward the Resolution of Intractable Policy Controversies*. 1994. Basic Books, Ch. 2, "Policy Controversies as Frame Conflicts," Ch. 3, "Rationality, Reframing, and Frame Reflection."
4. Kaufman, Cynthia. 2003. *Ideas for Action*. Boston, MA: South End Press. Ch. 5, "Theorizing and Fighting Racism"
5. Gutierrez, Lorraine, Ann Rosegrant Alvarez, Howard Nemon, and Edith A. Lewis. 1996. "Multicultural Community Organizing: A Strategy for Change." *Social Work* 41 (5):501-508.

Additional:

- Ernste, Huib. 2012. "Framing Cultures of Spatial Planning." *Planning Practice and Research* 27 (1):87-101. doi: 10.1080/02697459.2012.661194.

Thurs., Jan. 21 - Guest: Prof. Robert Marans, UM Sustainability Cultural Indicators Program

- GTM, Ch. 1 and 2
- SCIP website: <http://graham.umich.edu/leadership/scip>
- Marans, R. W. & M. Shriberg. 2012. "Creating and Assessing a Campus Culture of Sustainability: The University of Michigan Experience." In Leal, W. (ed.) *Sustainable Development at Universities: New Horizons*, Frankfurt: Peter Lang Scientific Publishers.

Week 4 – The Origins of Innovation: Design

Tues., Jan. 26

1. Buchanan, Richard. 1992. "Wicked Problems in Design Thinking." *Design Issues* 8 (2):5-21.
2. Brown, Tim. 2008. "Design Thinking." *Harvard Business Review*. June 2008.
3. Miller, Peter N. 2015. "Is 'Design Thinking' the New Liberal Arts?" *The Chronicle of Higher Education*, 26 March 2015.
4. Erickson, Megan. "Edutopia." *Jacobin* 17 (March 2015).
5. d.school. 2013. Bootcamp Bootleg. (skim)

Additional:

- Rowe, Peter G. 1987. *Design thinking*. Cambridge, Mass.: MIT Press.
- Stewart, Susan C. 2011. "Interpreting Design Thinking." *Design Studies* 32 (6):515-520. (introductory article to theme issue)

Thurs., Jan. 28 - Guest: Victoria Campbell-Arvai, Assistant Research Scientist, SNRE

1. GTM, Ch. 3 and 4.
2. Dietz, T., Gardner, G. T., Gilligan, J., Stern, P. C., & Vandenberg, M. P. 2009. "Household actions can provide a behavioral wedge to rapidly reduce US carbon emissions." *Proceedings of the National Academy of Sciences*, 106, 18452-18456.

Module 2

Week 5: Change as the Adoption of Innovations

Tues., Feb. 2

1. Case: AOC, Ch. 6, "Under the Radar: Medical Informatics in Japan"
2. Rogers, Everett M. 2003. *Diffusion of Innovations*. 5th ed. New York: Free Press. Ch. 1, "Elements of Diffusion," Ch. 9, "The Change Agent" (pp. 365-277)
3. Carroll, Chris. 2015. "Clear Solution: What If You Developed a Way to Save Thousands of Lives—and No One Was Interested?" *Terp* Fall 2015.
4. Schön, Donald A. 1971. *Beyond the Stable State*. New York: Random House. Ch. 4, "Diffusion of Innovation."
5. GTM, Ch. 3 and Ch. 4.

Additional:

- Wejnert, Barbara. 2002. "Integrating Models of Diffusion of Innovations: A Conceptual Framework." *Annual Review of Sociology* 28 (1):297-326.

Thurs., Feb. 4 – Paper Topic Workshop

Week 6: Disruptive Innovations in the Capitalist Marketplace

Tues., Feb. 9

1. Schumpeter, Joseph A. 1942. *Capitalism, Socialism and Democracy*. New York: Harper Perennial Modern Thought. Ch. 7, Ch. 12, "Crumbling Walls."
2. Christensen, Clayton M. 1997. *The Innovator's Dilemma: When New Technologies Cause Great Firms To Fail*. Cambridge, Mass.: Harvard Business Press. "Introduction," Ch. 10, "Managing Disruptive Technological Change: A Case Study."
3. Friedland, Roger and Robert Alford. 1991. "Bringing Society Back In: Symbols, Practices, and Institutional Contradictions." In W. Powell and P. Dimaggio (eds), *The New Institutionalism in Organizational Analysis*, 1991, Chicago: University of Chicago Press.

Thurs., Feb. 11 - Guest: W. David Tarver, Founder and President of the Urban Entrepreneurship Initiative

- GTM, Ch. 5 and 6

Week 7 – Changing Institutions: Internal

Tues., Feb. 16

1. Case: AOC, Ch. 11, "Change on Steroids: Public Education in New Orleans"
2. Battilana, J., Leca, B., & Boxenbaum, E. 2009. "How Actors Change Institutions: Towards a Theory of Institutional Entrepreneurship." *The Academy of Management Annals*, 3(1), 65-107.
3. Argyris, Chris, and Donald Schön. 1996. *Organizational Learning II: Theory, Method, and Practice*. New York: Addison-Wesley. Ch. 5 "The Case of the CIO: Primary and Secondary Inhibitory Loops," and Part II Prologue, "Intervention Toward O-II Learning Systems."
4. DiMaggio, Paul J., and Walter W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review* (48)147-160.

Additional:

- Nonaka, Ikujiro. 1994. "A Dynamic Theory of Organizational Knowledge Creation." *Organization Science* 5 (1):14-37.

Thurs., Feb. 18 - Guest: TBA

- GTM, Ch. 7 and 8

Week 8 – Changing Institutions: External

Tues., Feb. 23

1. Case: AOC, Ch. 13, “The Cat out of the Bag: Institutional Reform in Denmark”
2. Ostrom, Elinor. 2005. *Understanding Institutional Diversity*. Princeton: Princeton University Press. Ch. 1, “Understanding the Diversity of Structured Human Interactions,” Chapter 8, “Using Rules as Tools to Cope with the Commons,” and Chapter 9, “Robust Resource Governance in Polycentric Institutions.”
3. Clemens, Elisabeth S., and James M. Cook. 1999. “Politics and Institutionalism: Explaining Durability and Change.” *Annual Review of Sociology* 25:441-466.
4. Kim, A.M. 2011. “Unimaginable Change.” *Journal of the American Planning Association* 77 (4):328-337.

Thurs., Feb. 25 – Book Reviews 1

Week 9 – Spring Break

Module 3

Week 10: Social Entrepreneurship 1 – Introduction

Tues., March 8

1. AOC, Ch. 7, “Relentless Incrementalism: Financial Literacy Training for Newcomers in Canada”
2. Dees, J. Gregory. 1998. The Meaning of “Social Entrepreneurship.” Kauffman Center for Entrepreneurial Leadership Whitepaper.
3. Horn, Denise M. *Democratic Governance and Social Entrepreneurship*. Introduction, Ch. 1, Ch. 5.
4. Alvord, Sarah H., L. David Brown, and Christine W. Letts. 2004. “Social Entrepreneurship and Societal Transformation: An Exploratory Study.” *The Journal of Applied Behavioral Science* 40 (3):260-282.
5. Harvey, David. 1989. “From Managerialism to Entrepreneurialism: The Transformation in Urban Governance in Late Capitalism.” *Geogr. Ann.* 71 B (1):3-17.

Thurs., March 10 – Book Reviews 2

Week 11: Social Entrepreneurship 2 - Critique

Tues., March 15

1. Newbert, Scott L. and Ronald Paul Hill. “Whose Change are We Talking About? When multiple parties and multiple agendas collide.” In P. Bloom and E. Skloot (eds), *Scaling Social Impact: New Thinking*, 2011, Palgrave Macmillan.
2. Sud, Mukesh, Craig V. VanSandt, and Amanda M. Baugous. 2009. “Social Entrepreneurship: The Role of Institutions.” *Journal of Business Ethics* 85 (1):201-216.
3. Dart, Raymond. 2004. “The Legitimacy of Social Enterprise.” *Nonprofit Management and Leadership* 14 (4):411-424.
4. Mintrom, Michael and Phillipa Norman. 2009. “Policy Entrepreneurship and Policy Change.” *The Policy Studies Journal* (37) 4.

Additional

- Nicholls, Alex. 2010. “The legitimacy of social entrepreneurship: reflexive isomorphism in a pre-paradigmatic field.” *Entrepreneurship Theory and Practice* 34 (4):611-633.

Thurs., March 17: Book Reviews 3

Week 12: Sustainability Transitions

Tues., March 22

1. AOC, Ch. 10, "The Sun Kings: The Emergence of Social Energy in Germany"
2. Geels, Frank W, and Johan Schot. 2007. "Typology of Sociotechnical Transition Pathways." *Research Policy* 36 (3):399-417.
3. Rotmans, Jan, René Kemp, and Marjolein van Asselt. 2001. "More Evolution than Revolution: Transition Management in Public Policy." *Foresight* 3 (1):15-31.
4. Shove, Elizabeth and Gordon Walker. 2007. Environment and Planning A. "CAUTION! Transitions Ahead: Politics, Practice, and Sustainable Transition Management"
5. Westley, Frances, et al. 2011. "Tipping Toward Sustainability: Emerging Pathways of Transformation." *AMBIO* 40 (7):762-780.

Additional

- Geels, Frank W. 2004. "From sectoral systems of innovation to socio-technical systems: Insights about dynamics and change from sociology and institutional theory." *Research Policy* 33 (6-7):897-920.
- Markard, Jochen, Rob Raven, and Bernhard Truffer. 2012. "Sustainability transitions: An emerging field of research and its prospects." *Research Policy* 41 (6):955-967.

Thurs., March 24 – Guest: Dr. Peter Pelzer, University Utrecht (Netherlands)

Week 13: Sociotechnical Practices

Tues., March 29: Civic Technology, Civic Crowdfunding and Crowdsourcing

1. Brabham, Daren C. 2009. "Crowdsourcing the Public Participation Process for Planning Projects." *Planning Theory* 8 (3):242-262.
2. Seltzer, Ethan, and Dillon Mahmoudi. 2012. "Citizen Participation, Open Innovation, and Crowdsourcing: Challenges and Opportunities for Planning." *Journal of Planning Literature*.
3. Scola, Nancy. 2013. "Beyond Code in the Tomorrow City." *Next City*.
4. Feuer, Alan. 2013. "The Mayor's Geek Squad." *The New York Times*.

Thurs., March 31 - Guest: Kentaro Toyama, Associate Professor of Information, UM School of Information

- Toyama, Kentaro. 2015. *Geek Heresy: Rescuing Social Change from the Cult of Technology*. PublicAffairs. (selections)

Week 14: Tactical Urbanism

Tues., April 5

1. Lydon, Mike, and Anthony Garcia. 2014. *Tactical Urbanism*. (selections)
2. Talen, Emily. 2015. "Do-it-Yourself Urbanism: A History." *Journal of Planning History* 14 (2):135-148.
3. Tardiveau, Armelle, and Daniel Mallo. 2014. "Unpacking and Challenging Habitus: An Approach to Temporary Urbanism as a Socially Engaged Practice." *Journal of Urban Design* 19 (4):456-472.
4. Mould, Oli. 2014. "Tactical Urbanism: The New Vernacular of the Creative City." *Geography Compass* 8 (8):529-539.

Thurs., April 7 - Guest: Ken Snyder, PlaceMatters

- *Readings on Canvas*

Week 15 – Towards Planning Practices: Insurgence, Transformation, or Collaboration?

Tues., April 12

1. Miraftab, Faranak. 2009. "Insurgent Planning: Situating Radical Planning in the Global South." *Planning Theory* (8)1: 32-50.
2. Healey, Patsy. 2007. "The New Institutionalism and the Transformative Goals of Planning." In Verma (ed),

Institutions and Planning, Amsterdam, The Netherlands: Elsevier.

3. Albrechts, Louis. 2010. "More of the same is not enough! How could strategic spatial planning be instrumental in dealing with the challenges ahead?" *Environment and Planning B* 37 (6):1115.
4. Castells, Manuel. 1992. "The world has changed: can planning change?" *Landscape and Urban Planning* 22 (1):73-78.

Additional Readings:

- Irazabal, Clara. 2009. "Realizing Planning' Emancipatory Promise: Learning from Regime Theory to Strengthen Communicative action." *Planning Theory* 8: 115.

Thurs., April 14: Taking Stock

Review Books

Students can choose any book from this list, or with the permission of the instructor review a book not listed here. Recommended books are marked with an asterisk.

Miscellaneous Social Change

- *Atkinson, Anthony B. 2015. *Inequality: What Can Be Done?* Harvard University Press.
- Goldsmith, Stephen. 2010. *The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good*. Jossey-Bass.
- * Heath, Chip, and Dan Heath. 2010. *Switch: How to Change Things When Change Is Hard*. Crown Business.
- Jabareen, Yosef. 2015. *The Risk City: Cities Countering Climate Change: Emerging Planning Theories and Practices around the World*. Springer.
- Pittelman, Karen. 2006. *Classified: How to Stop Hiding Your Privilege and Use It For Social Change!* Soft Skull Press.
- Gore, Dayo F., Jeanne Theoharis, and Komozi Woodard. 2009. *Want To Start A Revolution? : Radical Women In The Black Freedom Struggle*. New York: New York University Press.
- Hassan, Zaid. *The Social Labs Revolution: A New Approach To Solving Our Most Complex Challenges*. First edition. BK currents.
- Plastrik, Peter, Madeleine Taylor, John Cleveland. 2014. *Connecting to Change the World: Harnessing the Power of Networks for Social Impact*. 2nd Edition. Island Press.

Philanthropy

- Bishop, Matthew, and Michael Green. 2008. *Philanthro-Capitalism: How The Rich Can Save The World*. 1st U.S. ed. New York: Bloomsbury Press.
- Gerencser, Mark, Reginald Van Lee, Fernando Napolitano, Christopher Kelly, Walter Isaacson. *Megacommunities: How Leaders of Government, Business and Non-Profits can Tackle Today's Global Challenges Together*. Palgrave Macmillan.
- Incite! Women of Color Against Violence. 2007. *The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex*. Cambridge, Mass.: South End Press.

Social Entrepreneurship

- Bornstein, David. 2004. *How To Change The World: Social Entrepreneurs and the Power of New Ideas*. Oxford ; New York: Oxford University Press.
- Dees, J. Gregor, Jed Emerson, and Peter Economy. *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs*. Wiley.
- MacMillan, Ian C. and James D. Thompson. *The Social Entrepreneur's Playbook: Pressure Test, Plan, and Launch and Scale your Social Enterprise*. Expanded Edition. Wharton Digital Press.
- * Ries, Eric. 2011. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Business.
- Elkington, John, and Pamela Hartigan. 2008. *The Power Of Unreasonable People: How Social Entrepreneurs Create Markets That Change The World*. Boston, MA: Harvard Business School Press.

Leadership/Organizational Change

- Kotter, John P. 2012 [1996]. *Leading Change*. Boston: Harvard Business Review Press. (classic work on organizational leadership)
- Chrislip, David D. and Carl E. Larson. 1994. *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*. San Francisco: Jossey-Bass.
- Green, Alison, and Jerry Hauser. 2012. *Managing to Change The World: The Nonprofit Manager's Guide to Getting Results*. First edition. ed. San Francisco: Jossey-Bass.
- Davis, Gerald F. and Christopher J. White. 2015. *Changing your Company from the Inside Out: A Guide for Social Intrapreneurs*. Boston: Harvard Business Review Press. (UM faculty authors)
- Wheatley, Margaret J. 2006. *Leadership and the New Science: Discovering Order In A Chaotic World*. 3rd ed. San Francisco, CA: Berrett-Koehler.

Public Sector

- Barber, Michael. 2015. *How to Run a Government So that Citizens Benefit and Taxpayers Don't Go Crazy*. London: Penguin UK.
- * Moore, Mark H. 1995. *Creating Public Value: Strategic Management in Government*. Cambridge, Mass.: Harvard University Press. (classic work on public management)
- Briggs, Xavier De Souza. 2008. *Democracy as Problem Solving: Civic Capacity in Communities Across the Globe*. Cambridge, Mass.: MIT Press.
- Ayotte, Kelly et al. 2014. *Moneyball for Government*. Disruption Books.

Social Movements/Activism

- Reed, T. V. 2005. *The Art of Protest: Culture And Activism From The Civil Rights Movement To The Streets Of Seattle*. Minneapolis: University of Minnesota Press.
- * Boggs, Grace Lee and Scott Kurashige. 2012. *The Next American Revolution: Sustainable Activism for the Twenty-First Century*. Berkeley, Calif.: The University of California Press.
- * Medoff, Peter and Holly Sklar. 1994. *Streets of Hope: The Fall and Rise of an Urban Neighborhood*. Boston: South End Press.
- Earl, Jennifer and Katrina Kimport. 2011. *Digitally Enabled Social Change: Activism in the Internet Age*. Cambridge, Mass.: MIT Press.
- Castells, Manuel. 2012. *Networks for Outrage and Hope: Social Movements in the Internet Age*. Cambridge: polity.
- Gerbaudo, Paolo. 2012. *Tweets and the Streets: Social Media And Contemporary Activism*. New York: Pluto Press.

Design

- Brown, Tim. 2009. *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. New York: HarperBusiness.
- Lockwood, Thomas. 2010. *Design Thinking: Integrating Innovation, Customer Experience and Brand Value*. New York, NY: Allworth Press.
- Martin, Roger L. 2009. *The Design of Business: Why Design Thinking is the Next Competitive Advantage*. Boston, Mass.: Harvard Business Press.