Kroc Institute for Peace and Justice
Blueprint 2017-2020

MISSION STATEMENT
Together with peacemakers, we develop powerful new approaches to end cycles of violence, while advancing that learning locally and globally.
When philanthropist Joan B. Kroc provided the means to start the Institute for Peace and Justice (Kroc IPJ) in 2000, she established a vision of active peacebuilding that continues to drive everything we do. In order to continue to fulfill her vision, in October 2016, the Kroc IPJ embarked on a reflection process focused on fundamental strategic questions: Who are we? What do we do? How do we create impact? How can we have more impact in the next three years? The result is the Kroc IPJ Blueprint 2017-2020. The Blueprint describes how we will carry Mrs. Kroc’s legacy forward and represents our ambition - to transform the Kroc IPJ into a field-leading organization where engaged, applied learning fosters powerful new approaches to end cycles of violence and build peace.

WHO WE ARE

We are peacebuilders within a world-class university. Our goal is to put the conditions in place within societies to end cycles of violence.

As courageous doers and peacebuilders we live and breathe the culture of changemaking at the University of San Diego (USD). Everything we do is designed to foster the learning that helps policymakers, students, faculty, practitioners, and PeaceMakers of all kinds, do just this.

We are part of the USD Kroc School of Peace Studies, a global hub for peacebuilding and social innovation. As a part of the Kroc School, we strive to go beyond what is possible and to act upon it by connecting dots that are not always obvious to others. We are original thinkers, moral imagineers, and social innovators who are defining a better world for us all. We are changemakers.

At Kroc IPJ, we are the bridge between learning and practice within the School, driving forward its mission to create engaged, applied learning for positive social impact.

We are also fundamentally inspired by the strategic plan of USD. Our work helps drive forward the university’s goals to create engaged scholarship, to practice changemaking, and to create an anchor institution within San Diego.
OUR VALUES

Everything we do at the Kroc IPJ is shaped by our core values. These values guide both the work we do and how we work with each other and our partners.

WE PROMISE TO

Be Bold: Ending cycles of violence requires bold action and the willingness to take risks.

Commit to Excellence: To have the maximum impact with our always limited resources, we must hold each other accountable for building and maintaining a culture of excellence.

Embrace Collaboration: Since we cannot fulfill our mission alone, we are open, we share everything we do, and we constantly work to strengthen our partnerships and build a community of those energized to work to end violence and build peace.

Have Fun: The work we do is serious, but we know to do it well, and to do it passionately, we must make space for laughter and for fun.

Keep Learning: To continuously improve as an organization, we must continually learn, and apply that learning. Learning is a part of everything we do.

ABOUT THE BLUEPRINT

The Blueprint is the Kroc IPJ’s North Star. While no document can answer all questions, the Blueprint is what we come back to in order to find our bearings and set our course. It provides answers to the big strategic questions, describes our strategic and operational goals, and provides benchmarks for how we track our progress. Most of all, it is a set of commitments we have made to build Kroc IPJ into a world-class organization that is creating a new level of impact.

The Kroc IPJ Blueprint is the result of a six-month co-creation process. It involved asking ourselves hard questions, analyzing our past and thinking hard about the future, conducting research, and engaging with a large group of internal and external stakeholders, staff and faculty from the Kroc School, funders, community members, peacebuilding practitioners, and students.

The process has been a time of quiet reflection and energizing dialogue in search of what’s needed now in peacebuilding, and also what’s next.

The Blueprint is also profoundly shaped by the overarching university strategic plan USD: Envisioning 2024, the Kroc School’s strategic priorities, and the work of the other Kroc School institutes and centers. It is also deeply influenced by key recent developments within the peacebuilding field, such as UN Strategic Development Goal 16, and the current political and social moment within the United States.

Now that we have the Blueprint, we have a deep commitment to be intentional in all that we do. Simply put, we hold ourselves accountable to the Blueprint, and to fulfilling the ambitious mission and goals it describes.
**OUR THEORY OF CHANGE**

All the work of the Kroc IPJ is informed by our theory of change regarding how cycles of violence can be ended and how peaceful societies can be built. This theory of change is rooted in the recent evolution of the peacebuilding field, particularly the focus on fragility and resilience exemplified in the New Deal for Peacebuilding and Statebuilding and Strategic Development Goal 16.

We believe that connected and inclusive communities are peaceful communities, where conflict can be resolved without resorting to violence. These connected communities have strong horizontal relationships and dense social networks that allow for shared, inclusive problem-solving among groups when disagreements arise. Peaceful communities also have strong vertical connections to political institutions. Individuals and communities cannot solve problems alone. They also need inclusive institutions capable of resolving conflicts nonviolently for the society as a whole. The result is a virtuous cycle in which a healthy state-society relationship allows for effective resolution of conflicts, which in turn, creates more trust and a stronger state-society relationship, and so on.

**THEORY OF CHANGE IN ACTION**

**SOCIAL COHESION**

*IF* a society has strong social cohesion that creates dense social networks among key groups within the society...

**INCLUSIVE INSTITUTIONS**

AND that social cohesion is leveraged by peacemakers within the society to create more inclusive institutions and to improve the relationship between the state and its citizens...

**END CYCLES OF VIOLENCE**

*THEN* the society will be more able to manage its conflicts nonviolently and more able to create the conditions necessary to end cycles of violence.
HOW WE CREATE IMPACT

Peacebuilding requires learning. As outlined in our theory of change, peacebuilding is fundamentally about shifting complex social systems away from a state where violence is the norm, and toward a state where conflict can be managed nonviolently. Working on complex social systems means there are no set recipes for success. Instead, this work requires approaches that begin with deep expertise and the best knowledge available, and then combines that knowledge with continuous learning and adaptation. It requires approaches that create feedback loops that constantly inform how we work. Ideally, the very distinction between practice and learning dissolves.

The Kroc IPJ is uniquely positioned to create an ecosystem for cutting-edge, applied learning for peacebuilding. We are able to combine the power of the endowment that Mrs. Kroc left to us, with deep expertise in peacebuilding, with strong relationships to local and global communities of PeaceMakers, with all the resources of a leading university.

This allows us to foster learning that:

» Is deeply grounded in, and informed by, the lived reality of PeaceMakers who are working in their own communities to end cycles of violence;

» Is made rigorous by our place within a university ecosystem; and

» Has immediate practical applications for those working to end cycles of violence.

This is the core of Kroc IPJ’s mission:

TO CO-CREATE LEARNING THAT IS RIGOROUS AND PRACTICAL.
**STRATEGIC GOALS: ACHIEVING OUR MISSION**

The Blueprint commits Kroc IPJ to building an ecosystem of applied peace learning that includes the Kroc IPJ itself, PeaceMakers, policymakers, practitioners, faculty, and students. We do this by driving forward on three strategic goals.

**STRATEGIC GOAL #1**

**PEACEMAKERS**

Powerful Communities, More Effective Peacemakers.

A PeaceMaker is a powerful, innovative leader working in their own community to end violence and build peace. PeaceMakers can be young, old, a man, a woman, can be formally recognized as a leader or have no formal authority. They can emerge from anywhere in society—government, the private sector, civil society, or none of these. What they all have in common is that they have stepped up to engage on difficult issues in their communities in order to create real, positive change.

Over the last 15 years, the Kroc IPJ has created a powerful community of Women PeaceMakers. In the next three years, We will expand our Women PeaceMakers initiative, including integrating the global Women Waging Peace Network into the program. We will also develop additional programs for Youth PeaceMakers, San Diego PeaceMakers, and country-based cohorts of PeaceMakers. Within those communities we will foster the learning, create the relationships, and generate the resources necessary to allow PeaceMakers everywhere to have more impact.

**STRATEGIC GOAL #2**

**PEACEHUB**

A Cutting-Edge Learning Hub.

The Kroc IPJ will build a PeaceHub. The PeaceHub will be a collaborative learning platform, both a physical place and a virtual space, where diverse problem-solvers come together to co-create innovative approaches to ending cycles of violence. Building the PeaceHub requires developing the requisite staff capacity and expertise; creating an online collaborative platform; and articulating an initial set of approaches and models to be used that will guide PeaceHub programming.

The PeaceHub will host three types of initiatives:

- **Network-based**: These are efforts to infuse learning into Kroc IPJ’s existing networks, such as the global Women PeaceMakers network. These efforts are ongoing, not time-bound and may involve all of a network, or smaller learning clusters within a network.

- **Problem-based**: These focused efforts advance progress on a particular peacebuilding problem. They involve smaller learning communities that come together for a set time period to work on a specific problem, for instance, how to improve youth-police relations in San Diego.

- **Instruction-based**: These are education and training programs focused on a particular peacebuilding issue. Programs include training workshops, summer institutes, online courses, certificate programs, and instructional programs in other formats.

Within the PeaceHub we embrace a philosophy of iterative learning and flexibility in the deployment of our methodologies. As a result, these approaches overlap and support each other. A learning cluster within a network may focus for a short period of time on a specific problem. Or, graduates from a summer institute may form a new network that continues to interact and learn within the PeaceHub.
As a university-based institute, the goal of the Kroc IPJ is to fully leverage all the resources of the university environment, while at the same time contributing to the success of the Kroc School and USD. We have redoubled those efforts. Specifically, we are committed to:

- Creating opportunities for faculty to experiment with new ideas and undertake different kinds of research. This includes opportunities to participate with the work and networks of the Kroc IPJ through participating in PeaceHub learning communities, opportunities to share their work and engage with different kinds of audiences, and longer-term opportunities to be a research partner on Kroc IPJ projects. All of these ongoing opportunities are a platform for faculty to engage in the kind of engaged scholarship that Vision 2024 empowers.

- Creating more and more powerful opportunities that accelerate the learning of existing students, while exciting potential new students. Through participation in the PeaceHub and engagement with our networks of PeaceMakers, students will not only learn about peacebuilding, they will learn to be changemakers.

- Fully integrating with USD changemaker institutions. As an Ashoka U Changemaker campus, USD already has strong resources devoted to providing opportunities for students to practice changemaking. Through joint programming and other efforts, Kroc IPJ will deepen and institutionalize its collaboration with other changemaker entities at USD.

All these efforts are designed to support the Kroc School and USD while driving forward the mission of the Kroc IPJ.
OPERATIONAL GOALS:
BUILDING A HIGH-PERFORMING ORGANIZATION

To achieve our strategic goals, the Kroc IPJ must transform the way it operates. Our goal is to build a fit-for-purpose, high-performing organization with a true culture of excellence. Over the next three years, we will focus in particular on two inter-related operational goals.

OPERATIONAL GOAL #1
IMPROVE FUNDRAISING

To achieve the ambitious goals laid out in the Blueprint, the Kroc IPJ needs to increase its resource base. While the Institute is privileged to have an endowment that provides core funding for its work, to operate at the scale required to achieve our goals, we need to raise additional resources through grants, contracts, fee-for-service arrangements and donations by individuals.

As part of the implementation of the Blueprint, Kroc IPJ is working on creating a fundraising strategy to achieve the following outcomes:

- Sustainable increase in funding over the three years of the Blueprint. This will lead in the final year of the Blueprint to a fundraising total from all sources of $1 million.
- A diverse portfolio of funding sources such as grants, contracts, individual donors, fee-for-service arrangements, etc.
- A commitment to pursuing fundraising approaches that are philosophically aligned with Kroc IPJ’s mission and our values, ensuring programming drives fundraising, not vice-versa.

OPERATIONAL GOAL #2
IMPROVE COMMUNICATIONS AND OUTREACH

A new communications and outreach plan is necessary to achieve both our programmatic and our fundraising goals. Our aim is not simply to disseminate more information, but to develop strategies to effectively engage and interact with our audiences. The launching of Peace exChange, a new lecture and event series, is an example of this. Peace exChange will include a diverse range of events in various formats and in moving away from delivering content to a passive audience will seek to engage attendees as participants.

As part of the implementation of the Blueprint, Kroc IPJ will produce a communications and outreach strategy. The primary target audiences will be the San Diego community and those within the peacebuilding field. Our desired outcomes:

- More people know what the Kroc IPJ is and what it does.
- More people have a powerful emotional connection with the Kroc IPJ and wish to engage with the Institute and its various activities.
- More people believe the Institute is creating strong, positive impact.

Simply put, to be a field-leading organization, more people must know who we are, what we do, and the impact we are having.
HOW WE WILL MEASURE PROGRESS

In order to measure progress toward the goals within the Blueprint, the Kroc IPJ plans to regularly track progress against the following Benchmarks, learn from the results of that tracking, and adjust strategies as needed.

<table>
<thead>
<tr>
<th>GOALS</th>
<th>BENCHMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PeaceMakers</td>
<td>We become known as the &quot;go-to&quot; place for programming focused on supporting, learning from, and building communities of, individual peacebuilders. We have clear evidence that Kroc IPJ's programs are improving the effectiveness of our PeaceMakers.</td>
</tr>
<tr>
<td>PeaceHub</td>
<td>We have built a cutting-edge applied learning hub with a full portfolio of programs and have created strong demand for the Hub's services. We can point to tangible innovations that have emerged from the PeaceHub that are being applied by others in the field, and that are improving peacebuilding practice.</td>
</tr>
<tr>
<td>Strengthening Campus Connections</td>
<td>We are creating powerful synergies with the Kroc School and USD, and have a rich portfolio of ongoing opportunities for faculty and students to engage with the work of the Institute.</td>
</tr>
<tr>
<td>Fundraising</td>
<td>We are implementing a sustainable fundraising strategy that allows us to stays true to our mission. In the third year of the implementation of the Blueprint, we raise $1 million from all sources.</td>
</tr>
<tr>
<td>Communications and Outreach</td>
<td>More people in the San Diego community and the peacebuilding field:</td>
</tr>
<tr>
<td></td>
<td>» Know what the Kroc IPJ is and what it does;</td>
</tr>
<tr>
<td></td>
<td>» Want to engage with the Kroc IPJ;</td>
</tr>
<tr>
<td></td>
<td>» Believe the Kroc IPJ is creating strong, positive impact.</td>
</tr>
</tbody>
</table>
CONCLUSION

As we live into the Kroc IPJ Blueprint, we place a bet on our theory of change, holding firm to our belief that engaged, applied learning must be at the core of the peacebuilding field. We commit to creating real impact through developing and sharing rigorous, practical learning with those working to build peace around the world and in San Diego. We commit to being the hub for a global community working together to build peace with justice.

We commit to being a learning organization ourselves, constantly iterating and adapting to ensure we are maximizing our effectiveness. And above all, we commit to honoring Mrs. Kroc’s gift and her vision by playing our role in building a world with less violence and more peace.

For more information or to speak with us about becoming an ally in our peacebuilding journey please reach out to:

ANDREW BLUM
Executive Director
Joan B. Kroc Institute for Peace and Justice
Kroc School at University of San Diego

andrewblum@sandiego.edu
619.260.7567
www.sandiego.edu/peace