



# CREATING AN IMPACT

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Annual Report 2008



the Centre  
for Social  
Impact

# OUR INVESTORS

The Centre for Social Impact (CSI) was established in 2008 with funding from the Commonwealth Government. The endowment of \$12.5 million from the Commonwealth Government was to be matched by non-government funding before the end of 2012.

Thanks to the generosity of our philanthropic and corporate supporters the amount of matching funding received by the Centre already exceeds the \$12.5 million required by the Commonwealth Government.

The CSI acknowledges with gratitude the following donors for their strategic investment in creating social impact in Australia.

<b>Macquarie Group Foundation</b>	\$2 million
<b>Robin Crawford</b>	\$1 million
<b>Gonski Foundation</b>	\$1 million
<b>Warwick Negus</b>	\$1 million
<b>Petre Foundation</b>	\$1 million
<b>AMP</b>	\$1 million
<b>National Australia Bank</b>	\$1 million
<b>PricewaterhouseCoopers</b>	\$1 million
<b>Melbourne Business School (for Chair at MBS)</b>	
Helen McPherson Smith Trust	\$1.5 million
MBS contribution	\$1.5 million
<b>Swinburne Centre for Philanthropy and Social Investment</b>	
Yugilbar Foundation	\$20,000
Myer Foundation	\$50,000
Pratt Foundation	\$35,000
Lord Mayor's Foundation (Eldon and Anne Foote Trust)	\$50,000
Vice-Chancellor's Strategic Initiative Funding	\$130,000
<b>In-kind contributions</b>	
Bain & Company, for business support	\$160,000
University of New South Wales for office fit-out	\$367,500
University of Melbourne, for staff secondment	\$132,500
<b>TOTAL</b>	<b>\$12,945,000</b>

**Thank you.** We could not have done it without you.



(Above, photos L-R) 1. Picture taken during CSI staff member; Phuong Ngyuen's volunteering experience in the Philippines.  
2. Former Governor-General Major General Michael Jeffery at the CSI Official launch.

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# 1.



(Above L-R) Prof Alec Cameron, Prof Peter Shergold, Major General Michael Jeffery, Mrs Marlena Jeffery, Prof John Seybolt and Prof David Hayward.

## OUR FOUNDING PARTNERS

A highlight of 2008 is the energy that CSI's founding partners have brought to establishing the Centre as a national institution. We thank the Vice-Chancellors, the Deans of the business schools and the academics for their strong cooperation and engagement throughout the year.

CSI is a ground-breaking partnership between the University of New South Wales (UNSW), the University of Melbourne and Swinburne University of Technology. Together, these institutions are fostering a collaborative effort in the common and critical cause of building a more socially responsible business community and civil society in Australia.

Within this partnership, the Centre brings together the established excellence and depth of talent of the Australian School of Business, Melbourne Business School, and Swinburne's Faculty of Business and Enterprise.

The Vice-Chancellors of each of the university partners sit on the CSI Board. The Deans and other members of the business schools meet monthly in a Partnership Group to ensure the Centre is run collaboratively and within the framework set by the Board. In 2008 the Partnership Group jointly focused on the design and delivery of the Graduate Certificate in Social Impact, the development of executive courses, and facilitating discussion of emerging issues at a wide variety of events and forums.

To finalise the details of the Graduate Certificate, the Deans appointed a 'Program Development Group,' made up of the staff from each of the partner business schools who will teach Certificate courses. These academics worked effectively together to reach outcomes that will lead to accreditation of the postgraduate program at each university.

Cross-university collaboration is not easy. It requires the unwavering commitment of each party. Our founding partners have provided that. They will be crucial in taking CSI forward and, in particular, overseeing the further expansion of this unique national institution.





(Above) Picture taken during CSI staff member Phuong Nguyen's volunteering experience in the Philippines.

## 2.

## WHO WE ARE

The Centre for Social Impact (CSI) has a profoundly important mission: to educate tomorrow's social entrepreneurs and strengthen today's social enterprises. We are committed to socially responsible business management. Through our teaching, research and public engagement we seek to position Australia as a world leader in building community capacity and generating social innovation.

Our activities will bring together the country's not-for-profit, philanthropic, business and government sectors in a collaborative effort to help build effective, high performing and sustainable social ventures. At the same time, we encourage and support businesses to turn good intentions into best practice through their social investment.

CSI's outstanding business teaching and tailored research draws on the depth of talent in our three founding partners – the University of New South Wales, the University of Melbourne and Swinburne University of Technology.

Our programs enhance the professional capacity of the women and men who seek to create cultural, social and environmental value. Some work in not-for-profit institutions, social enterprises, private companies, philanthropic foundations or government agencies. Others contribute as employees, volunteers, Board members, donors or investors.

The Centre's ambition is to increase our national capacity for social innovation. By working with the community and developing strong partnerships with our stakeholders across all sectors, we strive to direct the academic excellence of our teaching and research to social benefit and public good.

We bring a sense of urgency to the task of building a civil society that is open, inclusive and sustainable. We are driven by our core values of collaboration and transparency through accountability and organisational flexibility. We seek to respond to the rapidly evolving needs of the third sector and the challenges of corporate responsibility and sustainability.

We care about what we do. We are determined not only to study social impact but to make a worthwhile contribution to its achievement.

*"[We] recognise and affirm the importance of the third sector in Australia in achieving a fairer Australia and a strong democracy. We believe it is the key to our social inclusion agenda."*

**Senator the Hon Ursula Stephens**, Parliamentary Secretary for Social Inclusion and the Voluntary Sector.

*"It ... increasingly matters that government finds ways of providing more active support for civil society ... ensuring that NGOs have the skills they need to provide services or to grow,"*

**Geoff Mulgan**, Director of the Young Foundation.

# 3.



## FROM THE CHAIR OF THE BOARD

(Left) Prof Fred Hilmer.

UNSW is proud to host the headquarters of the CSI at the Australian School of Business. I am immensely pleased that the three founding partner universities have achieved so much by establishing a truly national institution committed to socially responsible business management.

The Centre is a rare form of cross-university collaboration. In its first year of operation our partners have shown a commendable willingness to overcome the challenges to success by creating an innovative new organisation. My thanks go to the University of Melbourne and Swinburne University of Technology for their engagement and energy in setting up this enterprise.

I am delighted by the firm financial base established by the Commonwealth Government endowment and the generous donations from individual philanthropists and corporate partners. UNSW is happy to be able to report to the Government that we have already met the terms of the endowment by matching it with philanthropic funds. We have delivered three years ahead of schedule.

As a result the Centre now has the means to carry out an impressive range of activities which together deliver on its purpose of supporting and strengthening the Australian social enterprises of today and educating and inspiring the social entrepreneurs of tomorrow.

**Professor Fred Hilmer AO**  
**Vice-Chancellor and President**  
**The University of New South Wales**

## FROM THE CEO

I am delighted to present this first annual report of the Centre for Social Impact. I am immodestly proud that there is already such a fulsome tale to tell.

These few pages record ample evidence of the manner in which CSI is setting new standards in Australia for the presentation of socially responsible business management. As the global financial crisis challenges the bases of corporate social responsibility, and as the repercussions of worldwide economic recession threaten the funding of nonprofit organisations while increasing demand for their services, CSI's goals have taken on a deeper community resonance. We are a timely organisation.

There is a second profound message that brings coherence to the multifarious diversity of activities that have engaged us this year. It is that CSI must never limit its ambitions to academic excellence alone. We exist not just to teach and research social impact but to contribute to its delivery.

CSI looks outwards in pursuit of social purpose and public good. It seeks to be a player. Through its events and programs it builds the capacity and influence of Australia's 'third sector'. We do so through partnership, collaboration and facilitation.

I do not want to suggest that progress has been easy. We have been able to do so much only because of the goodwill and enthusiasm of our investors and supporters. Our Advisory Councils, and those who have participated in our activities, have kept us honest to mission. In pursuing our goals we've undoubtedly made some mistakes but I don't think we've let opportunities pass us by.

To my Board, and to those who work with me at CSI, a heartfelt thank you. With your continued commitment we will achieve even more in the year ahead.

**Peter Shergold AC**  
**Macquarie Group Foundation Professor**  
**the Centre for Social Impact**



(Above L-R) Dr Geoff Mulgan, Prof Peter Shergold, the Hon Julia Gillard MP and Tom Bentley at CSI's first event.

## MAKING AN IMPACT

### Bringing people and ideas together

In its first year of operation CSI wasted little time bringing together committed individuals across not-for-profit, philanthropic, corporate and government sectors. True to the Centre's mission – to support and strengthen the social enterprises of today, and educate and inspire the social entrepreneurs of tomorrow – the 2008 event schedule proved a vital platform to generate and share ideas. Here is a snapshot of some of the year's highlights.

### Consultation

CSI organised a series of five focus groups in Melbourne, Sydney and Canberra in April 2008. The purpose of the meetings, facilitated on a pro-bono basis by Bain and Company, was to provide a forum for the not-for-profit and corporate sectors to provide input into CSI's business plan. In a real sense the Centre's commitment to partnership and openness was put to the test right from the beginning.

The issues that dominated focus groups varied. Given the calibre, diversity and experience of those attending, there were inevitably disagreements and differences of perspective. Nevertheless, a number of key messages were shared to varying degrees by most participants including: the importance of the Centre in enhancing the capacity of the third sector, the need for practical and timely research, the importance both of local linkages and global engagement and the opportunity for the Centre to facilitate robust discussion of public policy.

### Our first event: Visit by the Deputy Prime Minister

Deputy Prime Minister Julia Gillard called for more ambitious partnerships to generate social innovation when she spoke to an audience of 500 at CSI's first event at UNSW in February.

Ms Gillard outlined the Federal Government's commitment to a social inclusion agenda and to reshaping the health, education and community sectors through collaborative national reform.

A number of leading social innovation thinkers and practitioners attended. Dr Geoff Mulgan, previously head of strategic policy in the UK and now the director of the Young Foundation in London, was among the speakers. Cisco, which has a strong commitment to supporting social innovations, was CSI's partner in organising the event.

## Official launch by the Governor-General

A historic day for the Centre, July 28, marked CSI's official launch. It was an honour to have the Governor-General, Major General Michael Jeffery AC, CVO, MC (Retd), officiate at the proceedings. To underscore the significance of the occasion His Excellency used three of the biggest news stories of the day – climate change, rising fuel prices and the speed of China's development – to illustrate the need for the Centre.

"We need social intervention born of the interplay between social policy and not-for-profit advocacy," said Major General Jeffrey.

Peter Shergold echoed the Governor-General's sentiments, vowing CSI would become "something of which Australia can be proud". David Gonski, Chancellor of UNSW and a key figure behind the establishment of the Centre, agreed, "the not-for-profit sector in Australia is important, large and diverse. It needs and deserves a national world-class centre to provide it and its participants with teaching, research and assistance in policy formation. The Centre has been established to fulfil that need. I have no doubt it will achieve and surpass the expectations of it from both within the sector and outside."

## Building Our Future

As part of CSI's commitment to fostering and supporting new leaders in the third sector, the Centre hosted a dinner and discussion forum for emerging chief executives in November.

Chief executives from 17 organisations attended, including leaders of the Inspire Foundation, YWCA, CanTeen and Get Up!

There was significant dialogue over the best way to overcome obstacles to social enterprise success and how achievement in the third sector can't be measured by the same yardsticks used in corporate and government sectors.

The dinner was just the start of an ongoing conversation. CSI is continuing to offer support and encouragement to this group to develop their ideas. The emerging leaders are the future of social innovation in Australia.

## Social Innovation Summit

In September the Macquarie Group Foundation hosted the third annual gathering of business, government and not-for-profit leaders to discuss social innovation. CSI partnered with Social Ventures Australia and Mission Australia to support the Summit. Overseas guests included Lord Andrew Mawson OBE, one of Britain's most dynamic and influential social entrepreneurs.

Participants shared a view that the traditional structures and processes do not facilitate social innovation. Among the recommendations was the establishment of a Board for the Social Economy which would broker financial support for a range of social innovation funds. The broad-ranging discussions supported the view of the Chairman of Macquarie Group Ltd, David Clarke AO, that "the solution to some of our most pressing social challenges does not sit solely with government or with the not-for-profit sector ... (but in) constructive engagement from the business and philanthropic world."

## The Qantas Foundation Lecture on Social Impact

In October, CSI partnered with The Qantas Foundation to host a thought-provoking event, the inaugural Lecture on Social Impact. It was presented by the internationally renowned Lord Michael Hastings, CBE.

Currently KPMG's Director for Corporate Citizenship, Lord Hastings has a long running passion for criminal justice solutions. He was the first head of Corporate Social Responsibility at the BBC; a director of British Telecom and a trustee of the Vodafone Group Foundation. Lord Hastings has gained recognition from UNICEF for his work with African children. It was hardly surprising that the event drew a large crowd of not-for-profit and corporate leaders and senior Qantas executives. True to form, Lord Hastings delivered an engaging and at times controversial speech on how, in this "millennium period" of entrepreneurialism, optimism and great wealth, we have got the solutions to child welfare "so profoundly wrong".

He appealed to business to integrate social initiatives as a strategic part of day-to-day operations.

"Business needs strong and stable societies to prosper and should embrace social impact as central to their business, not an adjunct," he emphasised.

## Outreach

During 2008 CSI launched a range of executive courses to meet the needs of corporate, government and not-for-profit leaders. The courses were designed to provide participants with a mix of practical and theoretical knowledge across a variety of key areas including measuring return on social investment, building collaborative leadership and making corporate social responsibility strategic. The Centre's teaching staff worked alongside high-profile chief executives and board members to combine on-the-job experience with academic theory. Our goal is to enable participants to apply learning to professional situations.





*"I found the Measuring the return on social investment course content very worthwhile and have gained some further insights into this very important area."*

Jillian Segal, Director of NAB and ASX.

*"The Making CSR Strategic course was extremely valuable. The presenters were of a very high standard – informative, engaging and clearly at the forefront of CSR research and commentary. CSR and sustainable development is top of mind for many companies including ours and it is encouraging to know there is now a centre driving discussion and providing leadership in this area."*

Nishara Miles, Sponsorship Manager, Accor Hospitality.

*"I attended the Making CSR Strategic course. I found the course content, supporting material and facilitation by Andrew and Nada Kakabadse to be of an excellent standard."*

Shannon Anderson, General Manager Fundraising & Marketing, Lifeline Australia.

## Exercising leadership in a shared power world

Professor Paul 't Hart is a professor at ANU and the Utrecht School of Governance. He has trained senior public servants in Australia and across the world. His workshop, *Exercising leadership in a shared power world*, was one of the most talked-about courses of the year.

The course focussed on a key objective of the Centre – to bring the public, private and third sectors closer together to create a space where real social innovation can occur. Through role-play, debate and analysis of research and real-life scenarios, Professor 't Hart's teaching promoted inter-sector understanding and decision-making by uncovering leadership principles that build collaboration, engagement and trust.

"People who work in government ... and people who work in civil society, particularly in the not-for-profit sector, live in different worlds and have different leadership challenges that they face," says Professor 't Hart. "The idea is to get a mixture of participants together, particularly people from the public service and the non-profit sector and let them exercise empathy with one other."

A highlight of the course was the opportunity for those attending to present a case study to a cross-sector panel of Cheryl Kernot, Peter Shergold and Claire Vickery, CEO of the Butterfly Foundation.

## Compacts between government and not-for-profit organisations

The topical issue of compacts was the focus of John Casey's executive course, *Preparing a compact: experience from around the world*. This workshop in August explored existing arrangements around Australia and in Canada and the UK. The group discussed in some depth what elements might be important in the consultations being undertaken by the Australian Government.

John Casey was appointed Associate Professor in the School of Public Affairs at Baruch College of the City University of New York in 2008. From 1999 to 2007, he was a senior lecturer in management, leadership and governance at the Australian Graduate School of Policing, Charles Sturt University. The course was enhanced by the contributions from key public servant representatives from Centrelink and the Departments of Human Services of Victoria, South Australia and New South Wales.

## Measuring the return on social investment

The challenging area of measuring social value and public good was addressed in the course, *Measuring the return on social investment*. Professor Göran Roos, who presented this course, is an Honorary Professor at Warwick Business School in the UK, Visiting Professor of Innovation Management and Business Model Innovation at VTT Technical Research Centre of Finland, Visiting Professor of Intangible Asset Management and Performance Measurement at the Centre for Business Performance at Cranfield University and Visiting Faculty at Helsinki School of Economics Executive Education at both Helsinki and Singapore. Assisted by Stuart Carr, Göran took participants through an exploration of value – what it is, how it can be measured, how the value measurement approach can be applied, and how the return on investment works in non-financial outcomes.

This course proved both topical and thought provoking and was enhanced by the fact that the theory has been applied to the operations of the Smith Family and the Australian Red Cross.

Half-day courses in both Sydney and Melbourne were filled with participants from the senior management of the not-for-profit, government and corporate sectors. They were given an introduction to the tools and techniques for measuring return and effectiveness of investment in social value activities.

(Opposite page, photos L-R) 1. CSI's official launch by the Governor-General. 2. Major General Michael Jeffery at the official opening of CSI. 3. CSI Associate Professor Gianni Zappalà at the CSI launch. 4. Lord Michael Hastings delivering the Qantas Foundation Lecture on Social Impact. 5. At the one day CSI course, Maximising Your Social Impact, held in conjunction with the Ronald McDonald House Charities. (This page, photos L-R) 1 & 2. Pictures taken during CSI staff member, Phuong Nguyen's volunteering experience in the Philippines. 3. Social enterprise salon participants, pictured with host Cheryl Kernot.



## University teaching

### The Graduate Certificate in Social Impact

The Centre and its founding partner universities have been busy developing a Graduate Certificate in Social Impact. Based on a distributed learning model, the Graduate Certificate will be offered by each partner university and has been carefully designed by an academic team from across the institutions.

The Certificate will consist of four courses: Social Impact: Entrepreneurs and Social Innovation (foundation course); Corporate Responsibility and Accountability; Leadership for Social Impact; and an Introduction to Philanthropy, Fundraising and Social Enterprise. Graduate Certificate students will complete at least three of these courses and their fourth can be selected from other electives available at the student's home university. The individual courses will also be available separately as electives to MBA and MCom students. The Graduate Certificate will carry the CSI name and will be consistent across all partner universities.

The delivery of the individual courses in 2009, and the opportunity to study for the Graduate Certificate in 2010, will represent a significant contribution to socially responsible business management in Australia.

## Scholarships

### Innovate China

CSI sponsored four AGSM MBA students to travel to Shanghai to participate in the Innovate China competition run by the China Europe International Business School. They were the only Australian team to take part.

Bowie Cheng, Regan Crooks, Nicola Doss and Donald Johnston competed against students from business schools around the world. The team qualified as one of the top groups from round one and finished with a high commendation for their report on how sustainable social enterprises could benefit the Chinese urban poor.

Participating student Regan Crooks says the opportunity to take part in Innovate China was not only an extraordinary networking opportunity but opened her eyes to the social issues that China is facing.

"It is one thing to read about some of these challenges, but quite another to meet the president of a Chinese company who is addressing the problem of the poor in China," Regan says. "I realised the value of bringing teams in from around the world to

focus on this single issue, since each of our diverse and creative approaches could make a contribution to finding solutions."

## India internships

In September, CSI entered into partnership with two innovative not-for-profit organisations, the Chain Reaction Foundation and Jobs Australia. Together, we co-sponsored two interns Claire Hammerton, a solicitor at Deacons law firm, and Alicia Mollaun, an Executive Officer in the Office of the Deputy Prime Minister, to travel to India to take up a two-month internship with the Indian development organisation Participatory Research in Asia (PRIA).

Claire Hammerton is no stranger to human rights issues. A long-standing interest in social justice, along with extensive volunteer experience at organisations such as the NSW Young Lawyers' Human Rights Committee, the Homeless Person's Legal Service and Oxfam, exposed the Sydney-based solicitor to a range of social justice problems. But nothing could prepare her for a posting in Jaipur in the state of Rajasthan.

"The poverty I encountered in India was more prolific and confronting than I have ever seen," Claire says. As part of the PRIA internship, Claire travelled to remote communities including Jodhpur and Govindgarh to experience different development issues. Although each field trip provided unique insight into the numerous challenges faced, Jodhpur and her exposure to the atrocities against women and dalits, or so-called "untouchables," had a lasting impression. While researching for her dissertation on the discrimination suffered by these women, Claire returned to Jodhpur for a second visit and was involved in a murder investigation of a dalit woman who was found dead in a remote village days before her arrival.

"Although these few days investigating the death were shocking and quite draining, the experience was highly worthwhile and taught me more about Indian society ... than any textbook or expert could have possibly taught me," Claire says.

## Collaborative research

Within a year of launch CSI is already working with corporate, not-for-profit, philanthropic and government partners on three major research projects. In each instance, in accord with the Centre's fundamental values, the research is being undertaken in partnership with social enterprises, corporates and governments. Our goal is to produce research of quality that can have a social impact.



## Payroll Giving

The Payroll Giving Research Project was jointly commissioned by CSI, PricewaterhouseCoopers and three workplace-giving, not-for-profit providers – the Australian Charities Fund, United Way and the Charities Aid Foundation.

Payroll giving enables employees to donate to charity through payroll deductions and is a relatively new concept in Australia. The project aims to understand its drivers and barriers and to provide statistical data on key success factors and the current state of play for payroll giving programs across the Australian corporate sector: why do many employers not participate and why, among many of those that do, is take-up still too low? The answers to these questions will inform new initiatives.

## Common Cause

The Common Cause project is a collaboration of CSI with two not-for-profit organisations, United Way and the Sydney Community Foundation. It is funded and supported by the New South Wales Government through the New South Wales Community Relations Commission. The aim is to help create a more inclusive community and address issues of social disadvantage by making an improved information framework freely available to all interested parties who seek to respond to the current and emerging social needs of Greater Sydney. The report will map the needs of individuals, social groups and the community. The research will allow better planning and resourcing of community initiatives and services on the basis of evidence.

## Arts Plus

CSI has partnered with Arts Queensland, a Queensland government body, to research one of the central themes to emerge from the Creative Australia Stream at the 2020 Summit: how funding best be provided to support greater innovation, resilience and diversity in the Australian arts. The research will scan the arts funding system in Australia to find out how the needs of individual artists can be met in more productive and effective ways.

To oversee the research and ensure its relevance to the arts community, a steering committee has been formed which includes Robyn Archer and Frank Moorhouse.

## International links

CSI's work is gaining attention within the academic community not only in Australia but across the world, drawing a range of highly skilled, like-minded people from a variety of backgrounds to participate in numerous Centre events.

## The UN Global Compact

CSI is proud to be a member of the academic network of the United Nations Global Compact, the world's largest corporate citizenship initiative. It strongly supports the Principles for Responsible Management Education (PRME) initiative, which provides an engagement framework specifically for academic institutions to advance corporate social responsibility through the incorporation of universal values into curricula and research.

## Business for Social Responsibility

CSI is a member of Business for Social Responsibility (BSR), an international leader in corporate responsibility. BSR works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. With six offices in Asia, Europe, and North America, BSR leverages its expertise in environment, human rights, economic development, and transparency and accountability to guide global companies toward creating a just and sustainable world.

## The International Society for Third-Sector Research

CSI has also joined the International Society for Third-Sector Research (ISTR), a major global association promoting research and education in the fields of philanthropy, civil society and the nonprofit sector. ISTR reflects the growing worldwide interest in third sector research and provides a permanent forum for international research, while at the same time building a global scholarly community in this field.

## Woodrow McCutchen: Building scale in the non-profit sector

In September CSI, in partnership with The Macquarie Group Foundation, hosted an insightful discussion by Woodrow (Woody) McCutchen, Portfolio Manager of The Edna McConnell Clark Foundation in New York.

McCutchen detailed an innovative grant-making experiment being undertaken at the Foundation. Under the scheme, the Foundation selected three top-performing American not-for-profit organisations and helped them to build long-term, sustainable business plans as well as assisting them to secure approval for grants totalling more than \$US100 million.

“What we hope to see in five years is that we have helped these three organisations leverage \$US700 million in public funding, serve 65,000 more young people and reach a point where all of the co-investors will be able to exit responsibly,” McCutchen said.

*(Opposite page, photos L-R)* 1. Picture taken during CSI staff member, Phuong Nguyen's volunteering experience in the Philippines. 2. Prof John Casey, Senator the Hon Ursula Stephens and Debbie Haski-Leventhal at a consultation on the proposed National Compact hosted by CSI. 3. Picture taken by PRIA Scholarship recipient Alicia Mollaun during her time in India. 4. Scholarship recipients competing in the Innovate China competition at the China Europe International Business School. *(This page, photos L-R)* 1. Pictures taken during PRIA Scholarship recipient, Claire Hammerton's time in India. 2. Prof Peter Shergold with NAB Deputy CEO Michael Ullmer and Senior Fellow at The Center for Social Innovation at Stanford Graduate Business School, Peter Hero at the launch of the NAB Social Innovation Research Program.



## **Charles Leadbeater: Radical solutions needed**

In September at the Melbourne Business School, CSI, in partnership with Cisco, hosted Charles Leadbeater. Leadbeater, based in the UK, is a renowned expert on social entrepreneurship and one of the top management thinkers in the world. He reflected on the need to find radical new solutions to the “intractable and complex” problems faced by public services and on how to move beyond the “industrial public sector.” Leadbeater talked of a future in which individual citizens are empowered to direct the delivery of the government service they require.

Leadbeater revealed a swathe of new approaches to public innovation. He claimed real social change would only be possible if all elements of society were able to think together in a collaborative fashion.

“The root of social innovation is to think more *with* people, not *for* them ... the underlying principle is to envisage the idea of social innovation as much more of a mutual collaboration which engages the ideas of people across society and does not just rely on innovation coming from one place,” he argued.

## **Martha McCoy and Patrick Scully: Communities are key**

The role local communities play in creating strong national democracies is too often forgotten. CSI, in collaboration with the not-for-profit organisation Adult Learning Australia, hosted a seminar on the subject at the Australian National University in Canberra in November. US experts Martha McCoy and Dr Patrick Scully led discussions.

The pair, executive and deputy director respectively of Connecticut-based Everyday Democracy, are pioneers in deliberative democracy and community problem solving. The success of Everyday Democracy owes much to the leadership of McCoy and Scully. They have built the organisation from a small start-up to one of the leading authorities in its field, working on President Clinton’s Initiative on Race. The group’s work on study circles is recognised as one of the best practices in race dialogue.

The duo discussed the importance of communities developing the capacity to initiate and drive public dialogue and using problem-solving to create a strong national democracy in which the abuse of power is minimised. Participants from the ACT public service were particularly engaged with the implications for delivering government in Canberra and a lively discussion ensued.

## **Geoff Mulgan: Getting the right relationship between government and civil society**

In September 2008, CSI hosted a Canberra workshop, facilitated by Geoff Mulgan, which brought together senior government, not-for-profit and corporate leaders to discuss the relationship between government and civil society. Mulgan mused on the complex relationship between governments and civil society. He considered how to open up public services and the potential danger of scale. He looked at more flexible and responsive approaches to working with local community organisations as a means of promoting social innovation.

Between 1997 and 2004, Mulgan had various roles in the UK government including director of the Government’s Strategy Unit and head of policy in the Prime Minister’s office. Prior to this, he was the founder and director of the think-tank Demos. He is a visiting professor at LSE, UCL and the University of Melbourne and a visiting fellow at the Australia and New Zealand School of Government. CSI hopes he will present many more seminars for us in the future.

*(This page, photos L-R) 1. Picture taken by PRIA Scholarship recipient, Alicia Mollaun during her time in India.  
2. CSI course, Maximising your Social Impact, held in conjunction with Ronald McDonald House Charities.  
3. The Qantas Foundation lecture on Social Impact.*



# OUR PEOPLE

## Peter Shergold

Peter Shergold has an ambitious schedule for CSI. Within three years the Centre's Macquarie Group Foundation Professor wants CSI established as a national institution that is part of an international network promoting social enterprise and social innovation and recognised as a leader in socially responsible business management.

"My own view is that we are presently on a timetable that will allow us to achieve that," Peter says optimistically.

After an esteemed academic and government career which culminated in holding the highest public service position in the country – that of Secretary of the Department of the Prime Minister and Cabinet – Peter took up the challenge of establishing CSI because it provided a chance to promote greater acknowledgement of the importance of the third sector.

"On many occasions over the last 20 years I had the opportunity to work with community-based organisations. I thought that there was too little understanding of the significant managerial and leadership challenges they face and too little appreciation of the value of their role," he says.

Peter spent much of last year on the road talking at conferences, attending forums and listening to the views of those who want to contribute to CSI.

"I think the strong visibility of the Centre is reflected both in the goodwill within the sector and the extent to which we were able to secure the strong corporate support necessary to put us on a sound financial footing," he says.

Peter Shergold has a first-class Honours BA from Hull, an MA from Illinois and a PhD from the London School of Economics. Twice Fulbright scholar, he has been elected a Fellow of the Academy of Social Sciences Australia and he was made a Companion in the Order of Australia for public service in 2007.

Peter also chairs the not-for-profit Australian Rural Leadership Foundation, serves on the Board of the National Indigenous Development Centre and heads the Ethics Committee of the Fundraising Institute of Australia.



(Above) Peter Shergold

5.

## Catherine Armitage

Catherine works part-time with the Centre as a writer-researcher. She has a distinguished career in print media as a journalist and commentator on business, education and social issues, a foreign correspondent in China and most recently, as Higher Education Editor of *The Australian* newspaper. She has a BCom from UNSW.

## Danielle Begg

Danielle works as the Centre's Projects Manager. With a Bachelor of Psychological Science (Honours) from the University of Queensland, Danielle joined the Department of the Prime Minister and Cabinet graduate program in 2006. She was the Young Queenslander of the Year in 2002 for her work establishing the youth advocacy group Australian Teens Advocating Change and a recipient of the Centenary Medal of Federation for her contributions to social justice.

## Jan Cochrane-Harry

Jan is Director of Strategic Marketing and Partnerships, and Director of the Asia Pacific Centre for Leadership for Social Impact at Melbourne Business School, where she has worked since 2005. Jan's prior experience has included ten years in government (Housing, Community Services and Tourism), ten years in the community sector, and ten years in the private sector (the final five as Head of Philanthropic Foundations at Perpetual). Jan chairs the Margaret Lawrence Bequest and is a director of the Melbourne Lord Mayor's Charitable Foundation. She has an MBA from the University of Melbourne.

## Debbie Haski-Leventhal

When it comes to volunteers, researcher Debbie Haski-Leventhal is an expert. When Debbie was completing her doctoral dissertation, she focused on organisational socialisation of volunteers and has since published widely on different aspects of volunteerism.

Debbie has joined CSI as a post-doctoral NAB Research Fellow. She gained her MA and PhD in the management of non-profit organisations from the Hebrew University in Jerusalem. Her post-doctoral year was spent at Penn University in Philadelphia. She has twice gained the Emerging Scholar Award from the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), and was appointed a member of the committee on the Israeli President's Volunteer Award in 2008. Debbie was part of the establishing committee of third sector scholars in Israel. Today she serves on the Research Advisory Group for Volunteering Australia.

## Meiko Georgouras

Meiko is a UNSW student who works part-time as an administration assistant. Meiko is currently studying a Bachelor of Design, and has developed a strong interest in the role of design in society, and the designer as a social entrepreneur.

## Cheryl Kernot

Exposing potential future leaders to different ways of working is what drives Cheryl Kernot in her role as CSI's Director of Teaching and Learning.

"The most important thing for me is that the third sector has an opportunity alongside the public and the private sectors to contribute equally in Australia's national conversation," Cheryl says. "I'd really like to see the students that we come into contact with making a real contribution to this national conversation about social innovation, driving new policy solutions for Australians." Cheryl says some of the students will be from business, some of them will work in government and some the third sector.

As well as co-ordinating the introduction of the new Graduate Certificate in Social Impact, Cheryl spends much of her time speaking on the changing landscape for the third sector and the place of social enterprise, social innovation and social impact. "One of the highlights has been the goodwill of the sector towards receiving points of view from someone like me about how they might embrace the good aspects of what is happening overseas," she says.

Cheryl enjoyed a distinguished political career as Leader of the Australian Democrats from 1993-1997 and a Labor Shadow Minister from 1998-2001. She has spent the last five years working in the UK as a Program Director at the Skoll Centre for Social Entrepreneurs at the Saïd Business School at Oxford University and as the Director of Learning at the School for Social Entrepreneurs in London.

Cheryl serves on the board of Foresters Community Finance, which is pioneering social investment in social enterprises. She is also on the founding committee of a UK charity providing shelter and education for street children in Kampala, Uganda.

## Esther Lefas

Esther works within CSI as the Events Manager. She gained her BA in Business and Events management from the London Metropolitan University. Esther has a background in events management and administration supporting the Cyprus Studies Centre at LMU, which aimed to promote general, tourist, political, cultural as well as academic issues. Esther also has experience in the travel and tourism industry as well as teaching ESL for business purposes.



## Michael Liffman

If Michael Liffman has his way, there will be a new kind of manager overseeing social investments. “Essentially there’s a huge imbalance between what’s available for people who are concerned with the financial outcomes as distinct from the social outcomes,” Michael says.

As the Director of Swinburne University’s Asia-Pacific Centre for Philanthropy and Social Investment, Michael oversees an institution that has become a leader in postgraduate education for potential and current venture philanthropists. Along with the Melbourne Business School, Michael provides an active Victorian presence for CSI.

“Virtually all of our students are mature age and so they are either coming from a background in which they are already working in managing some sort of grant making institution, working in a corporate area, involved in wealth management or wealth advice or they are themselves private donors or philanthropists or benefactors. In each case they are wanting to make their work as professional and informed as possible,” Michael says.

Michael has enjoyed watching three distinct organisations with different but complementary areas of interest coming together to create CSI, which is “well integrated and has real reach, impact and collegiality”. “We see ourselves significantly increasing our research role over the next year, as well as delivering the joint Graduate Certificate in Social Impact,” he says.

Michael has a strong background in philanthropy, social policy, research and community work. He was Chief Executive of one of Australia’s leading private foundations, The Myer Foundation, and President of the Australian Association of Philanthropy. Michael has a PhD from the University of Melbourne, MSc (Social Admin) from the London School of Economics and a BA (Hons) from the University of Melbourne.

## Lisa Lusthaus

Lisa is the Centre’s Secretariat Officer. She has completed a Bachelor of Science, Applied Psychology (Honours) from UNSW. She began her career as a research psychologist at The Royal Alexandra Hospital for Children, working in the Child Safety Centre on child accident prevention. She also worked with the Helping Hand Child Safety health program and has published articles on child safety. She founded MicroPress, a news bulletin specifically written for children to encourage them to read about current affairs.

## Mark Lyons

Mark Lyons is looking forward to establishing CSI as a major international player in research into the interaction between the third sector and business sector. Mark pioneered the study of nonprofit organisations and philanthropy in Australia. Since he joined the Centre last year as Director of Research, he has developed a research strategy, worked on research projects initiated by CSI partners, and engaged staff at the Centre’s three partner universities in the Centre’s research program.

“The CSI’s mission places it at the juncture of two important movements: the movement of business toward corporate social responsibility and the movement within the third sector toward business for ideas, models and resources,” Mark says. “The two movements bring parts of the two sectors into interactions that are filled with innovatory potential. The impact of the present economic crisis on this potential is unclear.”

Mark was on the staff of the University of Technology, Sydney (UTS) for thirty years, retiring in 2004 as Professor of Social Economy. While there, he was foundation director of the Centre for Australian Community Organisations and Management (CACOM). After retiring from UTS he was appointed Adjunct Professor in the Business Faculty and remains an active researcher. He has a first class Honours degree from the UNSW and a PhD from the Australian National University.

Mark has also been a member of several government committees and a director of many non-profit organisations. He is also a former executive director of the Australian Council of Social Service.

## Penny Mack

Penny Mack is the part-time Accountant for the Centre. She holds a Bachelor of Business (Accounting) from Curtin University of Technology and a Postgraduate Diploma in IT for Business from the City Polytechnic of Hong Kong. Penny is a member of CPA Australia. She has a wealth of prior experience at UNSW, including as Senior Management Accountant in Accounting Services and as Finance Manager at the Australian School of Business.

*(Opposite page, photos L-R) Catherine Armitage, Danielle Begg, Jan Cochrane-Harry, Debbie Haski-Leventhal, Meiko Georgouras, Cheryl Kernot, Esther Lefas.*

*(This page, photos L-R) Michael Liffman, Lisa Lusthaus, Mark Lyons, Penny Mack.*



## Anne Measday

As the Centre's General Manager, Anne Measday is inspired by the efforts and energy of the people and institutions who contribute in the third sector, drive innovation and make a difference.

Anne has helped get CSI off to a racing start and establish it as a serious and substantial academic centre. That has been made possible by the committed CSI team, the Board, the Deans of the business schools, and the Centre's donors and supporters who have provided their encouragement, views and enthusiasm.

Anne says the next twelve months will be focussed on building an even stronger university partnership and introducing wider affiliations. "We'll be working with our donors to deliver on their vision for the Centre," Anne says. "That will include seeing the first postgraduate students enrol in CSI courses, devising more ways to involve students in the Centre's activities and working with international scholars and teachers visiting CSI."

Anne is looking forward to seeing CSI's initiatives make a real social impact by improving the lives of people and communities. This year she will oversee a wide range of events and executive courses reaching an increasingly large number of people.

Anne was previously General Manager at the Australia and New Zealand School of Government. Prior to that she was Director of the MBA (Executive) Program at the Australian Graduate School of Management and Manager of the Centre for Continuing Legal Education at UNSW. Anne has an LLM from Harvard University, an LLB from the University of Adelaide and a MLMEd from the University of Newcastle.

## Barbara Merz

Barbara Merz believes CSI has been established at the perfect time. "My highlight so far has been to participate in the dynamic process and ongoing dialogue about what CSI can be," she says. "Together we are embarking on a journey to embolden the social impact agenda for Australia."

As the editor of *Knowledge Connect*, CSI's quarterly review of social impact ideas, Barbara has her finger on the pulse. "*Knowledge Connect* aims to be Australia's go-to site for the latest thinking on achieving social impact," she says. "It seeks to stimulate dialogue and debate within the Australian social sector – encompassing readers from public, private and community organisations."

Barbara holds a JD (Juris Doctor) from Stanford Law School. She is a Fulbright scholar, an MA in Political Science from Victoria University, and earned her BA from Princeton University. Barbara worked as a

business analyst at McKinsey & Company and in law firms, before joining the William and Flora Hewlett Foundation as a Fellow.

She was the director of the Philanthropy Program at Harvard's Global Equity Initiative and is now an independent consultant in the not-for-profit sector in Sydney.

## Phuong Nguyen

Phuong is a student at UNSW who works part-time as an administrative assistant. She is studying for the Bachelor of Social Work and is currently on placement at The City of Sydney Council. She has worked at the World Vision NSW Parramatta office and as a volunteer for the Australian League of Immigration Volunteers. Phuong received a Decoration for Service to the Community in 2005 from the Order of Australia Association.

## Chris Norgrove

Chris is the Executive Assistant to the CEO. She brings extensive experience from the corporate sector, previously working as an Executive Assistant with KBR, Sydney IVF Limited, HRM Consulting Pty Ltd and Brisbane City Travelodge. Chris has also completed an advanced Certificate in Travel and is a qualified International Travel Consultant.

## Gianni Zappalà

While doing research for CSI, Associate Professor Gianni Zappalà has been busy developing and teaching CSI's new Corporate Responsibility and Accountability graduate course, along with a range of executive education programs.

This year Gianni will welcome his first Corporate Responsibility students and will pilot a two-day executive workshop on spirituality, leadership and organisations. In the longer term he aims to have business and social science students from across the three universities study with CSI. "I hope that I can introduce further courses into what may become a Graduate Diploma or Masters in Social Impact," Gianni says.

Gianni works part time with CSI. He is also Consultant Executive Officer for the Westpac Foundation. Prior to joining CSI, Gianni held teaching and research appointments at the Universities of Sydney, Cambridge, Wollongong and the Australian National University, and was research manager for The Smith Family. Gianni has a first class Honours degree in Economics and Industrial Relations from the University of Sydney, a Masters (with Distinction) in Political Science from the University of London and a Doctorate from the Faculty of Economics and Politics at the University of Cambridge.



(This page, photos L-R) Anne Measday, Phuong Nguyen, Chris Norgrove, Gianni Zappalà.





(Top row, photos L-R) Professor Fred Hilmer AO (Chair), Geoff Allen AM, Sally Capp, David Clarke AO, Robin Crawford.  
(Bottom row, photos L-R) Professor Glyn Davis AC, David Gonski AC, Greg Hutchinson, Fergus Ryan, Professor Ian Young.

## OUR BOARD

The CSI Governing Board comprises the CEO, the Vice-Chancellors of the partner universities and senior representatives of the not-for-profit and corporate sectors.

The role of the Board is to set strategic direction, approve major decisions on academic and executive programs, research and financial commitments, and plan for the succession of the executive team. The members of the CSI Board in 2008 were:

**Professor Fred Hilmer AO (Chair)**

Vice-Chancellor and President  
The University of New South Wales

**Geoff Allen AM**

Director and Founder  
The Allen Consulting Group

**Sally Capp**

Chief Executive Officer  
Committee for Melbourne

**David Clarke AO**

Chairman  
Macquarie Group Ltd

**Robin Crawford**

Director  
Macquarie Capital Alliance Management Ltd

**Professor Glyn Davis AC**

Vice-Chancellor  
The University of Melbourne

**David Gonski AC**

Chairman Investec Bank (Australia) Ltd  
Chairman Coca-Cola Amatil (Australia) Pty Ltd  
Chancellor, UNSW

**Greg Hutchinson**

Senior Advisor  
Bain & Company

**Fergus Ryan**

Director  
Commonwealth Bank of Australia

**Professor Peter Shergold AC**

The Macquarie Group Foundation Professor

**Professor Ian Young**

Vice-Chancellor  
Swinburne University of Technology

# 7.



(Above L-R) AMP Chairman Peter Mason with Macquarie Group Foundation Head Julie White and Doug Jukes at the CSI official opening.

## OUR ADVISORY COUNCILS

The Centre has established Advisory Councils in Melbourne and Sydney. They comprise senior representatives from the not-for-profit, philanthropic, corporate and government sectors. The Councils provide advice to Professor Shergold on teaching and research priorities, stakeholder relationships and public policy issues on which the Centre should facilitate discussion.

The Councils will also help the Centre to identify opportunities for experiential learning for its students. Chaired by one of their membership, the Councils meet three times a year. The CEO, Board members and senior staff of the Centre attend on an ex-officio basis and CSI provides a Secretariat.

The views of the Council members have been important during the year in guiding the direction of the teaching and research programs. The provocation topic, which focuses on key policy issues for the Centre, is proving to be a highlight of Council meetings, stimulating vigorous debate. The Councils are also important in setting priorities for the Centre.

### In memoriam

The Centre acknowledges the contribution to the establishment of CSI made by Mr Doug Jukes, who died suddenly on 3 January, 2009.

Doug was a founding member of the Sydney Advisory Council and an influential and committed contributor to its meetings. Following a distinguished career with KPMG he became Chairman of the Qantas Foundation and worked closely with CSI to instigate the annual Qantas Foundation Social Impact Lecture. He was passionately involved with a number of community organisations including the KPMG Charitable Foundation, the Starlight Foundation, the Create Foundation, The Australian Business Arts Foundation and the Australian Business Community Network.

CSI's deepest condolences on Doug's passing have been conveyed to his wife Kerry, and his family. We will miss his encouragement and support.



(Above) Doug Jukes.

## Melbourne members

Chair: **Geoff Allen AM**, Director and Founder, The Allen Consulting Group

**Gina Anderson**, CEO, Philanthropy Australia

**Yehudi Blacher**, Secretary, Victorian Department of Planning and Community Development

**Sally Capp**, CEO, Committee for Melbourne

**Jo Cavanagh**, CEO, Family Life

**Robyn Charwood**, Consultant, Philanthropy Partners ANZ Trustees Ltd

**Patricia Cross**, Director, Qantas, National Australia Bank, and Wesfarmers Ltd

**John Dahlsen**, Former ANZ board, Director Nonprofit Australia

**Sarah Davies**, CEO, Melbourne Community Foundation

**Glyn Davis AC**, Vice-Chancellor, University of Melbourne

**John WH Denton**, Partner and CEO, Corrs Chambers Westgarth

**Julie Edwards**, CEO, Jesuit Social Services

**Michael Henry**, Chair, Oxfam Australia

**Janet Hirst**, CEO, The Ian Potter Foundation

**Rebecca James**, CEO, Research Australia

**Graeme John AO**, Managing Director, Australia Post

**Graham Kraehe AO**, Chair, Bluescope Steel; Chair, Brambles Ltd; Director, Reserve Bank of Australia; Director, Djerriwarrh Investments Ltd

**Paul Linossier**, CEO, MacKillop Family Services

**Sam Lipski AM**, CEO, Pratt Foundation

**Eve Mahlab AO**, Founder Mahlab Group, former Westpac Director, Convenor Australian Women Donors Network

**Gerard Menses**, CEO, Vision Australia

**Naomi Milgrom**, Executive Chair and CEO, Sussan Group

**Tony Peake**, Managing Partner Melbourne, PricewaterhouseCoopers

**Cary Pedicini**, CEO, Volunteering Australia

**Matt Rockman**, Co-Founder and Executive Director, SEEK

**Sue Renkin**, CEO, Open Family Australia

**Fergus Ryan**, Director, The Commonwealth Bank of Australia

**Kate Spargo**, Director, Pacific Hydro Ltd, Investec Bank

**Robert Tickner**, CEO, Australian Red Cross

**David Thompson AM**, CEO, Jobs Australia

**Christopher Thorn**, Executive Director, Philanthropic Services, Goldman Sachs JBWere

**Natalie Toohey**, Communications consultant and Board member, Australian Wine & Brandy Corporation

**Michael Ullmer**, Deputy Group CEO, National Australia Bank

**Ian Young**, Vice-Chancellor, Swinburne University of Technology

## Sydney members

Chair: **David Gonski AC**, Chancellor, UNSW

**John Azarias**, Partner, Deloitte Touche Tohmatsu

**David Baffsky AO**, Honorary Chairman, ACCOR

**Mark Bagshaw**, Managing Director, Innov8 Consulting Group

**Tony Berg AM**, Director, Gresham Partners

**Catherine Brenner**, Director, Coca-Cola Amatil

**Mary Jo Capps**, CEO, Musica Viva Australia

**David Clarke AO**, Chairman, Macquarie Group Ltd

**John H C Colvin**, Managing Director, Australian Institute of Company Directors

**Robin Crawford**, Director, Macquarie Capital Alliance Group

**Ian Darling**, Chairman, The Caledonia Foundation; Chair Sydney Theatre Company

**Jon Dobell**, Partner, Ernst & Young

**Tracey Fellows**, Managing Director, Microsoft Australia

**Patrick Forth**, Managing Partner, Boston Consulting Group

**Toby Hall**, CEO, Mission Australia

**Jack Heath**, Founder and Executive Director, Inspire Foundation

**Elaine Henry OAM**, CEO, The Smith Family; Chair, Nonprofit Australia Ltd

**Fred Hilmer AO**, Vice-Chancellor and President, UNSW

**Narelle Hooper**, Editor, The Australian Financial Review, BOSS Magazine

**Peter Hunt**, Executive Chairman, Caliburn

**Greg Hutchinson**, Senior Advisor, Bain & Company

**Mark Johnson**, CEO, PricewaterhouseCoopers

**Sue Lennox**, CEO and Co-Founder, OzGreen

**Danny Lester**, Head of Placement, Australian Employment Covenant

**Sam Meers**, Executive Director, Nelson Meers Foundation

**Rick Millen**, Australian and Global Corporate Responsibility Partner, PricewaterhouseCoopers

**Allan Moss AO**, Principal, Allan Moss Investments

**Pip Murphy**, Joint CEO, Australian Charities Fund

**Sue Murray**, CEO, National Breast Cancer Foundation

**Warwick Negus**, former CEO, Colonial First Global Asset Management

**Dawn O'Neil AM**, CEO, Lifeline Australia

**Andrew Penfold**, CEO, Australian Indigenous Education Foundation and Director of the ANZ Stadium Club

**Daniel Petre**, Trustee, Petre Foundation; Executive Chairman, Netus

**John Picot**, CEO, St Vincent de Paul Society NSW

**Maxine Rich**, Executive, Investec

**Jillian Segal AM**, Director, National Australia Bank and ASX

**Doug Snedden**, Director, Accenture Foundation

**Richard Spencer**, CEO, Benevolent Society

**Fred Street**, Patron of the Arts

**Doug Taylor**, CEO, United Way

**Michael Traill**, CEO, Social Ventures Australia (SVA)

**Jayne Meyer Tucker**, Chief Executive Officer, Good Beginnings Australia

**Sue-Anne Wallace**, Managing Director, Global Philanthropic

**Dick Warburton AO**, Chairman, Board of Taxation

**Joanna White**, Group General Manager Strategic Support, National Australia Bank

**Julie White**, Head, Macquarie Group Foundation

# 8.



(Above) Picture taken during CSI staff member, Phuong Nguyen's volunteering experience in the Philippines.

## OUR BUSINESS PLAN

### **Purpose**

To support and strengthen the social enterprises of today, and to educate and inspire the social entrepreneurs of tomorrow.

### **Ambition**

To help build an Australia renowned for its professionalism and competence in delivering community benefit and its capacity to generate social innovation.

### **Values**

To direct the academic excellence of our teaching and research to social benefit and public good, informed by community engagement and stakeholder collaboration.

**Academic Excellence**   **Collaboration**   **Transparency**   **Flexibility**   **Urgency**



# 9.

(Above L-R) Peter Shergold with Hugh Jackman and Global Communities Partner at PricewaterhouseCoopers, Rick Millen.

## GOALS, MEASURES AND METRICS

Goal	Measure	Metric
1. International Recognition	1.1 Ranking against business schools in terms of commitment to socially responsible management and education	Ranking
	1.2. Relationships with institutions and groups	Number
2. Social Impact	2.1. People attending academic and executive programs	Number
	2.2. Participant assessment of programs and willingness to recommend CSI to others	Net Quality Score
3. Practical Research	3.1 Research projects underway and case studies developed	Number
	3.2 Ability to attract research funding	Dollar Value
4. Communication	4.1 Newsletter distribution, website access, periodic publications and responses	Number
5. Collaboration	5.1 Annual impact survey of stakeholders	Survey Outcomes
6. Sustainability	6.1 Retention of intellectual expertise	Retention Rate
	6.2 Ability to attract funding to match the Commonwealth Government endowment	Dollar Value
	6.3 Interest on capital endowment	Proportion of Core Costs Covered by Interest
	6.4 Net program contribution (after allocated development costs)	Net Revenue

# GOAL 1: INTERNATIONAL RECOGNITION

## Goal

To gain international recognition for responsible and ethical management education by being the centre of excellence in Australia in the area of philanthropic enterprise, not-for-profit business, corporate social responsibility and the social economy.

### Measure 1.1 – Rankings against business schools in terms of commitment to socially responsible management and education

CSI took part in The Aspen Institute's 2009–10 Beyond Grey Pinstripes survey. This biennial survey and alternative ranking of business schools is designed to highlight innovative full-time MBA programs integrating social and environmental stewardship into their curricula and research. The Beyond Grey Pinstripes report is read by potential students and employers around the world. CSI will not yet be formally ranked as it was not delivering the Graduate Certificate and MBA programs by the survey's 2008 closing date. However, the Centre anticipates the Aspen Institute will acknowledge our innovative Graduate Certificate in Social Impact.

CSI took steps to gain recognition from other accrediting bodies, including The European Academy for Business in Society (EABIS), Business for Social Responsibility (BSR) and the International Society for Third Sector Research (ISTR).

#### Metric: Ranking

No ranking is available at this stage of the Centre's activities.

### Measure 1.2 – Relationships with institutions and groups

As a member of the academic network of the world's largest corporate citizenship initiative, the United Nations Global Compact, CSI actively supports the Principles for Responsible Management Education (PRME) initiative. This provides academic institutions with an engagement framework to advance corporate social responsibility by incorporating universal values into their curricula and research.

CSI hosted a number of short visits by international academics and management experts in third sector issues. These visitors, from the United States, the United Kingdom and elsewhere in Europe, designed and conducted executive courses, facilitated workshops and dinner discussions, presented talks and engaged with students. They introduced Australian audiences to developments and ideas from around the world and allowed our visitors to become informed about what is happening in Australia.

International visitors who contributed to CSI courses and events in 2008 were:

*John Casey*, Associate Professor in not-for-profit management at the School of Public Affairs, at Baruch College of the City University of New York

*Lord Michael Hastings*, International Director for Corporate Citizenship at KPMG

*Andrew Kakabadse*, Professor of International Management Development at the Cranfield School of Management in the United Kingdom

*Nada Kakabadse*, Professor in the Business School at the University of Northampton

*Charles Leadbeater*, a senior advisor to government and business in the UK who writes regularly for the Financial Times

*Martha McCoy* and *Patrick Scully* from the US, who together lead the community based organisation Everyday Democracy

*Woodrow McCutchen*, Portfolio Manager at the Edna McConnell Clark Foundation in New York

*Geoff Mulgan*, Director of the Young Foundation in the UK

*Göran Roos*, Visiting Professor at Cranfield University's Centre for Business Performance in the UK and the Helsinki School of Economics' Centre for Executive Education in Finland

*Steven Rathgeb Smith*, Professor of Public Affairs at the University of Washington.

Meanwhile, Macquarie Group Foundation Professor Peter Shergold has become a Senior Visiting Fellow at the Singapore Civil Service College. During his visits he will lecture on the increasingly complex relationship between governments, community organisations and individual citizens.

#### Metric: Number

Eleven distinguished international visitors contributed to CSI courses and events.

# GOAL 2: SOCIAL IMPACT

## Goal

To have a beneficial social impact through the influence of its opportunities for learning and dialogue.

### Measure 2.1 – People attending academic and executive programs

#### Scholarships

CSI has provided a number of scholarships to enable young people to expand their horizons and their learning.

The Centre sponsored four AGSM MBA students to travel to Shanghai for the Innovate China Competition at the China Europe International Business School. MBA students from business schools around the world took part in this year's Corporate Social Responsibility challenge. Team CSI was the only Australian team to compete in the Grand Challenge in Shanghai. The team presented a very well-received proposition on defining a foundation that would make a sustainable difference to China. The team were highly commended by the international panel of experts. On the team's return, the team presented to a well-attended meeting of the AGSM's Corporate Social Responsibility club.

Two scholarships were awarded to attend the Society of Participatory Research in Asia's International Internship Program in India. PRIA is an international centre for learning and promotion of democratic governance. The recipients were Alicia Mollaun, an Executive Officer in the Office of the Deputy Prime Minister, and Claire Hammerton, a solicitor at Deacons law firm. The women reported back enthusiastically about their experiences. They will speak at several CSI events and their reports are published on CSI's website. The eight-week PRIA program brings together people interested in development from across the world to share and study participatory approaches to community development and governance. The scholarships included the fees for the PRIA program, return airfares and additional funds for other travel expenses.

#### Postgraduate program

One of CSI's key goals is to support university students' own initiatives. One way we achieved this in 2008 was by supporting the Corporate Social Responsibility Club in the AGSM MBA program. Peter Shergold hosted a forum with Michael Traill (Social Ventures Australia) and Jennifer Dobbin (Nonprofit Australia), where they shared their views at a meeting of the club. CSI staff also attended other functions and provided support to individual members.

A major part of the CSI's mission is to drive socially responsible business management. A new Graduate Certificate in Social Impact will be available at each of the partner universities from 2010. Design has commenced on four new postgraduate courses that will comprise this program on a distributed learning model. These courses will be available as part of the Graduate Certificate or as electives for the MBA, MCom and other degrees at each partner university. To gain the Graduate Certificate, students will need to complete the Foundation course and three other courses, of which two must be the new courses. Their fourth subject can be an existing elective from the home university.

The structure of the four courses has been agreed and will be finalised by an academic working group. The course development work has involved reaching an overall framework that ensures coherence and consistency across the courses and an integrated assessment regime. The courses are:

##### Social Impact: Entrepreneurs and Innovations (foundation course)

Examines the accelerating economic relationship between government, business and the third sector to deliver social and environmental value in communities. This course will look at how this drives social innovation.

##### Corporate Responsibility and Accountability

Covers the historical evolution and development of the concept of corporate social responsibility / corporate citizenship and why it is now a key part of managing a business enterprise. This course will explore what acting responsibly means for corporations in terms of the market, community, environment, workplace and government.

##### Leadership for Social Impact

Designed to provide students with an introduction to the challenges and opportunities of leading a social enterprise including new forms of organisation, changing business practices and a shift in philanthropic practices. This course will present a model of leadership that can provide guidance in this context, assisting to identify adaptive challenges for leaders who engage in the sector and to consider how they might be more effective.

##### Introduction to Philanthropy, Fundraising and Social Investment

An introduction to the history, core concepts and current issues in the fields of philanthropy, fund-raising and social investment.

## Executive programs

CSI embarked on an ambitious range of executive programs in Sydney and Melbourne. Eight programs were conducted between August and November. Registration numbers are building as the Centre's profile increases. Feedback from participants has generally been very positive and all the courses have rated successfully in evaluations.

*Preparing A Compact: Experience From Around The World* was led by Professor John Casey. This course was held to provide participants with the opportunity to examine developments in Australia and overseas, providing a comparative perspective on the Commonwealth Government's development of a national compact with the not-for-profit sector. The workshop, which included presentations from senior public and not-for-profit executives from South Australia, Victoria and NSW, analysed the development and implementation of existing compacts overseas and in Australia. Participants reviewed lessons learned and their implications for future compact development in Australia.

*Making CSR Strategic* was taught in Melbourne and Sydney by Professor Andrew Kakabadse from the Cranfield School of Management and Professor Nada Kakabadse from the University of Northampton Business School. The CSR manager's role was explored and the skills required to negotiate through organisational resistance were identified. The ethics of the CSR manager and their ability to manage dynamic executive relationships were focal areas of discussion. The teaching was based on extensive international research across eight countries that indicated that CSR attracts extensive support but little strategic application.

*Exercising Leadership In A Shared Power World* was taught by Professor Paul 't Hart from the ANU and Utrecht School of Governance. He has trained top public servants from Australia, the UK, New Zealand and Canada. Professor 't Hart's expertise and engaging presentation skills were of enormous value in exploring how not-for-profit leaders can build more collaborative partnerships with the public servants who oversee their grants and contracts. Public and not-for-profit leaders attended and learned from each others' perspective. The course was taught in Melbourne and Sydney.

*Measuring The Return On Social Investment* was presented in Melbourne and Sydney by Professor Göran Roos from the Helsinki School of Economics and Cranfield University to introduce his latest research and its practical implications. He dealt with the important questions of the metrics of social value and public good. Participants were asked to analyse value from stakeholders' perspectives to assess social return on investment.

*The Financial Management Of Social Enterprises* was taught in Sydney by UNSW Professors Ken Trotman, Kevin Clarke and Jack Flanagan. It examined the financial consequences of decision-making, the ethics of financial management and introduced the concept of responsibility accounting.

## Events

CSI is a Centre for Social Impact not a Centre for the study of social impact. It seeks to bring about change, in part by fostering debate about emerging issues in the social economy. To this end many outreach events are offered, often with partners. Many are invitation-only, reflecting their nature as opportunities for in-depth, in-camera discussion. Seventeen events were held during 2008. CSI is taking the opportunity to invite an increasingly wide range of guests. It is clear that CSI can be a valuable meeting place for generating new ideas and facilitating collaborative approaches.

CSI also presented public events addressed by the Deputy Prime Minister, the Hon Julia Gillard MP, by the then Governor-General, Major General Michael Jeffery, and by Lord Michael Hastings.

In October, Peter Shergold, Cheryl Kernot and Michelle Haber, Executive Director of the Children's Cancer Institute Australia, hosted a panel discussion on the new world of social enterprise. The talk was moderated by Benevolent Society Chief Executive Richard Spencer. It was presented to alumni at a UNSW Brainfood event.

Woodrow McCutchen, Portfolio Manager at the Edna McConnell Clark Foundation in the United States, facilitated a series of events in Melbourne and Sydney for not-for profit and philanthropic leaders. They were co-hosted with the Macquarie Group Foundation.

In Sydney in November, CSI brought together emerging leaders from the not-for-profit sector and philanthropic endeavour to discuss the challenges associated with leadership in social enterprises.

The economic crisis raises challenging issues, not least on how the community sector sources and spends philanthropic funds at a time when philanthropists and donor may decide to allocate less. A number of CSI events hosted by Goldman Sachs JBWere in Sydney and Melbourne brought together leaders in this field to explore the adverse consequences of economic downturn. The events were offered in collaboration with the Asia-Pacific Centre for Philanthropy and Social Investment at Swinburne University.

## Metric: Number

6 students were provided with scholarships for overseas travel.

The Graduate Certificate in Social Impact will be provided in the second half of 2009.

168 people attended 8 executive courses.

1,205 people attended 17 outreach events to foster debate about emerging issues in the social economy.

## Measure 2.2 – Participant assessment of programs

Feedback is important to CSI. Participants evaluated each executive program in writing. Quantitative and qualitative data were collected and the results were collated and used to inform improvements in future courses and offerings. Ratings were measured on a 5-point Likert scale. A score of 4.0 and above is considered highly satisfactory.

## Metric: Net quality score

The participants' response to the question "How would you rate the program overall?" was an average of 4.1.

Results from individual programs ranged from 3.8 – 4.5.

The participants' response to the question "How would you rate the presenters?" was an average of 4.3.



# GOAL 3: PRACTICAL RESEARCH

## Goal

To undertake and publish practical research that informs public debate and, where necessary, provokes and challenges the status quo.

### Measure 3.1 – Research projects under way and case studies developed

#### Research Projects

The appointment of Professor Mark Lyons as Director of Research has enabled the Centre to begin developing a robust research strategy. Three research projects commenced during 2008. They are described in detail earlier in the report.

The *Payroll Giving Project* was jointly commissioned by CSI, PricewaterhouseCoopers and Australia's three workplace giving providers: the Australian Charities Fund, United Way and the Charities Aid Foundation. The findings will be announced in early 2009, at which time consideration will be given to extending the initial research project.

CSI joined United Way, the Sydney Community Foundation and the NSW Community Relations Commission on a collaborative research project entitled *Common Cause*. The presentation of the findings is anticipated in the first part of 2009.

The *Arts Plus* research project is a joint venture between CSI and Arts Queensland. The project brings together a number of well known artists, writers, academics and arts philanthropists to consider ways to support mid-career practitioners of the creative arts, with its final report expected to make a series of recommendations for consideration by government.

#### Published Research

CSI academics published widely, mostly in refereed publications (identified by \*). They also delivered numerous papers at conferences.

#### PETER SHERGOLD

##### Publications

Shergold, P. (2008). Governing through collaboration and Conclusion. In J. O'Flynn & J. Wanna (Eds.) *Collaborative Governance: A new era of public policy in Australia?* ANU E Press.\*

##### Forthcoming Publications

Shergold, P. (May 2009). Been there done that, still hoping for more: Personal reflections on participation for the public good. *Griffith Review*.

Shergold, P. (2009). The impact of global recession on corporate social responsibility in Singapore. *Social Space*.

Shergold, P. (2009). Leadership at a time of crisis. *Ethos*.

##### Major Conference Presentations

Among more than 40 conference presentations Peter delivered during 2008, four were formal orations:

Valedictory Address (2008). *Satisfactions of an invisible life*. Australian Public Service. Canberra, 8 February. An edited version was published in *The Sydney Morning Herald*, 9 Feb. (2008)

Neil Walker Memorial Lecture (2008). *Contracting out government: Collaboration or control?* Certified Practising Accountants Conference, Melbourne, 15 October.

Spann Oration (2008). *Collaboration for public good? The state and the third sector*. Institute of Public Affairs NSW, Sydney, 19 November.

Kenneth Jenkins Oration (2008). *The financial crisis or economic downturn: Implications for corporate responsibility*, National Disability Services Conference, Canberra, 1 December.

##### Presentations were also made to two major international conferences:

Shergold, P. (2008). *Tradition and reform, reforming the public service*. Paper presented at the Government of the Future Summit, National Institute of Public Administration (Malaysia), Kuala Lumpur, 14-15 June.

Shergold, P. (2008). *The changing role and nature of the public sector*. Paper presented to the Public Services Summit, Cisco, Stockholm, 10 December.

#### DEBBIE HASKI-LEVENTHAL

##### Publications

Haski-Leventhal, D., Ben-Arieh, A., & Melton, G. (2008). Between neighborliness and volunteerism: The participants in the strong communities initiative. *Family and Community Health*, 31(2).\*

Haski-Leventhal, D., Cnaan, R. A., & Handy, F. (2008). Students' vocational choice and voluntary action: A 12-nation study. *Voluntas*, 19(1).\*

Haski-Leventhal, D., Ronel, N., York, A., & Ben-David, B. (2008). Youth volunteering for youth: Who are they serving, how are they being served. *Children and Youth Services Review*.\*

Ronel, N., Haski-Leventhal, D., Ben-David, B. & York, A. (2008). Perceived altruism – A neglected factor in intervention and research. *International Journal of Offender Therapy & Comparative Criminology*.\*

Hustinx, L., Haski-Leventhal, D., & Handy, F. (2008). One of a kind? Comparing episodic and regular volunteers at the Philadelphia Ronald McDonald House. *International Journal of Volunteer Administration*, 15(3).\*

Katz, H., & Haski-Leventhal, D. (2008). Religion and philanthropy. *Civil Society and Third Sector in Israel*, 3.\*

Haski-Leventhal, D., & Cnaan, R. A. (2009). Group processes and volunteering: Enhancing recruitment and retention. *Administration in Social Work*, 33.\*

### **Forthcoming publications**

- Haski-Leventhal, D., Meijs L.C.P.M., & Hustinx, L. (in press). The third party model: Enhancing volunteering through governments, corporations and educational institutes. *Journal of Social Policy*.\*
- Haski-Leventhal, D. (in press). Volunteering among Israeli students: A cross-national comparison, *Social Security*. (In Hebrew).\*
- Haski-Leventhal, D., & McLeigh, J.D. (in press). Firefighters volunteering beyond their duty: An essential asset in rural communities. *Journal of Rural Community Development*.\*
- Haski-Leventhal, D., Gelles, R. J., & Cnaan, R. A. (in press). Social work gate-keeping: The dilemma of admitting convicted felons to MSW programs. *International Social Work*.\*
- Haski-Leventhal, D. (in press). Altruism and volunteerism: The perceptions of altruism in four disciplines and their impact on the study of volunteerism. *Journal for the Theory of Social Behaviour*.\*
- Haski-Leventhal, D. (in press). Elderly volunteering and well-being: A cross-European comparison. *Voluntas*.\*

### **Major Conference Presentations**

At the 81<sup>st</sup> international conference of the International Society for Third Sector Research Conference in Barcelona, Spain in June, Debbie presented on the Organisational socialisation of volunteers and on vocational choice and voluntary action among students. She also chaired a round table on youth volunteering in the Mediterranean.

### **CHERYL KERNOT**

#### **Forthcoming publications**

Kernot, C. (May 2009). A quiet revolution: Participation. *Griffith Review*.

This paper has been nominated for The Victorian Premier's Literary Award.

Cheryl has also made a large number of presentations throughout the year on topics related to social innovation including; UNSW's Brain Food Lecture Series, the launch of Swinburne University's Master of Business (Philanthropy and Social Investment), the Brotherhood of St Laurence's Annual Conference and a host of other forums for organisations including Innovation Xchange, United Way, AMES, Partners in Employment and Coleman and Greig.

### **MICHAEL LIFFMAN**

#### **Major Conference Presentations**

Liffman, M. (2008). *Advancing social entrepreneurship education: Clearinghouse of best teaching practices*. 2008 Skoll World Forum, Oxford, March.

Liffman, M. (2008). *New patterns of giving in Asia*. South East Asia family conference, Family Philanthropy, Singapore, April.

Liffman, M. (2008). *New frontiers in philanthropy*. Connecting Up 2008 – Online and Off to the Future for non-profits, Brisbane, May.

### **MARK LYONS**

#### **Publications**

- Lyons, M. & Nivison-Smith, I. (2008). Three models of organisational governance in Asia's third sector. In S. Hasan & J. Onyx (Eds.) *Comparative Third Sector Governance in Asia: Structure, Process and Political Economy*. Springer: New York.\*
- Hasan, S., Lyons, M. & Onyx, J. (2008). Third sector organisational governance: Introducing the themes and chapters. In S. Hasan & J. Onyx (Eds.) *Comparative Third Sector Governance in Asia: Structure, Process and Political Economy*. Springer: New York.\*
- Zappala, G. & Lyons, M. (2008). Not-for-profit organisations and business: Mapping the extent and scope of community-business partnerships in Australia. In J. Barraket (Ed.) *Strategic Issues for the not-for-profit sector*. UNSW Press: Kensington.\*

#### **Forthcoming publications**

- Lyons, M. (2009). Australia. In S. Phillips & S. Rathgeb Smith (Eds.) *Governance and regulation in the third sector: International perspectives*. Routledge: London.\*
- Lyons, M. (2009). Measuring and comparing civil society cross-nationally. *Cosmopolitan Civil Societies: An Interdisciplinary Journal*, 1 (1).\*
- Passey, A. & Lyons, M. (2009). Regulating third sector organisations: The views of incorporated associations in NSW. *Third Sector Review*, 15 (1).\*
- Lyons, M. & Nowland Foreman, G. (2009). Civil society and social capital in Australia and New Zealand. In H. Anheier & S. Toepler (Eds.) *International Encyclopedia of Civil Society*. Springer: New York.\*
- Lyons, M. & Sokolowski, W. (2009). Australia. In L. Salamon. & W. Sokolowski et al *Global Civil Society Dimensions of the Nonprofit Sector Vol 3*. Kumarian Press: Bloomfield CT.\*
- Lyons, M. (2009). Renewing nonprofit organisations. In *Sustainability, Governance and Funding of Non-Government Organisations in the Alcohol and Other Drugs Sector: Implications for the Future*. Australian National Council on Drugs: Canberra.
- Lyons, M. (2009). Government funding of Australia's third sector. *Griffith Review*

#### **Major Conference Presentations**

- Lyons, M. & Nivison-Smith, I. (2008). *Does foreign funding of civil society encourage democratic or good corporate governance? The case of Asia*. Paper presented to the 8th International Conference of the International Society of Third Sector Research, Barcelona, 9-12 July.  
\* Published in Conference proceedings [www.istr.org](http://www.istr.org)
- Lyons, M. (2008). *Civil society and social inclusion*. Paper presented to 4 R's Conference, University of Technology, Sydney, 30 September- 3 October.
- Lyons, M. (2008). *Dimensions of the growth of Australia's nonprofit sector 1996-2007*. Paper presented to 9<sup>th</sup> Australian New Zealand Third Sector Research Biennial Conference, Auckland, 24-26 November.
- Lyons, M. (2008). *Associations and the future*. Opening keynote address to Australian Society of Association Executives, AuSAE Symposium Melbourne 27-28 October.

## GIANNI ZAPPALÀ

### Publications

Zappalà, G. & Lyons, M. (2008). Non-profit organizations and business: Mapping the extent and scope of community-business partnerships in Australia. In J. Barraket (Ed). *Strategic Issues for the Not-for-profit Sector*. Sydney: UNSW Press: Kensington.\*

### Case Studies

CSI has commenced a case study writing program. Two cases have been written and used in teaching an executive course. These are *Service Delivery For People With Disabilities* and *The Obesity Task Force: A Case Exercise In Collaborative Leadership*. A case writer has been engaged and a number of organisations have been contacted to discuss their willingness to co-operate in a case being written about an aspect of their organisation. This is a preliminary step to working with CSI academics to develop case studies that will assist their teaching.

### Metric: Number

Three research projects commenced during the year.

CSI staff presented more than 60 papers at 45 conferences during the year, including in Spain, Sweden, Malaysia and New Zealand.

CSI staff had 28 publications published, or accepted for publication, during the year. Of these, 24 were in refereed publications.

Two case studies were written.

## Measure 3.2 – Ability to attract research funding

CSI has secured generous and substantial research funding from National Australia Bank for the NAB Social Innovation Research Program. This will enable the Centre to conduct a number of research initiatives over a five-year period, including through the recruitment of post-doctoral research fellows and research assistants.

The Centre also attracted State Government funding from the NSW Community Relations Commission for the Common Cause project and from Arts Queensland for the Arts Plus project.

CSI has also garnered pro bono support. PricewaterhouseCoopers and the Australian Charities Fund provided personnel for the Payroll Giving project. United Way and the Sydney Community Foundation provided resources for Common Cause.

### Metric: Dollar value

Contributions agreed in 2008, but not paid during the year, are:

**National Australia Bank** \$200 000 (annually)

**NSW Community Relations Commission** \$50 000

**Arts Queensland** \$25 000

(Below, clockwise from top left) 1. Philanthropy Australia CEO Gina Anderson pictured with Alan Arakelian from Bain and Company. 2. CSI course, Maximising your Social Impact, held in conjunction with Ronald McDonald House Charities. 3. National Director of Good Beginnings Australia Jayne Meyer Tucker, Mission Australia CEO Toby Hall, Rob Simons from the Smith Family and Jo Cavanagh at the CSI official opening. 4. Prof David Hayward at the CSI official opening.



# GOAL 4: COMMUNICATION

## Goal

To create effective channels of communication between the Centre and its diverse stakeholders.

### Measure 4.1 – Newsletter distribution, website access, periodic publications and responses

#### Newsletter

A monthly electronic newsletter, *CSI Update*, is sent to about 1800 subscribers. This mailing list has expanded each month. *CSI Update* contains items about activities of the Centre and news and developments from around Australia about social innovation and enterprises. It discusses issues of importance to our partners and collaborators.

#### Website access

The website went live in July in time for the opening of the Centre. It has been designed to encourage partners and contributors to browse for breaking news and to access resources. It is updated regularly and users say it is easy to navigate. One of the new components of the site is Conversations, a series of informal five- to ten-minute long podcasts on the big issues in social impact. Speakers are leaders in their fields.

#### Knowledge Connect

*Knowledge Connect* is a quarterly literature review of the latest thinking on social impact. The articles are chosen from a wide, eclectic swathe of international sources and provides succinct summaries of publications relevant to social sector leaders and innovators. *Knowledge Connect* seeks to stimulate dialogue within the social sector. Editions will be distributed electronically each quarter. Limited hard copies are available. The first edition was produced in November.

#### Other publications

The Centre's business plan, *Building on Ambition*, was produced in hard copy and electronic version and was distributed widely at CSI functions and at many of the major events addressed by Peter Shergold and Cheryl Kernot.

#### Public profile

Between May and December Peter Shergold spoke at 40 major events to increase the visibility of CSI and to build interest in its activities. He presented keynote addresses at major conferences including Philanthropy Australia, Volunteering Australia, Jobs Australia, the Associations Forum, the Institute of Public Administration, National Disability Services, the Australian Red Cross, the International Not-for-profit Convention, Australia's Disability Employment Network, NSW Council of Social Service and the Government Relations Summit. He was also a participant in the community section of the Federal Government's 2020 Summit.

The Centre and its staff gained significant media coverage including the following:

- The Power to Persuade. *Government News* (March 2008).
- A Mandarin with a taste for the Centre for Impact. *The Australian Financial Review* (31 March 2008)
- Australia's top public servant to study not-for-profit sector. *Associations Forum News* (April 2008)
- Not-for-profit in the Harbour City. *The Australian Financial Review* (16 July 2008)
- Hearing it like it is. *Not-for-profit Management* (August 2008)
- Kernot turns to academia. *The Age* (5 September 2008)
- Career turns full circle for a former leader. *The Sydney Morning Herald* (5 September 2008)
- Social business gets a hand up. *The Australian Financial Review* (22 September 2008)
- Sense of empathy makes a difference. *The Australian Financial Review* (27 October 2008)
- The Social Entrepreneur. *The Australian* (21 November 2008)

Cheryl Kernot and Peter Shergold have both been on television and radio during the year and along with other CSI staff, have had their views quoted in the written media.

#### Metric: Number

*CSI Update* – Six editions of the newsletter were sent to subscribers:

Edition	Subscribers
1	501
2	762
3	1083
4	1051
5	1446
6	1855

Website – the monthly figures for the number of visits to the CSI website are:

Aug	944
Sep	1590
Oct	1467
Nov	1748
Dec	988
<b>Total</b>	<b>6737</b>

The first edition of *Knowledge Connect* was sent to 1855 subscribers.

Eleven press articles were published during the year about CSI or CSI staff.

(Opposite page, photos L-R) 1. CSI course, Maximising your Social Impact, held in conjunction with Ronald McDonald House Charities. 2. Peter Shergold presenting the Neil Walker Memorial Lecture. 3. Peter Shergold presenting at the Lien Centre for Social Innovation in Singapore.

# GOAL 5: COLLABORATION

## Goal

To facilitate successful collaboration between not-for-profit, business and government sectors in the proactive pursuit and advocacy of beneficial social outcomes.

CSI is an Associated Organisation with the *Australian Davos Connection*, a not-for-profit leadership organisation which brings together leaders from business, government, the public sector, academia and the broader community to improve their understanding of key issues affecting Australia.

CSI is an Associate Member of *Philanthropy Australia*, the national peak body for philanthropy and a not-for-profit membership organisation. Philanthropy Australia members include trusts and foundations, families and individuals who want to make a difference through their own philanthropy and to encourage others to become philanthropists. Its mission is to represent, grow and inspire an effective and robust philanthropic sector for the community.

CSI is a member of the *National Roundtable for Nonprofit Organisations*, an independent, non-political organisation dedicated to enhancing the extraordinary work and effort undertaken by nonprofit organisations in Australia. Conceived in 2004 and formally constituted in 2006, the Roundtable is the first attempt in Australia by the nonprofit sector in all its diversity to come together as one body. Its mission is to lead by being an effective voice on common and shared issues affecting the contribution, performance and viability of nonprofit organisations in Australia.

CSI is also a member of the *Associations Forum*, which focuses on furthering advancement, best practice and better performance of not-for-profit organisations, including associations, clubs, charities, institutes, councils, societies and foundations. Associations Forum Pty Ltd is a valuable way for such groups to share knowledge and experience.

CSI entered into a pilot program with the InnovationXchange Network to provide intermediary services. We agreed to sponsor InnovationXchange to work with three not-for-profit organisations to identify the gaps, intentions, research and/or intellectual property relevant to workforce participation. This was part of a social innovation pilot using the network's highly successful exchange model developed for the corporate sector.

The Australian program is part of the international Social Innovation Exchange. As is apparent throughout this report, CSI collaborated with a large number of organisations on research projects, executive courses and events during the year. Our staff were presenters and panellists at a large number of conferences and functions. Potential links were explored with organisations and institutions throughout Australia and overseas.

Throughout the year, CSI has also partnered with a number of organisations on events in the pursuit of its goals including:

**Australian Davos Connection** *Future Summit 2008* 11-13 May

**Cisco and The Melbourne Business School** *Social Innovation, Social Impact: a new Australian Agenda* 16 September

**The Macquarie Group Foundation, Social Ventures Australia and Mission Australia** *Social Innovation Summit* 19-21 September

**The Macquarie Group Foundation** *The Edna McConnell Clarke Foundation's Capacity Building Initiative* 23 & 25 September

**Qantas Foundation** *The Qantas Foundation Inaugural Social Impact Lecture* 14 October

**Adult Learning Australia** *Everyday Democracy* 5 November

**Goldman Sachs JBWere and Swinburne University of Technology** *Philanthropy and Social Investment in a time of Economic Crisis* 17 & 21 November

As the report has indicated earlier CSI has also partnered with Chain Reaction Foundation and Jobs Australia in providing scholarships, and with Arts Queensland, Australian Charities Foundation, Charities Aid Foundation, NAB, NSW Community Relations Commission, PricewaterhouseCoopers, Sydney Community Foundation and United Way in undertaking research.

### Metric: Partnerships formed

We have formed financial partnerships with 17 investors.

We have collaborated with 19 organisations during the year.

### Measure 5.1 – Annual impact survey of stakeholders

Activities began in 2008 and increased as the year progressed. The Centre plans to conduct its first annual impact survey in September 2009.

### Metric: Survey outcomes

The first survey outcomes will be available in our next annual report.





(Above) CSI's official launch by the Governor-General.

## GOAL 6: SUSTAINABILITY

### Goal

To build a sustainable base of expertise and funding to achieve our purpose over the long term.

#### Measure 6.1 – Retention of intellectual expertise

The CSI team is profiled in this report in Our People. They bring an increasing depth of teaching and research talent to the Centre and provide expertise in diverse areas within the third sector.

##### Metric: Retention rate

By the end of 2008 15 staff worked for the CSI. The effective full-time equivalent was 7.6.  
The retention rate for 2008 was 100 per cent.

#### Measure 6.2 – Ability to attract funding to match the Commonwealth Government endowment

Funding details are set out on the inside front cover of this report. As indicated, CSI was established in 2008 with funding from the Commonwealth Government. It has also attracted funding from philanthropists and corporate supporters. The goal of matching the Commonwealth Government's \$12.5 million endowment with philanthropic funding has been achieved well before the prescribed date in 2012.

Whilst this is a wonderful outcome, further fund-raising is required. Since the Centre will draw down funds in the first years of operation, significant additional funding is required to build a capital base to secure the long-term sustainability of the Centre.

##### Metric: Dollar value

Corporate and Foundation funding of \$12,945,000 has been secured. This exceeds the matching funding required under the agreement with the Commonwealth Government.

\$2,785,000 million is in the form of one-off capital support, \$7,500,000 is delivered annually over a 5 year period, \$2,000,000 is available over a 10 year period, and \$660,000 is in the form of in-kind support.

#### Measure 6.3 – Interest on capital endowment

The Commonwealth endowment is invested for a period of five years in Australian government bonds and a government-guaranteed term deposit. It has provided a return of 9.5% in 2008.

The Commonwealth endowment is intended to provide a significant percentage of the core administrative costs of the centre.

##### Metric: Proportion of core costs covered by interest

52 %

## Measure 6.4 – Financial Results

### THE CENTRE FOR SOCIAL IMPACT FINANCIAL STATEMENT FOR THE YEAR ENDING 31 DECEMBER 2008

#### UNSW

##### Income

Executive Programs 68,841

##### Interest

Interest on Commonwealth endowment 641,915

Interest on other invested funds 3,473

Drawdown on unrestricted funds from UNSW Foundation 1,100,000

Other income 13,993

##### Total Income

**1,828,222**

##### Less Expenses

Payroll 702,040

Contractors 151,584

Equipment 24,130

Materials 110,524

Travel 77,879

Executive programs 123,841

Events 53,120

Grad Certificate development 25,000

##### Total Expenses

**1,268,118**

NET SURPLUS

560,104

#### UNSW FOUNDATION

##### Income

Opening balance – donations 2007 and interest 400,922

Donations 2008 800,888

Interest on investments 9,037

##### Total

**1,210,847**

##### Less

Disbursements to UNSW for CSI 1,100,000

NET SURPLUS

110,847

#### UNSW AND UNSW FOUNDATION

CONSOLIDATED NET SURPLUS

670,951



(Above) The Qantas Foundation lecture on Social Impact.

## LOOKING FORWARD

At CSI we believe in setting ourselves stretch targets. We may not reach all our goals but we will give them our best shot.

### **Cementing our future**

**CSI will** create strong ongoing relationships with our donors. We will create genuine partnerships based on collaboration.

**We will** continue to raise funds and garner in-kind assistance to support an increasingly broad range of activities and to ensure the long-term sustainability of our enterprise.

### **Building academic strength**

**CSI will** strengthen our faculty, including through making senior conjoint appointments at the University of Melbourne and Swinburne University of Technology.

**We will** look to expand our national footprint through partnerships and alliances with a range of Australian universities.

### **Expanding teaching**

**CSI will** teach the first postgraduate courses designed for the Graduate Certificate in Social Impact. During the latter half of 2009 all three business schools will offer courses through a distributed learning model.

**We will** also seek to expand the range of relevant elective courses available to business students.

**We will** provide internships for university students and others to learn from and contribute to our range of activities.

**We will** offer further support to student clubs in our partner universities to increase their commitment to social responsibility.

**We will** develop a social economy undergraduate course for delivery at UNSW in 2010. This course will be a general education subject providing an introduction to the field and its design will be made available to the other university partners.

**We will** develop at least five case studies for use in our teaching and will make these available for others to use.



## Driving research

**CSI will** organise a major international research conference for 2010 on the theme of Intersecting Transformations: Business and the Third Sector. This will bring leading scholars to Australia from the UK, continental Europe the USA and Canada. They will join Australian and New Zealand researchers in setting out the framework for social innovation research. It will inform the research projects for CSI.

**We will** establish a network of post-doctoral students and research fellows and will assist students to commence PhD studies in the field of social impact.

**We will** support the research activities of not-for-profit organisations.

**We will** also widen the scope of our collaborative research projects and contribute to evidence-based public policy.

## Strengthening partnerships

**CSI will** continue to strengthen the relationship between the three founding university partners, through joint academic appointments and increasing collaborative teaching, research and engagement activities.

**We will** explore opportunities for other universities to become partners with CSI.

**We will also** create broader alliances with academic institutions, establishing a network of university centres and academics in those disciplines that contribute to social impact.

**We will** build research collaborations with public and private sector organisations.

## Contributing to public debate

**CSI will** provide a forum for informed debate on a range of current and emerging issues during 2009.

**We will** contribute to the framing of public policy through our facilitation of informed discussion.

**We will** organise at least 52 events and executive courses – one for each week of the year.

**We will** offer scholarship to not-for-profit staff and volunteers to attend our executive programs.

**We will** create an introductory course about the social economy that can be delivered in-house to corporates, to third-sector organisations and public services.

**We will** consult widely to develop a new executive course on indigenous community leadership with the goal of introducing it in 2010.

## Looking overseas

**CSI will** attract visiting international scholars to spend time at the Centre to increase understanding of what is happening around the world, to raise the level of academic discourse and research, and to create lasting links with scholars and institutions overseas.

**We will** design a program for non-government agencies in the countries of the Pacific. Intended to enhance the capability of civil society organisations in our region, this will involve cooperating with existing programs and organisations working in this field.

**We will** also explore the establishment of internships for Australian university students to work in non-profit organisations in the Pacific.

## Growing our communication

**CSI will** conduct a dinner series at which high-profile individuals can discuss their interest in the social economy from a personal perspective.

**We will** also conduct a series of seminars to disseminate the latest worldwide developments to a wider community, including at the launch of each issue of *Knowledge Connect*.

**We will** continue to publish academic papers in refereed journals and write opinion pieces and editorials for newspapers and magazines.

**We will** also deliver our research in more accessible forms as background papers and issues briefs.

**We will** continue to grow our website to engage more visitors in a wider range of areas.

**We will** expand our audience progressively, increase the readership of our newsletter, gain more visitors to our website and build up our online library of podcasts.

(Right) 1, 2 & 3. At the Neil Walker Memorial Lecture.





### About our Logo

The three stems of our logo represent social enterprises, corporations and governments engaging together through the Centre to generate social innovation. Their combined strength and individuality in the collaboration help build a dynamic future.

Design & Layout by **Graphic Ark**  
[www.graphicark.com.au](http://www.graphicark.com.au)

# WE NEED YOUR HELP

The capacity of CSI to create beneficial social impact depends on the support we receive from our investors. Part of that is financial. On 8/8/08, for example, Tony Abrahams, the CEO of Access Innovation Media, made out a cheque for \$888 to the Centre. It was a wonderful gesture. It helped us to subsidise the not-for-profit organisations whose staff attended our programs.

Every dollar helps. Here are just a few ways in which your investment in CSI could make a difference:

<b>\$500 - \$1,000</b>	would provide scholarships for not-for-profit attendance at a CSI executive course
<b>\$2,000</b>	would provide a partial scholarship for a student to undertake the Graduate Certificate in Social Impact
<b>\$3,000</b>	would provide a scholarship to assist a CSI student to travel overseas
<b>\$5,000</b>	would fund a CSI lunchtime or dinner event
<b>\$7,500</b>	would fund a CSI one-day event
<b>\$10,000</b>	would fund a visit to Australia by a leading overseas expert
<b>\$12,000</b>	would provide a full scholarship for a student to undertake the Graduate Certificate in Social Impact

Of course, we would be happy to talk to you about the focus of the event you would prefer to sponsor or the type of student you would wish to support. Scholarships or events can be named. Just let us know how you would like to help us grow.

Please contact us at [csi@unsw.edu.au](mailto:csi@unsw.edu.au) or phone Anne Measday on (02) 9385 9897 if you would like to talk to us as a partner.

“The Centre for Social Impact is an extraordinarily important initiative. It will make a major contribution to the effectiveness of the non profit sector as well as opening the channels of communication between business, government and the sector, and enabling that sector to play a more significant role in addressing future challenges.”

Professor Fred Hilmer AO  
Vice Chancellor  
University of New South Wales

“Linking business, philanthropy and the academy around a shared social responsibility agenda is a crucial task. The Centre for Social Impact will help Australians think afresh about how people and institutions work together. The University of Melbourne is proud to be a founding member of the CSI.”

Professor Glyn Davis AC  
Vice Chancellor  
The University of Melbourne

“ The not-for-profit sector is a large and critically important part of our society. Philanthropy, service and social enterprise will significantly define Australia for the future. The Centre for Social Impact is an outstanding example of collaboration between three major Australian Business Schools to assist to develop and study this important sector.”

Professor Ian Young  
Vice Chancellor  
Swinburne University of Technology

#### the Centre for Social Impact

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