



15th June 2010

PRME Steering Committee
c/o Dr Manuel Escudero
Head PRME Secretariat
United Nations Global Compact Office
DC2-612
2 United Nations Plaza
New York NY 10017 USA

Dear Dr Escudero,

Commitment to the Principles for Responsible Management Education

I am delighted to renew my commitment to the Principles for Responsible Management Education. As an institution of higher learning involved in the education of current and future managers, the Centre for Social Impact (CSI) continues to be committed to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education, reporting on progress to all stakeholders.

I am pleased to be able to provide our first SIP Report for 2010. CSI is a multi-university partnership in Australia and exchanges effective practices with the partner universities. We also exchange effective practices with other academic institutions in Australia and around the world and promote collaboration with the corporate and nonprofit sectors.

I understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.

I encourage other academic institutions and associations to adopt and support these Principles and I will continue to do so.

CSI looks forward to working with you on this important initiative.

Yours sincerely,

Peter Shergold

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PRME - Sharing Information on Progress Report

15 June 2010

Introduction

The [Centre for Social Impact](#) (CSI) was established in 2008. It is a unique collaboration of the business schools of four Australian universities: the [Australian School of Business](#) at the University of New South Wales (UNSW), [Melbourne Business School](#), [Swinburne Faculty of Business and Enterprise](#) and the [University of Western Australia Business School](#). The business schools are assisted by CSI's activities to deliver socially responsible management education, encouraging students to lift their gaze and widen their vision. CSI benefits from the distinctive perspectives and contributions of the four business school partners.

Our mission at CSI is to create beneficial social impact in Australia through teaching, research, measurement and the promotion of public debate. We bring together the business, government, philanthropic and third (not-for-profit) sectors, in a collaborative effort to build community capacity and generate social innovation.

At CSI we seek to respond to the rapidly evolving needs of the third sector, the emerging framework of social investment and the developing challenges of corporate responsibility and sustainability. We aim to deliver our mission in four key ways:

- by promoting **public debate and influencing public policy** through our action based research
- by **building collaborations and partnerships** and developing strong national and international affiliations
- through the **creation and transfer of knowledge**, promoting best practice, and keeping participants abreast of trends and developments in the social sector
- through our **teaching program** which is aimed at supporting the next generation of leaders, providing professional development and providing mentoring and networking opportunities

A diagrammatic representation of CSI's mission and goals can be found in Appendix 1 and 2 of this report. It can also be seen on our website [here](#)

We recognise that the needs and expectations of an emerging leader in a social enterprise differ greatly from those of a volunteer in a governance role of a third sector organisation, or a sustainability manager in a large corporation. All have a pivotal role to play in creating an environment of social innovation and building an open, inclusive and sustainable society.

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Our concrete actions and achievements are contained in our annual reports. The [Annual Report for 2009](#) is a record of significant achievement. It bears testimony to the wonderful team of committed individuals who turn ideas into action with extraordinary vigour, to further the principles for responsible management education. Our Annual Report shows that CSI has done much to meet these goals since its establishment in 2008. There remains a long journey to travel.

This report records 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 continue to threaten the funding of nonprofit organisations while increasing demand for their services, CSI's goals have taken on a deeper community resonance.

There is a second profound message that brings coherence to the multifarious diversity of activities that engage us. 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. We understand clearly that our own organisational practices should serve as examples of the values and attitudes we convey to our students, business and community leaders.

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 managers. We do so through partnership, collaboration and facilitation.

The first stage of CSI involved talking and listening to as many stakeholders as possible, engaging in a wide variety of activities with many collaborating partners, and establishing a presence in the Australian landscape. Our second stage has just begun. We are now focusing strategically on some major areas, such as the demonstration of social impact, at a deeper level. We will continue to engage stakeholders and stimulate debate as, at the same time, we focus on a strategic framework of research projects which will inform our teaching and other activities.

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Principle 1 (Purpose)

Overview

One of the key ways we aim to deliver our mission is through our **teaching program** which is aimed at supporting the next generation of leaders, providing professional development and providing mentoring and networking opportunities.

The development of the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy is built into the curriculum and practice of our entire teaching program.

Major achievements

Graduate Certificate in Social Impact – postgraduate program

The [Graduate Certificate in Social Impact](#) has been designed by teaching staff from CSI's four business school partners working in a collaborative Program Development Group reporting to the Deans. The Graduate Certificate program focuses on building the professional capacity of social managers and entrepreneurs of the future, across the corporate, government and third sectors. This enhances their capacity to lead organisations creating social and environmental value and their ability to operate in a changed cross-sector social landscape.

The Graduate Certificate program teaches students how to weigh the effects of their actions on society and develop critical thinking on leadership. They will be equipped to re-imagine markets which generate additional social and environmental benefits. Students will gain a well-rounded understanding of the issues surrounding the creation of measurement of social impact, develop an appreciation of the important role that each sector has to play in the delivery of community benefit, and an understanding of the social innovation that can occur at the intersection of the sectors.

Students in the program are:

- MBA and Masters of Commerce students already studying who take the courses as electives in their degree



- Students who enter the Graduate Certificate program as a stand-alone postgraduate program.

Teaching of the Graduate Certificate in Social Impact commenced in 2010 through CSI's three founding partner business schools; the Australian School of Business at UNSW, Melbourne Business School and Swinburne University of Technology's Faculty of Business and Enterprise. The University of Western Australia, CSI's fourth partner, will first offer the program in 2011. Demand has been high and enrolments unusually high for a new university program. The quality of students has also been high, with some students having already gained their MBA before commencing in the Graduate Certificate program. In line with our forecasts, students to date are, as planned, a mixture of Graduate Certificate students and MBA students, and come from the government, corporate and third sectors. Courses have been designed for around 25 students to enable in-depth discussion and interactivity.

The following courses are taught in the Graduate Certificate program:

Social Impact: Entrepreneurs and Social Innovation. The course examines the accelerating economic relationship between government, business and the third sector to deliver social and environmental value in communities. It looks at how this drives social innovation.

In 2010 this course has been taught at Melbourne Business School for students from that business school and from Swinburne University of Technology. There was over-enrolment in this course, with 37 students undertaking it. A second iteration of the course will be run in Melbourne to cater for demand and commences in July 2010. This course was also taught in Sydney at the Australian School of Business at UNSW to a full cohort of 25 students.

Corporate Responsibility and Accountability. This course 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. It explores what acting responsibly means for corporations in terms of the market, community, environment, workplace and government.

This course has been taught as a pilot at the Australian School of Business at UNSW to Masters of Commerce students as a summer elective early in 2010. Teaching of the course commenced in Melbourne at the end of May 2010 for students from Melbourne Business School and Swinburne University of Technology. Demand meant this course was also over-enrolled, with 32



students. It will be taught in Sydney at the Australian School of Business at UNSW in semester 2, 2010.

Social Investment and Philanthropy. This course is an introduction to the history, core concepts and current issues in the fields of philanthropy, fund-raising and social investment. It will be taught later in 2010 in Sydney to students from the Australian School of Business at UNSW and in Melbourne to students from Melbourne Business School and Swinburne University of Technology.

Leadership for Social Impact. This is 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 presents 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.

This course was taught in semester 1, 2010 in Sydney at the Australian School of Business at UNSW. It was taught as pilot at Melbourne Business School late in 2009 and will be repeated there later in 2010.

Demonstrating Social Impact. This course provides an overview and introduction to evaluation and social impact assessment, the underpinning principles of evaluation and social impact assessment and examines some of the key social impact measurement approaches increasingly used by leading Third sector organisations in Australia and internationally. It has been developed as an elective available in the program at the Australian School of Business at UNSW. It will be taught for the first time in December 2009 – January 2010.

Net Impact Chapters and Conference

CSI supports the [Net Impact](#) chapters at AGSM at UNSW and also at the Melbourne Business School. This is done through providing speakers at chapter events and mentor support for the student leaders in the chapters. In addition, in October 2009, CSI sponsored the Net Impact Conference in Melbourne, organised by the Net Impact Chapters of Melbourne Business School and the AGSM at UNSW. 'Leading Business Innovation for Social Change' was the theme for the

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event, which included a series of keynotes and panels discussing the latest trends in carbon emissions trading, green technology, social capital markets and social enterprise as tools for social change. The Co-Founder and Chairman of Net Impact, [Professor Jim Schorr](#) from Vanderbilt University, was a keynote speaker.

Innovate China

CSI sponsored four AGSM MBA students to travel to Shanghai in late 2008 to participate in the Innovate China competition run by the [China Europe International Business School](#). They were the only Australian team to take part. 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.

Executive courses

CSI conducts a number of [executive courses](#) ranging from one to two days and seminars to bring top class expertise from Australia and around the world to create rich, participatory and diverse learning experiences in Sydney, Melbourne and other capitals. We draw on the depth of talent in our four partner universities and particularly their postgraduate business schools. 18 executive courses were held in 2009, and a similar number will be conducted in 2010. Some examples are profiled below.

Executive course - Making CSR Strategic

This course was taught during 2008 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.

Workshop - Corporate Responsibility in a Global Economy

CSI partnered with the [Centre for Corporate Public Affairs](#) to conduct a professional development workshop run by [Professor Jennifer Griffin](#) from the George Washington University School of Business. The seminar focused on corporate responsibility in a global economy and examined

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international trends in stakeholder engagement. Griffin shared research she has been conducting with corporations internationally including important new research about best practice stakeholder relations. The interactive sessions involved participants from companies and third sector organisations.

Workshop - Third sector promoting corporate social responsibility

In 2009 CSI staff presented a workshop in mid-2009 on emerging trends in the social economy. There was robust debate about what the new regulatory landscape holds for the social sector in Australia and on how the relationship between governments, businesses and social enterprises will change in the future. Discussion also involved the manner in which the third sector can help to promote corporate social responsibility more effectively.

Executive course - Exercising leadership in a shared power world

Professor Paul 't Hart is a professor at ANU and the Utrecht School of Governance in the Netherlands. His workshop, Exercising leadership in a shared power world, was one of the most talked-about courses of 2008 and 2009. It will be conducted again in 2010.

The course focuses 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 promotes inter-sector understanding and decision-making by uncovering leadership principles that build collaboration, engagement and trust.

A highlight of the course is the opportunity for those attending to present a case study to a cross-sector panel.

Executive course – Maximising social impact

CSI conducts a course for corporations and corporate foundations for executives to understand corporate responsibility and accountability in the emerging third sector environment. Participants are introduced to changes in the third sector, the changing relationships with governments and the principles of collaborative leadership.

Executive course - Measuring social impact

The measurement of social impact is an area of increasing importance and CSI is leading teaching initiatives in the field. In 2009 and again in 2010 CSI brought [Jeremy Nicholls](#) from the UK to teach a course based on the development of the principles of social return on investment (SROI)...about the SROI framework for measuring and accounting for value, rather than money. It places the emphasis on stakeholder involvement and on mapping social, economic or



environmental outcomes. Jeremy also worked with one of Australia's leading international resource companies on its corporate responsibility strategies and that work will continue.

CSI has also conducted a number of courses to introduce participants to the SROI concepts and tools.

The challenging area of measuring social value and public good was also addressed in 2008 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 at VTT Technical Research Centre of Finland, Visiting Professor at Cranfield University and Visiting Faculty at Helsinki School of Economics.

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Principle 2 Values

Overview

CSI is driven by the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact and we incorporate them into our academic activities and curricula. We are committed to our core values of partnership, transparency and accountability. CSI takes seriously our own commitment to transparency. We publish an Annual Report to inform stakeholders of our activities and results. These are publicly available on our website.

Major achievements

Tour by Muhammad Yunus to promote Millennium Development Goals

In March 2010 CSI partnered with Business for Millennium Development to sponsor a tour to Australia by [Professor Muhammad Yunus](#), Nobel Peace Prize Laureate. Yunus, known as 'Banker to the Poor', spoke to audiences of CEOs and senior managers of companies about ways they can promote the Millennium Development Goals. He also addressed two large public audiences of around 1000 people each in Sydney and Melbourne, discussing the topic of '*Abolishing Poverty - The Human rights Priority*'. Csi has commenced discussion with Grameen about establishing a formal connection to advance his work in Australia.

Consultation with stakeholders

Consultation with stakeholders is fundamental to CSI. CSI organised a series of five focus groups in Melbourne, Sydney and Canberra in April 2008. The purpose of the meetings 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.

CSI conducted our first annual survey of stakeholders in December 2009. We were very pleased to receive 562 responses. This was a short, confidential, online survey sent out to CSI contacts and posted on the homepage of our website. The information provided is of enormous value and we will continue to use it to underpin our strategy and develop initiatives. Follow up is presently being continued with interviews and focus groups.



CSI staff engagement with social responsibility

It is a matter of pride that most of our staff have experience in working within the third sector, volunteering their time to community activities. This is one way of CSI embedding its values across all its activities with our staff walking the talk of social impact.

Professor Peter Shergold will chair a new forum overseeing the relationship between the public and community sectors in Western Australia and Partnership Forum was announced by WA Premier Colin Barnett in May 2010 and will comprise equal numbers of public and community sector leaders, with the first meeting expected to be held by August 2010.

Indigenous community engagement

CSI is engaging with initiatives with the Australian indigenous community. For example, CSI contributed in 2009 to the UNSW Walama Muru program with the Aboriginal community of Nanima reserve, Wellington NSW. The program brings together Indigenous and non-Indigenous in a practical performance of Reconciliation, with UNSW students giving a week of their time in the Community. CSI's involvement enables the projects to be carried out on a larger scale. The support will continue in 2010.

Transparency in Reporting

CSI has joined PricewaterhouseCoopers and the Institute of Chartered Accountants to organise and sponsor the 2009 [Transparency Awards](#), designed to recognise the quality and transparency of reporting in the third sector. The Transparency Awards give third sector organisations a valuable opportunity to prove that they take seriously the issue of accountability for financial and organisational management. All award entrants received scholarships to the CSI advanced executive course on financial management and reporting in the third sector.

Participation rates in the 2009 Awards grew by 22% over 2008, reinforcing the commitment of the sector to transparency in reporting. The practical benefits of the feedback received through participation in the award process were demonstrated by a 9% improvement in overall scores.

Principle 3 (Method)

Overview

CSI works tirelessly to create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership. CSI provides for effective learning experiences for responsible leadership by providing opportunities for engagement in discussions and debate as well as direct support for current and future leaders. We have also raised funding for scholarships for students to be able to undertake our courses.

Major achievements

Emerging Leaders for Social Change

In our endeavours to foster the next generation of leaders, CSI helped establish and now supports [The Emerging Leaders for Social Change group](#) and assists with their Collaboratory forums. This is done through CSI providing the administrative support for the group and mentoring support for the members of the group.

Social Enterprise Leadership

The Social Entrepreneurs' Salons were established by CSI to support individuals working on social purpose business projects, where they can apply the learning to their own projects in a supportive environment of like-minded peers.

In partnership with Parramatta City Council, we are developing an Australian Social Enterprise Stories book to document stories of Australian social enterprises through a series of interviews. The publication will assist with increasing awareness and understanding of social enterprise activity in Australia and aims to act as a catalyst for change. It will be published later in 2010.

PRIA Scholarship in India

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In 2008 and 2009 CSI and the Chain Reaction Foundation provided financial support for three participants to attend the International Internship Program of [PRIA](#), the Society for Participatory Research in Asia. The Internship provides the opportunity for young leaders from around the world to learn about participatory democracy. It is held over eight weeks and comprises time spent at the PRIA head office in Delhi and two field placements. A scholarship is on offer for 2010.

Australian Social Innovation Camp

Solving social challenges through web-based business ideas was the goal of the first [Australian Social Innovation Camp](#), a groundbreaking competition combining social innovation and technology held in Sydney in March 2010. Open to anyone with a web-based social innovation idea, the competition was sponsored by CSI and the Australian Social Innovation Exchange. CSI provided the venue, expert assistance and the winning prize of an airfare and per diems to attend an international Social Innovation Camp.

Scholarships to support students

CSI knows that extending the principles of responsible management education into the third sector faces the challenge of a shortage of budgets in the third sector for professional development. For that reason we seek support of our corporate partners and donors to provide [scholarship funds](#). We have been overwhelmed by the generosity of those companies and foundations who want to give financial aid to students to undertake the Graduate Certificate in Social Impact. Already more than 50 scholarships over the next five years have been secured from CSI partners. The scholarships offer part payment of fees. The focus for selection is on those who work for third sector organisations or social enterprises or serve the community as volunteers.

In addition, one corporate partner provided 49 [scholarships for CSI executive courses](#).

Principle 4 Research

Overview

One of the key ways in which CSI seeks to achieve its mission is by promoting public debate and influencing public policy through our [action based research](#).

The locus for CSI's research is the intersection of the third, corporate and public sectors. Our action research seeks to support and inform CSI's other activities including promoting public debate and influencing public policy, building partnerships, transferring knowledge, and informing our teaching.

CSI's current rigorous, high quality research is based on short term applied research projects designed to help businesses, third sector organisations and local government agencies measure and deepen their understanding of their social impact. It seeks to harness academic expertise to social purpose. We work with our corporate partners in setting our research strategy and in our research projects.

CSI's research strategy comprises the development, testing and refinement of methodologies for the measurement of social impact in four domains: the organisation, the service delivery system ("market"), the third sector and the community. The strategy is founded on collaborative relationships across CSI's university partners as well as CSI's partners in the corporate, public and third sectors.

Our long term goal is to create a robust knowledge and evidence base for the third sector and to make this available to corporations, third sector organisations and other stakeholders through a web-based "knowledge exchange". This involves developing the architecture for a third sector Knowledge Exchange which will facilitate the development of a comprehensive information base for the sector. The initiative reflects a recommendation of the Australian Productivity Commission in its report on the contribution of the not-for-profit sector. One of the prime end-user segments will be companies looking to maximise their contribution to the third sector, based on improved information.

The Director of Research, Les Hems is building a network of academics from within Australia and around the world. He is working closely with the corporate, nonprofit, and government sectors to ensure that research is timely, practical and relevant to evolving needs.

Major achievements

Research conferences

In June 2010 CSI held an [international research conference](#) entitled 'Intersecting Transformations: Business and the Third Sector'. Papers will be published later in 2010. The purpose of this conference was to synthesise the key issues around Third Sector research and identify those areas which are of priority for further substantive research. This was done through the congregation of a group of leading international scholars with a group of Australian researchers to explore a range of topics suggested by the closer aligning of large parts of the non-profit sector with the business sector and the movement of some businesses into the social economy. The visiting international researchers were:

- [Helmut K. Anheier](#): Professor of Sociology at Heidelberg University and the academic director of the Heidelberg Centre for Social Investment.
- [Paul Reed](#): Senior Social Scientist, Statistics Canada, and Professor in the Departments of Sociology and Anthropology and Law, Carleton University.
- [Sandra Waddock](#): Professor of Management in the Carroll School of Management at Boston College, and Senior Research Fellow at BC Center for Corporate Community Relations.
- [David Vogel](#): Soloman P. Lee Distinguished Professor in Business Ethics at the University of California, Berkeley.
- [David Grayson](#): founding director of the Doughty Centre for Corporate Responsibility at the Cranfield School of Management and Professor of Corporate Responsibility

The first stage of our research framework was a major research conference in 2009 on the theme of 'Fundamental issues in social innovation: a research agenda'. This involved the leading scholars from Australia setting out the framework for research in the area of social innovation and informs the research projects for CSI.

Research projects completed

The following reports can be downloaded [here](#)

Arts Plus

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Partners: CSI, Arts Queensland

This research project sprang from the Australian 2020 Summit. It brought together a number of well-known artists, writers and arts philanthropists to consider ways to support mid-career practitioners of the creative arts, with its final report making recommendations for consideration by government. In the report, Arts Queensland and CSI Impact propose the establishment of a Foundation for the Artist – the first of its kind in Australia - to bring together public, private and corporate funding for artists and the creation of new work. The Foundation will complement existing funding sources, and offer new forms of support for creative practice and innovation.

Managing for Recovery (Feb 2010)

Partners: CSI, PricewaterhouseCoopers, Fundraising Institute Australia

[Managing for Recovery](#) finds that although conditions have been tough for charitable organisations, there is now a mood of cautious optimism returning and a shift in focus from cost cutting to revenue raising. This second survey of third sector organisations reveals that in the face of the worldwide financial crisis, Australian charities generally expect a positive year ahead. The survey provides an opportunity for the NFP sector to see how they have fared since the initial impact of the economic downturn and to get a snapshot on what their future outlook is likely to be for the next 12 months.

Cutting to the Heart of Workplace Giving (Nov 2009)

CSI, The Australian Charities Fund, Goldman Sachs JBWere, Mallesons Stephen Jaques, ANZ, Bain & Company, Buyology Lab

[This important study](#) looks at workplace giving (payroll giving) from the employees' perspective and tells us something new. By showing that the donations made by employees to charities through workplace deductions are additional to their existing contributions - and, indeed, encourage further donations - the true value of workplace giving is revealed. This evidence should act as a catalyst to employers, charities and governments to work together to promote workplace giving as a significant way to fund community enterprise.

Social Enterprise World Forum Research Roundtable (Oct 2009)

Partners: CSI, Social Ventures Australia, Social Traders



CSI conducted a research roundtable for the Social Enterprise World Forum with Social Enterprise World Forum (SEWF) co-hosts, Social Ventures Australia and Social Traders on 6 October 2009. Four international presenters spoke about social enterprise related research:

- Jon Huggett : John B. Reid Visiting Fellow at the Centre for Social Impact
- Susan Steinman: head of the Centre for Social Entrepreneurship at the University of Johannesburg
- Nir Tsuk: Ashoka, Israel
- Manuka Henare: Associate Dean (Māori and Pacific Development), University of Auckland Business School

Managing in a Downturn: Part 1 (Jul 2009)

Partners: CSI, PricewaterhouseCoopers, Fundraising Institute Australia

['Managing in a Downturn'](#) is the first comprehensive research project to assess the effect of the economic downturn on Australian third sector organisations. It assesses the projected increases and decreases in fundraising and other income streams resulting from the economic downturn to help policy makers and charities make informed decisions in response to the economic downturn if income streams soften and the demand for services rises. In Australia, early indications are that charities are anticipating a drop in their donations and have begun to reduce the number of services offered.

Common Cause (Jul 2009)

Partners: CSI, United Way, Sydney Community Foundation, Perpetual, Community Relations Commission

The ['Common Cause'](#) project aimed to help create a more inclusive community and address issues of social disadvantage by making freely available an improved information framework to all interested parties who seek to respond to the current and emerging social needs of Greater Sydney. The report maps the needs of individuals, social groups and the community to allow better planning and resourcing of community initiatives and services on the basis of evidence.

Stage 2 of this research project provided best practice examples in particular areas of social need and will evaluate programs currently underway.

The Giving Business (Feb 2009)

Partners: CSI, PricewaterhouseCoopers, The Australian Charities Fund, United Way, Charities Aid Foundation

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['The Giving Business'](#) research project aimed to understand the key success factors and business benefits of workplace giving, also known as payroll giving. Workplace giving was revealed as "the idea for the times" because it enables people lucky enough to be employed to easily give to those less fortunate. Among the key findings were that awareness of payroll giving remains alarmingly low among businesses; that businesses have an exaggerated perception of the complexity of setting up such a program, and that with relatively simple measures to improve take-up of the programs there is realistic potential to dramatically raise the amount donated by this method.

The study led to the publication of an opinion piece on the measures governments could take to promote the development of workplace giving, which was submitted to the Productivity Commission. One proposal put forward by CSI was that governments, as employers, should model best practice in workplace giving. This proposal was picked up in the Commission's report.

Current research projects

Corporate Responsibility in Australia: Analysis of the Corporate Responsibility Index

Partners: CSI, St. James Ethics Centre

[This project](#) investigates how corporate responsibility is being adopted by leading Australian companies. It involves empirical analysis of trends reported by participating firms in the annual Corporate Responsibility Index (CRI) survey. The first phase of the research is concentrating on three main areas: (1) Exploring how integrated corporate responsibility is among participants, (2) Examining how companies measure the impact of their community investment programs, and (3) Investigating the reporting practices of this group of leading companies.

Predictors of Ethical Consumerism

Partners: CSI (Asia Pacific Centre for Leadership for Social Impact- MBS), Globescan

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CSI's partner The Asia Pacific Centre for Leadership for Social Impact is undertaking a research project that seeks to identify predictors of ethical consumerism through the analysis of Corporate Social Responsibility (CSR) Monitor data from [Globescan](#). The project explores the factors that contribute to consumers becoming more influenced by ethical considerations, who is likely to become an ethical consumer and the behaviours of ethical consumers. It will benchmark Australian ethical consumer behaviour against international data.

Key Social Issues in Parramatta: Understanding and Engagement

Partners: CSI, Parramatta City Council (PCC)

Building on the success of the [Common Cause report](#) for Sydney, CSI is undertaking research for Parramatta City Council to [identify the key social issues](#) for the Parramatta Local Government Area. A range of outputs will be produced including a short report for partners that will share the knowledge captured on these key social issues including the strengths of and key challenges for social inclusion in Parramatta. The research and the report will provide the basis for developing awareness-raising and encouraging collaboration and collective action to bring about positive social change.

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Principle 5 Partnership

Overview

CSI aims to achieve its mission by building collaborations and partnerships and developing strong national and international affiliations. This is critical to our teaching and our practice and is evidenced by our wide range of stakeholders engaged with our centre and its activities.

Major achievements

Funding support for CSI

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 pledged to the Centre already exceeds the \$12.5 million required by the Commonwealth Government.

Number of partnerships

In 2009 CSI engaged in 48 collaborations with corporate partners, foundations, third sector organisations and local government. Collaborations included the delivery of action-based research projects, events, executive courses and the provision of scholarships.

Building Alliances

CSI seeks to build international links through world-class global alliances with universities, teachers, researchers and social entrepreneurs. We are part of a global research network of business schools committed to socially responsible business management.

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CSI took part in The Aspen Institute's 2009–10 Beyond Grey Pinstripes survey. CSI is a partner and is not yet formally ranked as it was not delivering the Graduate Certificate and MBA programs by the survey's 2008 closing date.

CSI is affiliated with seven international organisations:

- Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)-*Member*
- Business for Social Responsibility (BSR) -*Associate Member*
- World Alliance for Citizen Participation (CIVICUS) -*Member*
- The European Academy of Business in Society (EABIS) - *Affiliate Member*
- The International Society for Third-Sector Research (ISTR)-*Member*
- The Nonprofit Academic Centers Council (NACC) -*Full Member*

CSI is also affiliated with seven Australian organisations:

- Associations Forum-*Member*
- The Australia and New Zealand Third Sector Research (ANZTSR) -*Member*
- Australian Davos Connection-*Associate Member*
- Givewell-*Member*
- National Roundtable for Nonprofit Organisations-*Member*
- Not-For-Profit Network-*Member*
- Philanthropy Australia- *Associate Member*

Collaboration in action

CSI is a ground-breaking partnership between the four partner universities. 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.

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. 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 Graduate Certificate courses. These academics worked effectively together to reach outcomes that will lead to accreditation of the postgraduate program at each university.

CSI has established Advisory Councils in Melbourne and Sydney and Perth. They comprise senior representatives from the corporate, nonprofit, philanthropic and government sectors. The Councils provide advice to CSI on teaching and research priorities, stakeholder relationships and public policy issues on which the Centre should facilitate discussion. The Councils also help the Centre to identify opportunities for experiential learning for its students. Chaired by one of their membership, the

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Councils meet twice a year. The views of the Council members are important in guiding the direction of the teaching and research programs.

Example - Annual Qantas Foundation Social Impact Lecture

The annual lecture is a joint initiative between the Qantas Foundation and CSI. It provides for an international speaker of note to visit Australia to discuss an emerging issue. The inaugural lecture was given by Lord Michael Hastings. The 2009 Qantas Foundation lecture, 'Making a Business Case for Biodiversity' was presented by Mark Rose, Global CEO of Fauna and Flora International.

The 2010 Qantas Social Impact lecture is planned for October 2010 and will involve a high profile international expert and thought leader in corporate responsibility and sustainability.

Applied research projects

As can be seen in the report on Principle 4 (Research) CSI partners with a large number of companies on applied research projects designed to help third sector organisations, businesses and local government agencies measure and deepen their understanding of their social impact.

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Principle 6 Dialogue

CSI achieves its mission through one of its main goals of promoting public debate. CSI arranges a number of discussions and seminars at which experts lead discussion of an emerging issue. Many of these are offered to a small audience by invitation only. Some are large public events. These events provide opportunities for in-depth discussion of new ideas, facilitated collaborative approaches and helped build networks of social capital. Guests often come from the corporate, government and third sectors and discussion focuses on innovative solutions to social issues and sustainability. To date our events and executive courses have been offered in Brisbane, Canberra, Melbourne, Perth and Sydney. CSI held 86 events in 2009. Over the course of the year, 2175 people attended our events.

Major achievements

Visits by international experts

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.

In 2009, we hosted visits by thirteen international academics and other experts in third sector issues. The visitors were:

- David Blunkett, British Labour MP and Education Secretary from 1997-2001
- John Casey, Associate Professor, Baruch College, City University of New York
- Jennifer Griffin, Associate Professor of Strategic Management and Public Policy at The George Washington University School of Business
- Pamela Hartigan, Director of the Skoll Centre for Social Entrepreneurship in the Saïd Business School University of Oxford.



- Les Hems, School of Public Policy, University College London, and Guidestar UK
- Peter Hero, Senior Fellow at The Center for Social Innovation at Stanford Graduate Business School
- Jon Huggett, advisor and ex-partner at the Bridgespan Group and at Bain & Company
- Richard Locke, Professor of Entrepreneurship at Massachusetts Institute of Technology
- Jeremy Nicholls, Chief Executive of the SROI Network
- Mark Rose, Global CEO, Fauna and Flora International
- Thomas Schillemans, Assistant Professor in Public Administration at Utrecht University
- Rajesh Tandon, President of the Participatory Research Institute of Asia (PRIA)
- Speciosa Wandira, Director for the Hunger Project and Uganda's Vice President from 1994-2003.

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.

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Profiles of selected international visitor events

Dr Speciosa Wandira spoke at a jointly hosted session with CSI and AGSM Executive Programs. Wandira is on the Global Board of Directors for The Hunger Project and served as Uganda's Vice President from 1994 to 2003. She drew on her experiences with the Hunger Project and her political experience to discuss the difference leadership makes in driving innovation and entrepreneurship.

Thomas Schillemans spent five months with CSI as a visiting research fellow. He conducted comparative research on the relevance of media for public and third sector organisations that deliver public services. Schillemans is Assistant Professor in public administration at Utrecht University in the Netherlands.

CSI together with Vision Australia and the Australia and New Zealand School of Government (ANZSOG) hosted David Blunkett who spoke on 'Mutual Action, Common Purpose: Empowering the Third Sector'. Blunkett is a British Labour MP and was Education Secretary from 1997-2001. He has worked on anti-poverty, affordable credit and social mobility, and conducted a review of the future role of the community and voluntary sector.

Woodrow McCutchen: Building scale in the non-profit sector. In September 2008 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.

Charles Leadbeater: Radical solutions needed. In September 2008 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."

Martha McCoy and Patrick Scully: Communities are key. CSI, in collaboration with the not-for-profit organisation Adult Learning Australia, hosted a seminar on the role local communities play in creating strong national democracies. This was held at the Australian National University in Canberra in November 2008. US experts Martha McCoy and Dr Patrick Scully, from Connecticut-based Everyday Democracy, led discussions. 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.

'Yakety Yak' conversation series

Our ['Yakety Yak'](#) dinner and conversation series was launched in 2009. The evenings involve discussion around issues of corporate responsibility, public and social innovation, social entrepreneurship and the role played by third sector organisations in building a sustainable Australia. In these intimate events broadcaster Peter Thompson interviews distinguished individuals who have shown exceptional leadership in their field. This is then followed by a facilitated discussion with the audience. The series is hosted by our corporate partners and was conducted in Brisbane, Sydney and Melbourne.

Our diverse range of speakers in 2009 included:

- Linda Burney, NSW Minister for Community Services;
- Kylie Charlton, Managing Director of Unitus Capital & 2009 Heloise Waislitz Fellow, Asia Pacific Centre for Social Investment and Philanthropy at Swinburne University;
- Dick Estens, Chairman of the Aboriginal Employment Strategy;
- David Gonski, leading philanthropist, UNSW Chancellor and Chairman of Investec Bank (Australia) Limited;
- Sue Gordon, former WA Children's Court magistrate and former head of the Northern Territory Intervention;
- Ken Henry, Secretary to the Australian Treasury;
- Eve Mahlab, Convenor of the Women Donors' Network;
- Arthur Sinodinos, Regional General Manager of the Business and Private Bank at NAB and chief of staff to the former Prime Minister John Howard.

Influencing public policy

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CSI aims to influence public policy as part of its mission.

Submissions were made by CSI to the Australian Productivity Commission report on the contribution of the Not-for-Profit sector. Senior staff of CSI took opportunities to engage in public policy discussions with a number of government departments and agencies. Peter Shergold was a member of the Western Australian Economic Audit which published *'Putting the Public First: Partnering with the Community and Business to Deliver Outcomes'* in October. In response to an invitation, CSI prepared a series of papers for the department of the Prime Minister and Cabinet, discussing social inclusion, addressing disadvantage in social investment, addressing disadvantage through volunteering, and approaches to measuring social impact. These papers were written by CSI academic staff and can be found at www.csi.edu.au/our-research/publications.

Speech 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 2008. 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.

Official launch by the Governor-General

A historic day for the Centre, July 28 2008, marked CSI's official launch. The Governor-General, Major General Michael Jeffery AC, CVO, MC (Retd), officiated 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.

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.

Website

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The [CSI website](#) provides users with access to resources and latest news, and keeps people informed of initiatives undertaken by CSI. In 2009, the website received over 32,000 visits in total (including multiple visits by an individual).

Media

The media is used by CSI to inform a wider audience about emerging issues in the area of corporate responsibility and accountability and sustainability, as well as other social economy issues. In 2009 CSI received media coverage on 165 occasions. These ranged from mentions of CSI to views expressed by CSI staff to substantial opinion pieces by CSI staff. One third of all media coverage appeared in newspapers, with radio and sector periodicals at almost 30% each, and TV at 10%.

'[Social Business](#)' is an exciting new television program that discusses the latest news in not-for-profit activity, corporate responsibility, philanthropy and volunteering. It commenced in May 2010. Co-hosted by CSI's Peter Shergold and Sky News presenter Brooke Corte, 'Social Business' airs each month on Sky News Business channel and focuses on key issues around social entrepreneurship, public and social innovation and the emergence of new social businesses.

CSI is also an active participant in [Knowledge@ASB](#), the Australian School of Business' knowledge sharing initiative with The Wharton School at the University of Pennsylvania, [Knowledge@Wharton](#). It is supported by CSI with articles of interest in the field of social impact and commenced in 2010.

Newsletter

[CSI's monthly electronic newsletter](#) is sent out to 4,000 subscribers. The newsletter provides news and developments about CSI's latest initiatives. It also contains information on social impact issues of interest to our partners, collaborators and readers.

Conferences

CSI staff spoke at 22 conferences during 2009. This enabled CSI to expand its reach to discuss emerging issues. For example, Peter Shergold spoke about corporate responsibility at the DAVOS Future Summit and at the Adelaide Festival of Ideas he discussed whether corporate responsibility has reached its limits.

Speeches

CSI staff made 113 speeches in 2009. These provide opportunities for further discussion of ideas and emerging issues to a large number of people.

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Resources for stakeholders

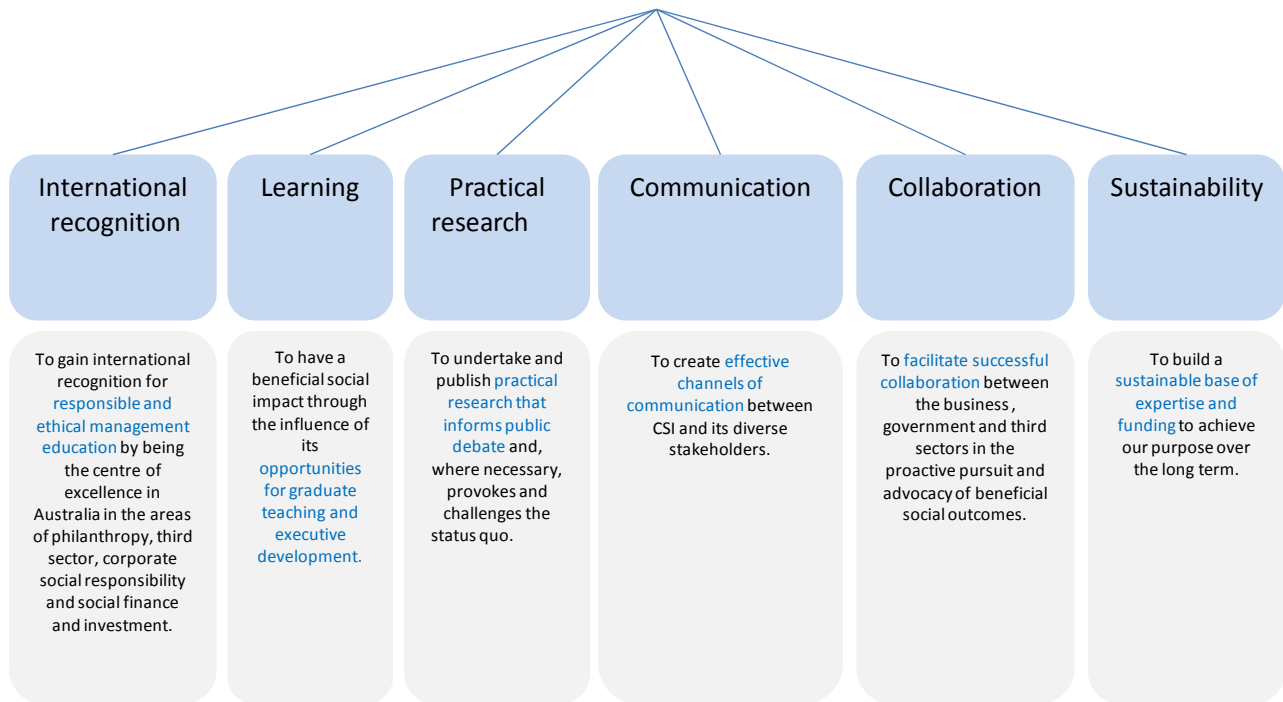
On CSI's website stakeholders can find a range of resources including interviews, speeches and articles not accessible elsewhere, relating to the third sector. Among these are:

Knowledge Connect - a quarterly literature review of the latest thinking on social impact. Edited by Barbara Merz, it provides succinct summaries of publications of interest to social sector leaders and innovators. Garnered from a broad and eclectic range of international sources, Knowledge Connect's articles seek to keep people up to date with global trends. In 2009, a series of luncheons was held with representatives from all sectors, to discuss the topics covered in each edition. These vigorous sessions were instrumental in fostering a deeper understanding of new issues and sharing knowledge of best practice. They have been very successful and are continuing in 2010.

Podcasts - a series of small conversations, each 5-10 minutes, on the big issues in social impact.

Videos – a series of videos of prominent speakers discussing a range of topics including corporate social responsibility, social investment, social entrepreneurship and philanthropy. It includes CSI's Yakety Yak dinner and conversation series in which ABC broadcaster Peter Thompson interviews distinguished individuals who have shown exceptional leadership in their field.

CSI Goals



Appendix 1



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Appendix 2

