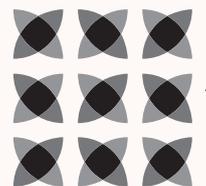


*Catalysing
social change*

FOR A BETTER WORLD

CSI's strategic vision
and intent for 2022



CENTRE
for **SOCIAL**
IMPACT

We want a
**BETTER
WORLD.**





We believe everyone has a role to play in creating social change.

Our role is to help enable others to achieve social impact.

We do this through transformational research and education that is rigorous and purpose-driven.

CSI: OUR CONTEXT

The Centre for Social Impact (CSI) was established in 2008 under the leadership of our founding Chief Executive Officer, Peter Shergold. A collaboration between university partners, philanthropists, corporates, and government, the Centre for Social Impact was established to improve the delivery of beneficial social impact in Australia through research, teaching, measurement, and the promotion of public debate.

There is a need for an independent voice and a place to go to be informed, educated and supported...

Today, CSI's network of researchers, teachers, and staff is located at UNSW Sydney, Swinburne University of Technology, and The University of Western Australia.

CSI undertakes numerous research projects every year with government, business and not-for-profit partners, and provides the nation's most comprehensive post-graduate program in systems-led social leadership, the Graduate Certificate in Social Impact. In recent years, the Graduate Certificate was joined

by Masters Programs (including an MBA in Social Impact) and undergraduate courses across all partner universities.

In 2017 the Centre for Social Impact welcomed its new Chief Executive Officer Professor Kristy Muir, and commenced a strategic review of its vision, mission and goals.

As we look ahead, we know that social inequities will remain stark, resources will become tighter, and people and social purpose organisations will amplify their search for

innovative solutions to complex social problems. We know there is a need for an independent voice and a place to go to be informed, educated and supported to effectively deliver social impact.

It is with this in mind that we begin our next phase, working with others to catalyse social change for a better world.

OUR VISION

A BETTER WORLD FOR PEOPLE, COMMUNITIES AND SECTORS.

We have a vision for a better world where people have the opportunity to achieve their goals free of discrimination and social inequality, where complex social problems are addressed, communities are diverse and thriving, and where organisations across sectors work together to grow positive social impact.



OUR PURPOSE

CATALYSE POSITIVE SOCIAL IMPACT.

*The Centre for Social Impact's
purpose is to catalyse
positive social change.*

*We aim to do this by engaging
and working with people,
communities and organisations
to grow their capabilities
through research, education,
and leadership development.
We create tools, solutions, and
leaders that enable change.*

OUR WORK

RESEARCH.
EDUCATE.
CATALYSE
CHANGE.

Our work sits on the bedrock of leading universities. We:

Research:

CSI undertakes research that illuminates, examines, and helps create conditions for a better world.

Our research develops and brings together knowledge to understand current social challenges and opportunities to create a better world. We will work ethically and with rigour, across disciplines and by ensuring people, community and organisations are central.

Our focus over the next five years will be on reducing social inequality and understanding and addressing key complex social problems. Within this focus, we will strive to:

- Identify and undertake flagship research programs that will help to fulfil our vision;

- Identify, understand and address complex social problems using systems thinking and a range of lenses;
- Examine processes to create a better society – particularly, partnerships, collaboration and co-production, hybrid business models, funding models and leadership;
- Determine whether and where progressive change is occurring – understanding what works, in what contexts and why.



Social CHANGE

Catalyse
Change

Research

Educate

Work with:
Purpose · Humanity
Rigour · Connectedness

Educate:

CSI develops social impact leaders for a better world.

We have thriving undergraduate, postgraduate and professional development programs. We strive to increase the capabilities and number of progressive social impact leaders across disciplines, industries and sectors. Our graduates craft careers that matter and are leaders in their fields.

Catalyse change:

Using our research and education, CSI catalyses social change across the social purpose ecosystem.

We aim to do this by:

- being an independent, trusted and influential voice;
- translating knowledge into action through accessible and applicable data, tools, guides and resources; and
- connecting people, exchanging ideas and working with others to lead change.

Our engagement aims to reach across traditional divides to facilitate collaborations across the social purpose ecosystem with government, not-for-profits, for-profits, hybrid businesses, philanthropy and community organisations.

OUR VALUES

PURPOSE.
RIGOUR.
HUMANITY.
CONNECTEDNESS.

Purpose. We are united by a purpose and passion to help create social good.

Rigour. Our work is underpinned by rigour, independence, ethics, and innovation.

Humanity. We hold an abiding belief that people can improve the world by upholding rights and enacting humane qualities like benevolence, compassion and respect.

Connectedness. We create and support constructive relationships and meaningful connections between people, communities, and organisations.



OUR FOUNDATION AND ENABLERS

Our partner universities are our strong and supportive foundation. Our people and partners, resources and technology are core enablers to our success.

People and Partners: CSI has an outstanding and collegial team who are united by a purpose to help create social good. CSI has a national executive team; is governed by a Board and our partner universities. It has the additional support of prestigious Advisory Councils across our partner states. We are an active part of the social purpose ecosystem and partnering across sectors is a strong feature of how we work.

Resources: Our universities have remarkable and diverse resources in our people, our infrastructure and expertise. We are uniquely positioned to capitalise on these and be agile, responsive and authoritative. As a not-for-profit, we are driven by mission and values.

Financial Sustainability: CSI is a not-for-profit, which was originally funded by Universities, four founders, four businesses and the Federal Government. Financial sustainability is key to being able to continue to undertake our work.

Technology: We use online technologies to support interactive datasets, empower people to 'slice and dice' information in ways that helps them answer key questions. We harness the power of the internet to collect and share meaningful information, producing outputs that are immediately useful to individuals, communities, and organisations seeking to improve their social impact.

LONG-TERM OUTCOMES

Our work:

RESEARCH:
CSI UNDERTAKES
RESEARCH THAT
ILLUMINATES, EXAMINES,
AND HELPS CREATE
CONDITIONS FOR
A BETTER WORLD.

Our research has developed and brought together knowledge to understand, create and demonstrate conditions for a better world.

Our research is high quality and respected and takes a multidisciplinary and people centred approach

Our research is underpinned by our values and is highly engaged with the social purpose ecosystem

We contribute to research leadership in social impact

Our work:

EDUCATE:
CSI DEVELOPS SOCIAL
IMPACT LEADERS FOR A
BETTER WORLD.

Our undergraduate, postgraduate and professional development programs lead social change education in Australia

Our graduates are diverse and work in a range of industries to enact social change

Our work:

CATALYSE CHANGE:
CSI AIMS TO CATALYSE
POSITIVE SOCIAL IMPACT
ACROSS THE SOCIAL
PURPOSE ECOSYSTEM.

We create mechanisms to help catalyse social change at scale

We work effectively with others across sectors to lead positive social change in society

We are experts in dynamic knowledge translation

We are an independent, reliable, trusted, voice

2022 STRATEGIC GOALS



To undertake flagship research programs in a range of social purpose ecosystem focus areas that answers critical questions to progress social change:

- | | |
|--|--|
| <p>a) Reducing social inequality and understanding and addressing key complex social problems using systems thinking and a range of lenses;</p> <ul style="list-style-type: none">– To initiate innovations in methodologies that put people and cross-sector collaborations at the centre of research– To produce high quality scholarly and accessible publications | <p>b) Examining processes to create a better society – particularly, partnerships, collaboration and co-production, hybrid business models, cross sector roles, funding models and leadership;</p> <p>c) Understanding and measuring social impact: whether and where positive change is occurring; what works, in what contexts and why.</p> <ul style="list-style-type: none">– To produce research-informed tools that are well-used by industry, governments and communities |
| <ul style="list-style-type: none">– To ensure our research:<ul style="list-style-type: none">– Is ethical and rigorous;– Draws on a range of disciplines / uses a range of lenses;– Includes people, community and/ or organisations | <ul style="list-style-type: none">– To ensure research findings are:<ul style="list-style-type: none">– Translated and widely disseminated– Meaningful to and used by industry and governments– Implementable and scalable for broader social impact |
| <ul style="list-style-type: none">– To produce engaged and knowledgeable PhD graduates and early career researchers with a commitment to progressing social impact | <ul style="list-style-type: none">– To lead and contribute to multi-year collaborative research programs in our areas of purpose and expertise |
| <ul style="list-style-type: none">– To educate a larger number of the next generation of social impact leaders and existing social impact leaders across disciplines and sectors– To provide high quality education underpinned by research | <ul style="list-style-type: none">– To establish education pathways that connect professional development and formal courses and program trajectories– To innovate in curriculum design and program delivery, ensuring that our programs are accessible, dynamic, and scalable |
| <ul style="list-style-type: none">– To increase our student reach, break down barriers to accessing education and increase our partnerships nationally and internationally | <ul style="list-style-type: none">– To better understand the career paths of our alumni and maximise engagement with this network |
| <ul style="list-style-type: none">– To develop and scale our capacity-building arm (training, tools, resources and guides) in order to catalyse change by influencing the way participants think, respond, act and interact | <ul style="list-style-type: none">– To identify and influence levers for scalable change and improve accessibility to resources |
| <ul style="list-style-type: none">– To develop new and maintain existing partnerships to effect social change with governments, not-for-profits, businesses, hybrid businesses and philanthropy | <ul style="list-style-type: none">– To connect people across the social purpose ecosystem to exchange ideas and co-create solutions for social change |
| <ul style="list-style-type: none">– To translate knowledge into action by creating accessible and applicable data, tools, guides and resources | |
| <ul style="list-style-type: none">– To be nonpartisan and evidence-informed thought leaders in a variety of formats and forums | <ul style="list-style-type: none">– To be responsive and connected to current affairs, positioning CSI as a respected source for evidence-based comment |

OUR ENABLERS

Our enablers:

PEOPLE & PARTNERS

CSI is an enabling environment that attracts and retains a high performing team that can deliver our strategy and demonstrate our values

CSI has a broad range of partners that help to achieve our mission nationally and internationally

Our enablers:

RESOURCES & FINANCIAL SUSTAINABILITY

CSI capitalises on our universities' deep and diverse resources

CSI generates and uses resources effectively and efficiently to achieve our goals

CSI is financially sustainable

Our enablers:

TECHNOLOGY

CSI harnesses online technologies to help people deliver and scale social impact



GOALS

- To ensure effective leadership, professional development and communication at CSI nationally and across each university node to ensure we can deliver on our strategy
- To work together across CSI nodes to identify and maximise our collective strengths
- To build a positive culture and set expectations that CSI's people uphold and demonstrate our values
- To leverage people within and outside our academic institutions and across the social purpose ecosystem (sectors, industries, practice)
- To differentiate who we should be working with to deliver our strategy
- To develop relevant international relationships
- To leverage people, infrastructure and expertise across our universities to help achieve our strategy
- To undertake business development activity in areas that will help support us to deliver our strategy & to ensure that resources are used effectively and efficiently
- To grow revenue, secure longer-term funding and manage expenditure to ensure CSI is financially sustainable so we can deliver impact through our work
- To be agile and progressive in adapting to use technology to make data and information more accessible to people working for social impact
 - support interactive datasets,
 - empower people to 'slice and dice' information in ways that helps them answer key questions, and
 - to collect and provide meaningful information
- To use technology to scale social impact.

Catalyse
Change

Research

Educate

Work with:

Purpose · Humanity
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