



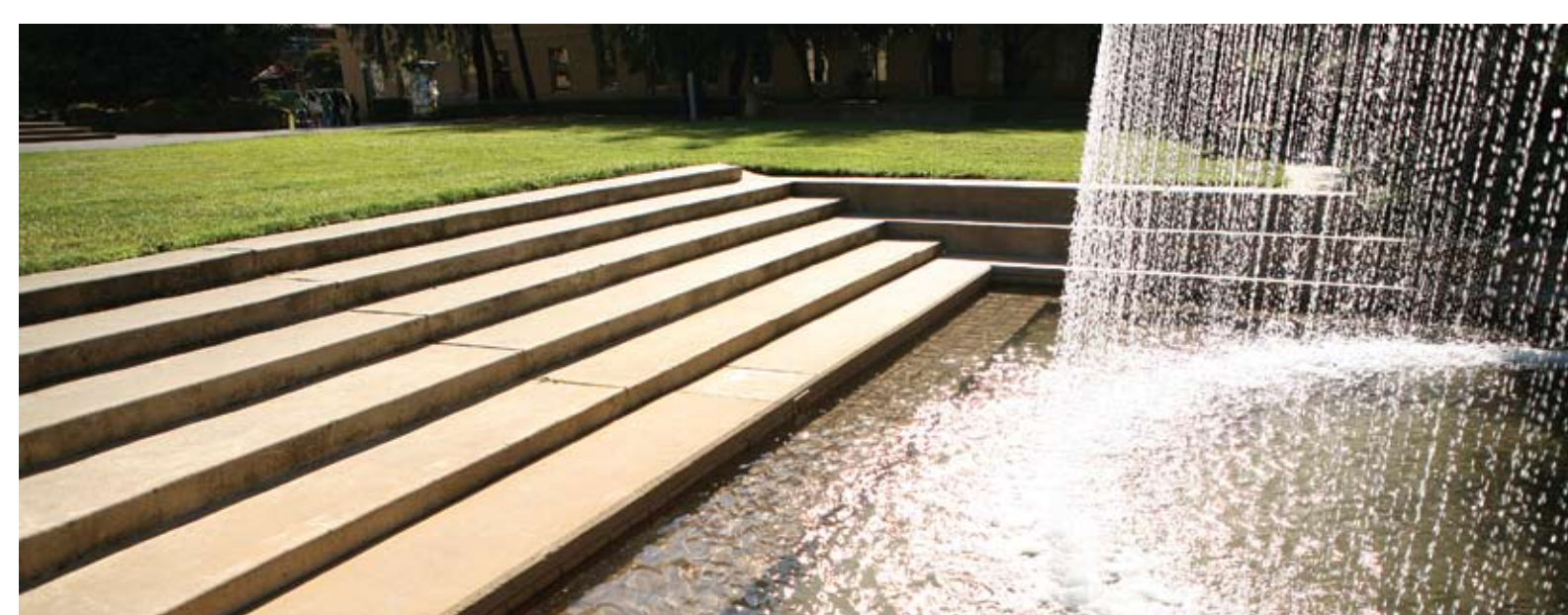
STANFORD
GRADUATE SCHOOL OF BUSINESS

EXECUTIVE EDUCATION

CENTER FOR SOCIAL INNOVATION MAKING AN IMPACT



CHANGE LIVES. CHANGE ORGANIZATIONS. CHANGE THE WORLD.



CENTER FOR SOCIAL INNOVATION

At the Center for Social Innovation, we develop leaders who can bring affordable lighting to the world's poor and create business models for entrepreneurs rebuilding New Orleans. We break down boundaries across sectors to educate and connect social innovators who are working to solve the global problems of the 21st Century. The Center accomplishes its mission through:

- Knowledge Creation – Through the discovery of new ideas via research, cases, and publications such as the *Stanford Social Innovation Review*, the Center contributes new thinking about ways to achieve social impact.
- Education – The Center's educational activities, such as MBA courses, conferences, and Executive Education programs, build the skills and confidence of social innovators so that they can successfully drive social change.
- Resources in Action – The Center provides a bridge between academia and practice. Through consulting, internships, and partnerships, our initiatives have a direct impact in the world.

Join us in building a more just, sustainable, and prosperous world. Visit www.gsb.stanford.edu/csi.

THE CENTER FOR SOCIAL INNOVATION EXECUTIVE EDUCATION PROGRAM PORTFOLIO

Business Strategies for Environmental Sustainability

Draws from a multidisciplinary curriculum and delivers strategies to gain competitive advantage through environmentally sustainable practices. Appropriate for leaders in business, government, non-governmental organizations, and political action organizations.

Corporate Social Responsibility: Strategic Integration and Competitiveness

Explores new ways in which companies can incorporate societal and environmental perspectives into strategic thinking, and the challenges and dilemmas involved in the process.

Executive Program for Nonprofit Leaders

Develops the professional capabilities of current and future leaders of nonprofit organizations by relating their experiences to integrated frameworks on leadership and management.

Executive Program for Philanthropy Leaders

Develops the leadership capabilities of foundation and government executives while providing strategic frameworks to improve grantmaking effectiveness and foster social innovation.

Executive Program in Social Entrepreneurship

Delivers innovative management frameworks to help seasoned social entrepreneurs address their unique challenges, scale their ventures, and affect even greater social change for the communities they serve.

Strategy for Nonprofit Organizations

Teaches teams of senior staff members and board members how to effectively define and execute an organizational strategy and mission.



CONTACT INFORMATION

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“With a well-developed and intensive curriculum, the program challenges nonprofit leaders to think critically about ways to grow and develop their organizations. It not only offers cutting-edge education with excellent professors, but also provides access to a global alumni association. I highly recommend the program for all nonprofit executives, whether they are at the top or on their way.”

* JEROME D. GRANT / VICE PRESIDENT, DEVELOPMENT & EXTERNAL AFFAIRS / YWCA OF THE CITY OF NEW YORK

Since 2001, more than 1,500 nonprofit, government, and corporate leaders have attended the Center for Social Innovation Executive Education programs at the Stanford Graduate School of Business.

Today, these executives lead with confidence. They think strategically. Years after their transformational experience, they still apply the tools and frameworks they learned at Stanford to achieve high performance.

In 2007, we commissioned outside evaluators to measure the impact that both of our Executive Programs for Nonprofit Leaders (EPNL) had on past participants and their organizations. With up to six years having passed since these executives left Stanford, we wanted to know:

- Have they succeeded in turning program learning into action?
- Did the program improve their leadership and management skills?
- Do they continue to apply the frameworks and tools that they learned?

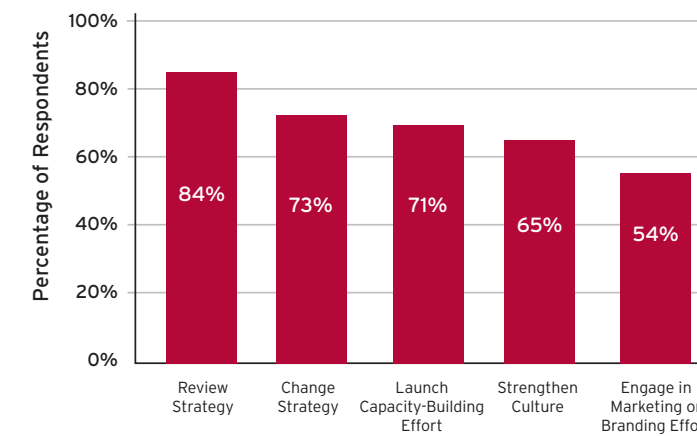
Nearly forty percent of all past participants responded to this survey and their answers demonstrate the lasting value of the program. With our diverse offerings, the Executive Education programs from the Center for Social Innovation provide high impact learning and engagement for not just nonprofit leaders, but also corporate leaders interested in social and environmental responsibility, philanthropic and foundation leaders, and social entrepreneurs.



A CATALYST FOR POSITIVE CHANGE

While many nonprofit leaders recognize where organizational transformation is needed, implementing change is often a personal and organizational challenge. In addition to offering inspiration, EPNL provides participants with models and tools to initiate change processes and overcome organizational resistance.

Since attending EPNL, participants have actively put their learning to use to implement change.



IMPACT NOW AND FOR THE FUTURE

Given their diversity of backgrounds, nonprofit executives have varying professional development needs. Yet nearly all participants felt that the programs had a positive impact on their long-term success as leaders. In fact, 72% of respondents categorized the program’s overall impact on their leadership abilities as “large” or “transformative.”

At the same time, the survey also made clear that participants almost always diffuse EPNL program learning throughout their organizations. More than 92% of respondents reported that they had shared EPNL materials and information with their colleagues or used it as the basis for a collaborative organizational initiative.

As these survey results show, an investment in the Center’s Executive Education programs makes a lasting impact—both on individual participants and the organizations they lead.

WHY STANFORD BUSINESS SCHOOL?

Stanford Business School is committed to developing innovative, principled, and insightful leaders who make an impact on the world. Our faculty includes three Nobel laureates, three members of the National Academy of Sciences, 17 members of the American Academy of Arts and Sciences, and three recipients of the John Bates Clark Medal in Economics.

In its 2007–2008 research study, “Beyond Grey Pinstripes,” the Aspen Institute ranked Stanford as the #1 business school in the world for integrating issues of social and environmental stewardship into a business curriculum. We now offer six Executive Education programs focused on social and environmental innovation.

THE STANFORD EXECUTIVE EDUCATION EXPERIENCE

Innovation lives at Stanford, and we design the Executive Education experience to inspire bold ideas and new ways of thinking. Executive Education programs deliver open and engaging interaction between senior-level faculty members and program participants.

From the beautifully designed Schwab Residential Center to world-class libraries and “wired” classrooms, Stanford’s campus and Executive Education facilities provide an unparalleled environment in which to study, reflect, and refresh.

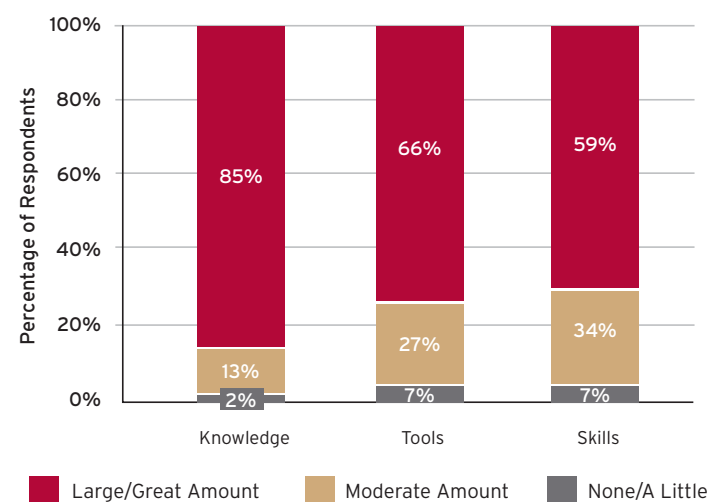


LEADING WITH EFFECTIVENESS

Although participants in the EPNL programs are already experienced leaders and managers, they often struggle against persistent challenges and ingrained organizational patterns of thought. Many respondents credited EPNL with providing the insight they needed to break free of old ways of thinking, analyze challenges in a new light, and think more strategically about their solutions.

More than 93% of respondents felt that the programs gave them the knowledge, tools, and skills to lead more effectively, and more than 98% felt that they had retained a large amount of this knowledge over the long term.

EPNL participants report that the program provided them with the long-term knowledge, tools, and skills to lead their organizations more effectively.



A TRANSFORMATIONAL EXPERIENCE



Dave DeForest-Stalls
President and CEO
Big Brothers Big Sisters of Colorado (BBBSC)
Executive Program for Nonprofit Leaders Participant

Organization Background: BBBSC was founded in 1918 and provides one-to-one mentoring relationships for underprivileged children from single parent families. BBBSC currently serves 1,985 children with 48 staff and a budget of \$3.6 million.

Challenges: In February 2005, BBBSC was in crisis. Persistent budget shortfalls required cutting staff by 50%. Hundreds of mentoring relationships and waitlisted children had to be dropped. The Board needed re-vitalization. The staff was mistrustful and uncommunicative. “Systems” consisted of unrelated Excel spreadsheets.

From 2005, when Dave was hired as CEO, to 2007, the BBBSC team systematically fixed many of the problems to get the program back on

sound financial and programmatic footing. However Dave knew the turn-around was not complete, so he sought a grant to enable him to further his professional development.

Stanford’s Executive Education: After evaluating the top educational programs available, Dave selected the EPNL from Stanford’s Center for Social Innovation.

“At Stanford’s EPNL, the incredible intellectual stimulation from the classes and the creative and re-energizing atmosphere of an amazing group of global nonprofit leaders had a tremendous impact on me. It was an incredibly productive two weeks.”

Impact: Upon his return from the program, Dave and his board began a seven-month process to create a strategic vision of the organization for the next 10 years. This new vision helps the staff and board focus on how to make the intended future a reality.

“Without Stanford’s EPNL, we might still be comparing progress only with our organizational past, not our children’s potential future.”