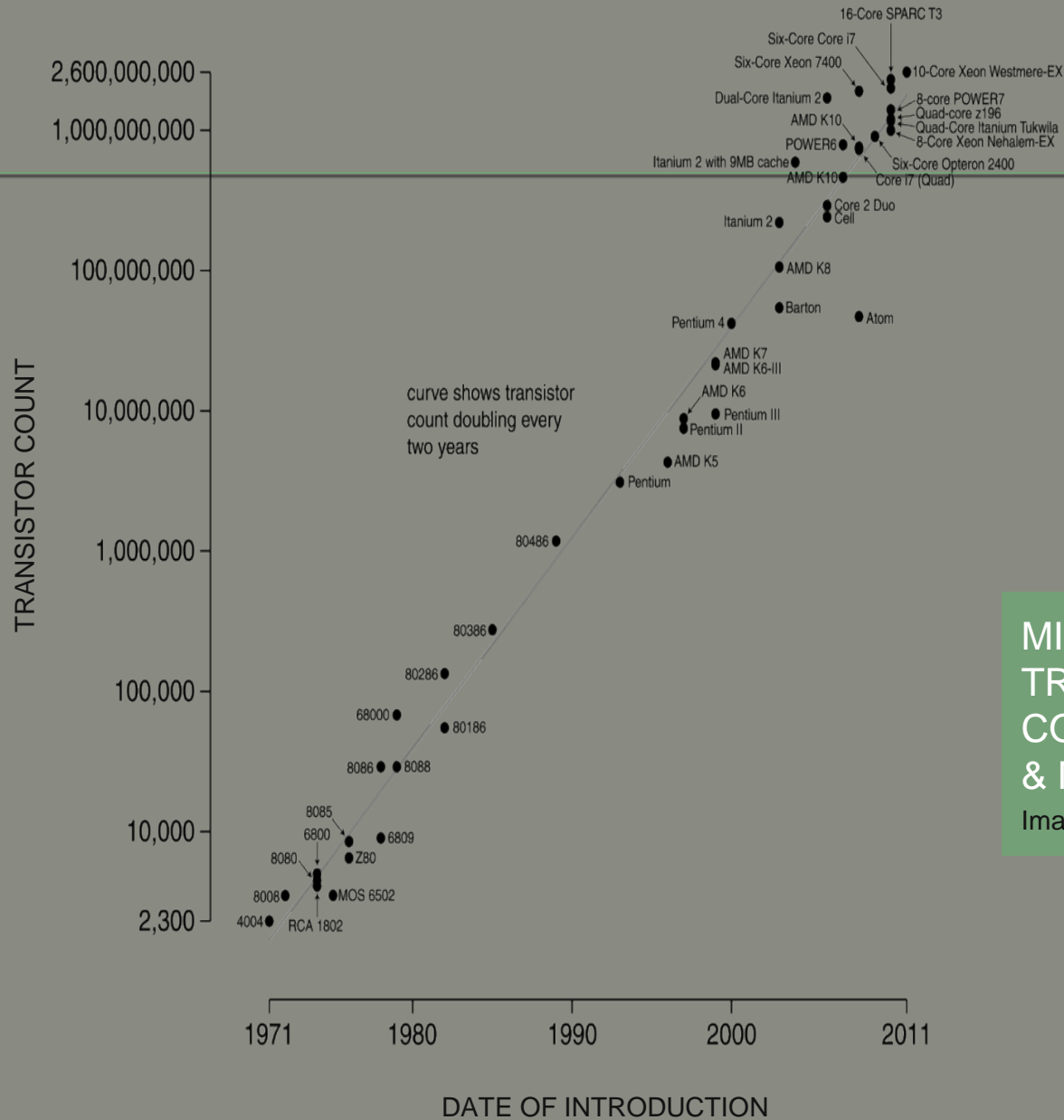


Questions rather than  
Outcomes:

Grantmaking In A Time  
of Constant Change



Image: CC BY-ND: Orin Zebest on FLICKR.com

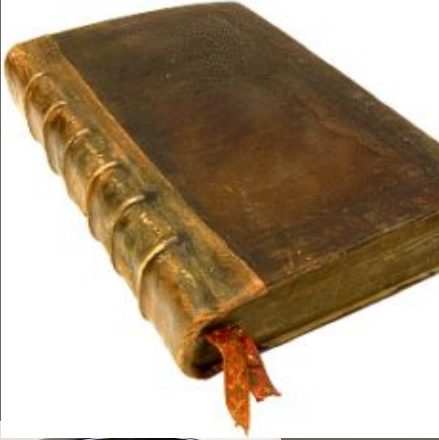


**MICROPROCESSOR  
TRANSISTOR  
COUNTS  
& MOORE'S LAW**  
Image: CC BY-SA WGSIMON

The *printing press* was responsible for ushering in and shaping the *Renaissance*, caused the *Protestant Reformation* and enabled and shaped the *Scientific Revolution*. It's fair to expect similarly significant changes now.

Jeffrey MacKie-Mason, University of Michigan,  
Dean, School of Information

# Innovation & Change



amazon.com



UDACITY  
udacity.com



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WHERE IS THE CHANGE IN  
PHILANTHROPY?

What are we aiming at?





**It's not about making the horse run faster.**





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**RISK**

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LOW-COST NETWORKS  
AND COMPUTING

=

LOW COST OF INNOVATION



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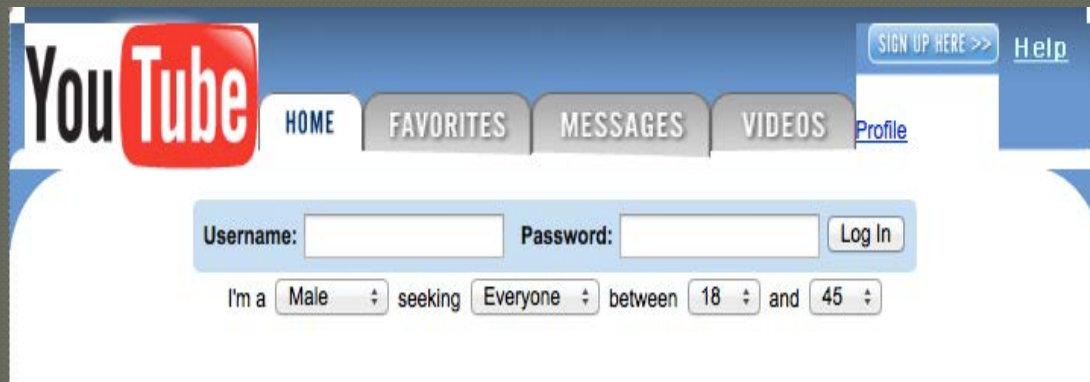
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**AGILITY**



2005

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**EMBRACE  
SERENDIPITY**



# Stocks vs. Flows

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“To succeed now, we have to continually refresh our stocks of knowledge by participating in relevant ‘flows’ of knowledge, which are interactions that create knowledge or transfer it across individuals.”

- Hagel, Brown and Davidson

# GRANTMAKING??

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- RISK

- AGILITY

- SERENDIPIDITY



The Stimson Center

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# SHIFT:

OUTCOMES → QUESTIONS