



RESEARCH THAT INFORMS AND TRANSFORMS

The Center
for Advanced
Study in the
Behavioral
Sciences
at Stanford
University



Imagine a place where great minds are brought together to confront the critical issues of our time, where boundaries and assumptions are challenged, where original interdisciplinary thinking is the norm, where extraordinary collaborations become possible, and where innovative ideas and thinking are in pursuit of intellectual breakthroughs that can shape our world.

**The Center for Advanced Study
in the Behavioral Sciences
at Stanford University is such a place.**

The Center has a particular value now that could not have been anticipated at its start. It is a place for sustained research, reflection, and conversation in the midst of one of the most dynamic regional economies in the world—close enough to benefit from the culture of innovation, but with its own distinct space for free inquiry.

**Paul Starr
fellow 2014–15**

*Stuart Professor of
Communications,
Professor of Sociology
and Public Affairs,
Princeton University*

*Winner of the Pulitzer Prize,
1984*

An Extraordinary Place, Reimagined

Are persistent economic and racial inequalities surmountable?

What are the implications of technological change for the future of work and leisure?

What are the sources of ethics and norms given the decline of religion and traditional family structures?

How do we re-envision the aging process as many of us live so much longer?

What can social scientists add to the advances in genetics, neuroscience, and AI that are transforming our understanding of how humans learn, fight, and cooperate?

Since its inception in 1954, researchers associated with the Center for Advanced Study in the Behavioral Sciences (CASBS) at Stanford University have explored vexing questions and concerns. They have created and extended knowledge of our world, and continue to do so. The Center's annual mix of distinguished thinkers of proven accomplishment facilitates advanced thinking and research. They study contemporary societal problems and contribute to evidence-based policy and solutions.

CASBS, sitting on a bucolic hill above Stanford University, is renowned for providing a home for scholars engaged in pioneering research. In the 20th century, this was undertaken largely through individual projects. The nurturing of such pursuits endures. In the 21st century, progress on theoretical, empirical, and societally important questions increasingly requires multiple perspectives and cross-disciplinary teams. Today, the Center is an epicenter for short- and long-term research networks, projects, and workshops. This reimagining of CASBS supports both individual research and creative collaboration.

In supporting both individual and group endeavors, CASBS employs an approach that empowers researchers, their ideas, and their advances...

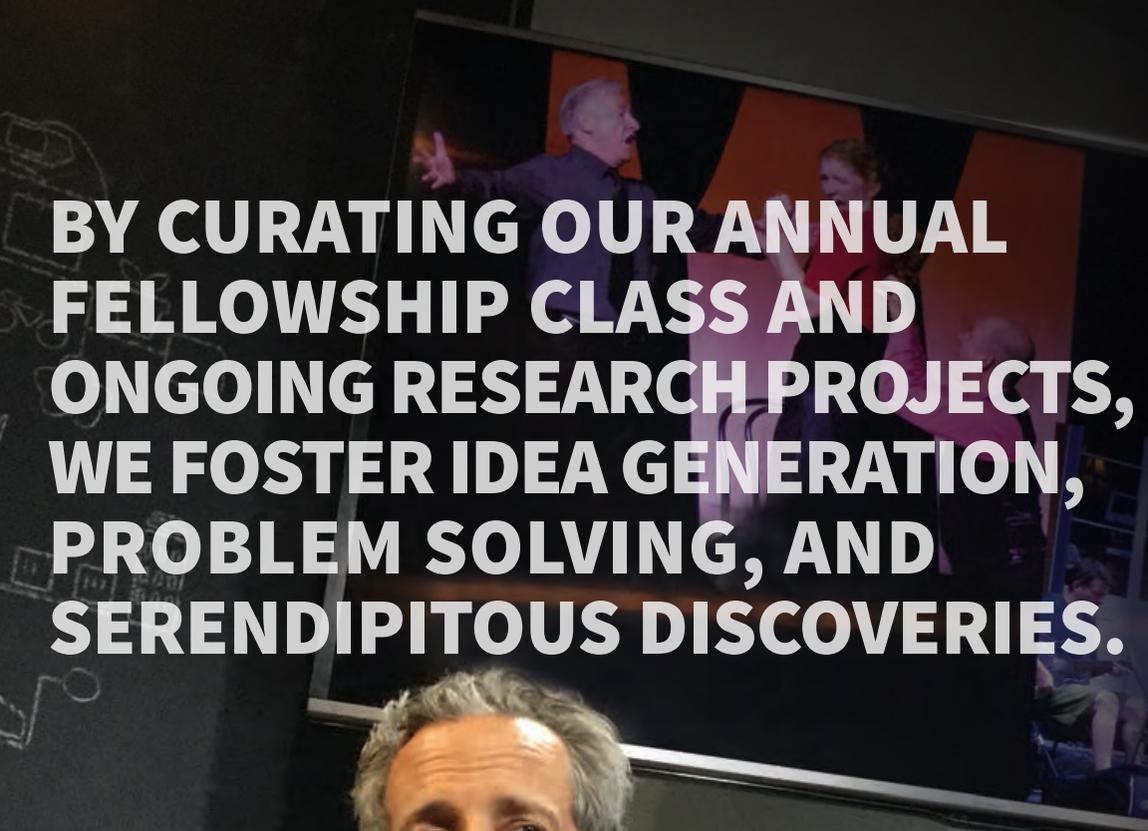


CASBS is a locus for exploration of ideas that are both cutting edge and cross-cutting. We are building upon the CASBS core mission of using social and behavioral sciences to improve human well-being, but in a nimble way that experiments with a variety of new means to achieve that worthy goal. CASBS welcomes interdisciplinary scholars, collaborators, partners, and ideas as it continues to nourish the best and most exciting research and thinking on questions of great social significance.

Margaret Levi

*Sara Miller McCune Director,
Center for Advanced Study in the Behavioral Sciences at Stanford University
fellow 1993-94*





BY CURATING OUR ANNUAL FELLOWSHIP CLASS AND ONGOING RESEARCH PROJECTS, WE FOSTER IDEA GENERATION, PROBLEM SOLVING, AND SERENDIPITOUS DISCOVERIES.



OUR EXPERIENCE AND OUTCOMES PROVIDE PROOF OF CONCEPT.

Fellowship and Collaboration

My year at the Center taught me that organizational cultures can be created. The ability of the Center to cause people to, at least temporarily, suspend judgment and accept ideas and research approaches of people from very different disciplines using different research methods is striking. I hope I will remember and live this lesson of intellectual tolerance forever.

Jeffrey Pfeffer
fellow 1998–99

Thomas D. Dee II Professor of Organizational Behavior, Stanford University

The cornerstone of the CASBS enterprise is its single-year in-residence fellowship program, featuring a multi-disciplinary set of scholars who are among the leaders in their respective fields. Since 1954, more than 2,500 fellows have flourished on the Center's hilltop campus, among them luminary figures in the nation's public and intellectual life. Kenneth Arrow, Henry Louis Gates, Jr., Ruth Bader Ginsburg, Lani Guinier, Daniel Kahneman, Sara Lawrence-Lightfoot, Robert Merton, John Rawls, and Edward Said are but a few examples.

The yearly infusion and replenishment of talent is a signature feature of the CASBS model — a pillar of the Center's success that has stood the test of time.

Each year we select a group of about 40 new fellows — many of whom pursue overlapping or intersecting research interests. An academic year at the Center removes them from deadlines, teaching responsibilities, committee assignments, hierarchies, and the constraints of disciplinary silos. We provide uninterrupted time and freedom for them to work on consequential projects. They enjoy a location that affords them access to research and colleagues at Stanford, one of the world's leading universities, near the tech innovation hub of Silicon Valley and the greater San Francisco Bay Area.

We encourage fellows to broaden their perspectives, reassess their intellectual positions, and consider alternatives. Their mandate is to ask challenging, provocative questions of themselves and others. They are exposed to different points of view and learn the strengths of different disciplines. They interact regularly through weekly fellows' seminars and a variety of other



OUTREACH

CASBS connects its talent to the public and constantly seeks to build institutional relationships and otherwise engage broader communities. Visit casbs.stanford.edu to view our most recent newsletter.

- Our symposium series, held at the Center, showcases current CASBS fellows and allows the public to consider their cutting-edge works-in-progress. casbs.stanford.edu/events
- CASBS partners with the Long Now Foundation, a San Francisco-based nonprofit that seeks to foster long-term thinking and responsibility. Fellows give talks at the foundation's *Conversations at The Interval* salon series.
- Each year CASBS and SAGE Publishing present the SAGE-CASBS Award, recognizing outstanding achievement in the understanding and advancement of the behavioral and social sciences as applied to pressing social issues. The awardee gives a public talk at CASBS.

The combination of forty first-rate minds from different disciplinary horizons is simply an unbeatable stimulus for an academic open to new intellectual adventures.

Michèle Lamont
fellow 2002–03

Director of the Weatherhead Center for International Affairs; Robert I. Goldman Professor of European Studies; Professor of Sociology and African and African American Studies, Harvard University



CASBS HOSTS CROSS-DISCIPLINARY INTERACTIONS AND COLLABORATIONS THAT LEAD TO BREAKTHROUGHS IN THOUGHT AND HELP SHAPE ENTIRE FIELDS.



BY THE NUMBERS

CASBS alumni include:

- 25 *Nobel Laureates*
- 23 *Pulitzer Prize winners*
- 51 *MacArthur Fellows*
- 26 *National Medal of Science winners*
- 599 *Guggenheim Fellowship winners*

In addition, hundreds are members of the National Academy of Sciences, the American Academy of Arts and Sciences, and the American Philosophical Society.

The vast majority of recipients earned their awards after their CASBS fellowship — underscoring the Center's stellar record of identifying high-impact scholars at a critical moment in their professional trajectory.

activities, developing a sense of community that encourages an open exchange of ideas, theories, and methods.

The result is a vibrant environment that fosters serendipity arising from unexpected intellectual encounters. For more than six decades CASBS has hosted cross-disciplinary interactions that have led directly to breakthroughs in thought. Exchanges and collaborations among fellows have helped shape entire fields: organizational behavior, evolutionary psychology, comparative politics, behavioral economics, experimental social psychology, fiscal sociology, the theory and analysis of social movements, cultural anthropology, and the study of language and information, among many others.

Thousands of scholarly articles and more than 1,900 books have been conceived, initiated, or completed at the Center. Many are classic, foundational works exerting significant influence on academic discourse, contemporary thought, and public policy— influence that often reverberates across decades. The books reside in the Center’s renowned Ralph W. Tyler Collection.



It’s no coincidence that time and again since the 1950s, ideas that transformed our understanding of human behavior— whether behavioral economics, artificial intelligence, social cognition, or new approaches to the history of science— can trace their lineage to people working in the Center’s courtyards and studies. Today the Center is reimagining the study of behavior and society as it explores some of the most profound questions facing humanity— such as how work will evolve as technology changes, how our mindsets affect health and well-being, how cities adapt to climate change, and when different cultures can learn from each other.

TYLER COLLECTION BOOKS

View the entire collection at casbs.stanford.edu/tyler.

The Structure of Scientific Revolutions
Thomas Kuhn

Words Onscreen: The Fate of Reading in a Digital World
Naomi Baron

Childhood and Society
Erik Erikson

Dynamics of Contention
Douglas McAdam, Sydney Tarrow, & Charles Tilly

A Theory of Justice
John Rawls

The Logic of Scientific Discovery
Karl Popper

Exit, Voice, and Loyalty
Albert Hirschman

Gender and Discourse
Deborah Tannen

The Visual Display of Quantitative Information
Edward Tufte

The Economic Institutions of Capitalism
Oliver Williamson

Behavioral Game Theory
Colin Camerer

Whistling Vivaldi: And Other Clues to How Stereotypes Affect Us
Claude Steele

Revolutionaries: A New History of the Invention of America
Jack Rakove

Encore Adulthood: Boomers on the Edge of Risk, Renewal, and Purpose
Phyllis Moen

Orientalism
Edward Said

The Ghost in the Machine
Arthur Koestler



Upon completion of their residencies, fellows return to their positions with new ideas that change the way they and others think about what we know and what we can do to help solve contemporary society’s critical problems.

Our fellows form networks and habits of collaboration that endure beyond their time here. Years later, nearly all reflect upon their CASBS experience as the most productive and transformative year of their lives.



Mariano-Florentino Cuéllar
chair, CASBS board of directors

former Stanley Morrison Professor of Law at Stanford University

A Greenhouse for Innovative Ideas and Research

We repeatedly count on CASBS to give the social and behavioral sciences a radical reboot. It's consistently a hot bed for great minds producing great ideas, working on boundary-crossing projects, and bringing the best of transdisciplinary perspectives to consequential current problems. The project on the Future of Work and Workers, for example, continues to forge new avenues of thought on complex, socio-technical-economic-humanistic issues. It's just one CASBS project of societal relevance that engages deep challenges to social science inquiry more generally. For me CASBS is an exciting, highly innovative and meaningful place to be connected with.

John Seely Brown
CASBS board of directors

Chief of Confusion, former Chief Scientist for Xerox Corp and head of PARC

In addition to the planned and unplanned cross-pollinations of the flagship fellows program, the Center engineers serendipity through workshops and ongoing research projects and networks. This is the second pillar of the CASBS enterprise.

CASBS is a nursery for ideas. It serves as a magnet and principal convergence point for multi-year interdisciplinary, collaborative groups and networks focusing on major tractable problems.

The Center encourages and assists teams in organizing workshops and working groups. Multiple meetings over time enhance the prospects for major breakthroughs on important problems. The teams are both interdisciplinary *and* inter-sectoral, attracting world-class academics, industry leaders, and policy makers and analysts from the public, nonprofit, and private sectors.

Our projects are producing significant results *right now*. Several new or ongoing research initiatives have become integral to the CASBS fabric, reinforcing the Center as an epicenter for generating new thinking and solutions (casbs.stanford.edu/projects):

- The **Mindset Scholars Network** (MSN) is a group of leading social scientists and educational specialists dedicated to advancing scientific understanding of the growth mindsets essential to effective learning, and then using those findings to improve outcomes. MSN conducts original interdisciplinary research, builds capacity for high-quality mindset scholarship, and disseminates the latest scientific knowledge through outreach to key stakeholders.



WORKSHOPS

CASBS has convened a wide variety of workshops and projects on a range of topics (view the full list and read descriptions at casbs.stanford.edu/workshops). Examples:

- History, Networks, and Evolution
- Religion, Ritual, Conflict, and Cooperation
- The Future of Latinos in the United States: Law, Opportunity, and Mobility
- Ethics of Field Experiments
- Industries and Universities in the Ecosystem of Knowledge
- Humans and Technology (Berggruen Institute)



The Center has afforded me an idyllic environment for reflection and growth. I have built friendships here that will endure for a lifetime. I have been introduced to the wonders of Chinese philosophy, much to my intellectual and spiritual benefit. I have been forced to rethink my ideas about gender identities, about migrant labor, and about the impact of changing technology on the American workplace. Finally, and most astonishing of all, I have even received sage advice about how to construct a compelling literary narrative. What more could a theoretical economist, striving to broaden his intellectual horizons, ask for?

**Glenn Loury
fellow 2015–16**

Merton P. Stolz Professor of the Social Sciences and professor of economics, Brown University



- The CASBS **Future of Work and Workers** project investigates how work is changing globally and the implications for people, business models, politics, and economies. It considers the effect of transformations in technology, skill requirements, social protections, and workers' voices. The project already has produced a series of essays published in *Pacific Standard*.
- New in 2016–17, the **Stanford Cyber Initiative** supports a CASBS fellow who engages in policy-relevant research on the integration of cyber-technologies into our ways of life and whose research will inform debates about urgent cyber issues.
- A huge fraction of economic, political, and social activity is conducted in, with, or by organizations. The CASBS program on **Organizations and Their Effectiveness** explores the efficacy of firms, governments, universities, and other organizations and how they can promote better performance and outcomes for those they are meant to serve.
- The Berggruen Institute's **Philosophy + Culture Center** supports five CASBS fellows each year and holds international workshops at CASBS related to its core mission of clarifying consensus and divergence, as well as stimulating new developments and ideas across Eastern and Western philosophical traditions.
- CASBS and Stanford's Woods Institute on the Environment partner on a project on **Climate Change and Cities**, involving collaboration among environmental scientists, social scientists, and civic designers to identify promising approaches to climate change adaptation in urban settings.

It was a tremendous honor to be the 2015–16 Mindset Scholars Network fellow at CASBS. In many ways, Stanford is the heart of mindset research, and interacting with the Mindset Scholars Network and my fellow CASBS fellows has been enriching and broadening. Learning from sociologists, philosophers, historians, and economists about their fields' perspectives on shaping contexts has enriched my own perspective on creating cultures of genius and cultures of growth in school and workplace settings. My research will never be the same because of the friendships and learning I experienced at CASBS.

**Mary Murphy
Mindset Scholars Network
fellow at CASBS 2015–16**

Associate professor, psychological and brain sciences, Indiana University

CASBS is where behavioral economics took shape. When Richard Thaler heard that Amos Tversky and I would be in Stanford, he finagled a visiting appointment down the hill to spend time with us. We spent a lot of time walking around the Center and became lifelong friends. Those long conversations that Dick had with Amos and me helped him construct his then-heretical (and now well-established) view of economics, by using psychological observations to explain violations of standard economic theory.

**Daniel Kahneman
fellow 1977–78**

Eugene Higgins Professor of Psychology, emeritus, and professor of psychology and public affairs, emeritus, Princeton University

Winner of the Nobel Prize in Economic Sciences, 2002

Author of Thinking, Fast and Slow (2011)

Ongoing projects and networks create new avenues and entry points for project-based, project-funded fellows who blend and interact seamlessly with our traditional fellows. **A distinguishing characteristic of CASBS projects and networks is use of the Center's prestigious fellowship program to attract new scholars.** Select former and current fellows also participate in and benefit from these initiatives, creating real complementarities and synergies with the fellows program.

Projects germinated and nurtured at CASBS enhance the vitality of the Center and its interactions with partner organizations and their constituent communities. They reveal and connect the value of social and behavioral science research to progress on significant issues. An ongoing CASBS priority involves engaging people outside the academy in dialogue with our fellows and the research produced here. This relationship makes our research more relevant and better aligned with contemporary concerns.

In time, we anticipate placing more projects into the CASBS pipeline. We seek new participation and proposals from multiple sources: recent and current fellows, board and advisory committee members, scholars worldwide, visionary philanthropists, and friends of the Center from industry, foundations, and other institutions.



STANFORD CONNECTIONS

An important and welcome side effect of CASBS activities is the widening and deepening of connections with a variety of Stanford University units:

- Clinical Excellence Research Center (CERC)
- Woods Institute for the Environment
- Stanford Institute for Economic Policy Research (SIEPR)
- Hoover Institution
- Graduate School of Business
- McCoy Family Center for Ethics in Society
- Precourt Institute for Energy
- Stanford Neurosciences Institute (SNI)
- Bio-X
- Freeman Spogli Institute for International Studies
- WSD Handa Center for Human Rights and International Justice
- Clayman Institute for Gender Research
- Graduate School of Education
- Stanford Cyber Initiative
- Stanford Law School
- Cantor Arts Center
- Stanford Dean of Research

During the 2015–16 academic year, nearly 70 Stanford researchers and faculty participated in CASBS workshops. They brought new ideas and thinking from their interactions at the Center back to their home departments, schools, centers, and institutes, thus contributing to the intellectual life of the university.



THE CASBS APPROACH BREAKS DOWN BARRIERS TO GENUINE, PRODUCTIVE CROSS-DISCIPLINARY AND CROSS-SECTORAL COLLABORATION. IT WORKS.

Transformed Thinking, Transformative Discoveries

The reimagined 21st century CASBS works. Its two-pillar model builds on a tested and distinguished history of fellowship while nurturing collaborations that germinate innovative engagement with some of the thorniest problems we face.

Both of the Center's pillars rest on a common foundation of cutting-edge research that contributes to improving human welfare. The foundation is solid, strong, and durable, and it supports structures that facilitate nimble, flexible, and experimental problem solving.

The CASBS approach breaks down barriers to genuine, productive cross-disciplinary and cross-sectoral collaboration. The implications are profound:

- Free of disciplinary traditions, conventions, and limitations, the Center's problem-solving teams embrace and thrive under the tremendous complexity of today's challenges. The groups involve scholars, practitioners, and societal stakeholders, combining and integrating their perspectives as they develop new ideas in real time. *This broadens, deepens, and enriches the process of social science inquiry and discovery.*
- The erosion of intellectual boundaries allows CASBS to serve as an innovative accelerator of ideas and findings that can be translated more readily into practice. *This quickens the pace of social science inquiry and discovery.*
- *The CASBS format permits changes in thought and mindset that produce transformative research and knowledge of especially high quality.* Without such research and knowledge, effective policy simply cannot and will not be crafted.

CASBS remains unique in supporting path-breaking, foundational research.

It's a rare institution that simultaneously protects deep reflection, reminds scholars of the importance of addressing pressing social problems, and remains realistic and unwaveringly persistent in the face of time lags between insights and solutions. The importance of getting this balance right really cannot be overstated.

**Carol Heimer
fellow 2015–16**

*Professor of sociology,
Northwestern University*

The final stage in the development of this essay began with an invitation to spend the year 1958–59 at the Center for Advanced Study in the Behavioral Sciences. ... [S]omehow, the practice of astronomy, physics, chemistry, or biology normally fails to evoke the controversies over fundamentals that today often seem endemic among, say, psychologists or sociologists. Attempting to discover the source of that difference led me to recognize the role in scientific research of what I have since called “paradigms.” These I take to be universally recognized scientific achievements that for a time provide model problems and solutions to a community of practitioners. Once that piece of my puzzle fell into place, a draft of this essay emerged rapidly.

Thomas Kuhn
fellow 1958–59

in the preface to The Structure of Scientific Revolutions (1962)

There is increasing recognition outside academia that the social and behavioral sciences play a critical role in discovering answers to a wide array of societal challenges. CASBS has long offered a model of how to bring cross-disciplinary scholars together to learn from and inspire each other; now it leads the way in bringing diverse thinkers together to generate collective knowledge and transformative outcomes that none could produce independently. This positions the 21st century CASBS ahead of the curve leading to real-world solutions and change.



Advancing Transformation and Impact

We often think of discoveries as coming only from scientists or engineers, but discoveries that have transformed our way of thinking and living have come almost as often from behavioral scientists. And many of the greatest and most enduring of these have been born and nurtured at the Center. This is a place that needs to be supported for the good of society.

Jonathan Cole
fellow 1975–76; former
chair, CASBS board of
directors

*John Mitchel Mason Professor
of the University; Provost and
Dean of the Faculties, Emeritus,
Columbia University*

Enhancing the Center’s vitality and its contributions to innovative research requires investing in its intellectual capital. Join us in supporting that endeavor. Participate in promoting interdisciplinary collaboration, facilitating serendipity, and advancing transformational thinking. With your help we will continue to pioneer new avenues of research and thought that have real-world impact.

ENDOWED FELLOWSHIPS

Hosting a cadre of scholars who collaborate on-site during an academic year is one of the Center’s core strengths. We must continue to attract distinguished and promising scholars, and we must continue to provide them a community where they can broaden their perspectives, reassess their intellectual positions, and consider alternatives through interaction with those possessing different perspectives, approaches, and skills.

The costs of relocating and supporting fellows from around the world outpaces our ability to fund a full year’s cohort from our own endowment. Your gift ensures the prestigious CASBS fellowship program continues to attract the world’s best researchers in the social and behavioral sciences.

ANNUAL FUNDS FOR WORKSHOPS AND WORKING GROUPS

New and ongoing research programs are essential for achieving progress on important and complex societal problems. CASBS plays a role throughout the life cycle of a project: funding workshops that formulate a researchable problem and appropriate team; providing meeting space and short-

term studies as the actual work progresses; funding fellows who may emerge from the projects; and supporting teams as they synthesize, publish, and disseminate their findings. By allowing groups to convene and disperse fluidly as their research programs dictate, CASBS serves as the preeminent place to sponsor interdisciplinary inquiry and generate major new collaborative research and thinking.

CASBS offers seed money grants to bring teams on-site. Sessions take place at the Center, with the ability to link remote participants from around the world. For working groups and programs that demonstrate great promise (particularly beyond the short-term), expenses again outpace our ability to sustain the activities. We seek support for workshops, working groups, and research projects that demonstrate potential at all stages of development.



Our fellowship years at the Center were among the most intellectually stimulating and productive periods of our lives. We hope our support, as donors and volunteers, will help the Center continue to flourish for decades to come, so that many more fellows can enjoy the uniquely rewarding experiences we have had on the hill.

Nannerl O. Keohane
fellow 1978–79, 1987–88,
2004–05

*Former president of Wellesley
College and Duke University*

*Laurence S. Rockefeller
Distinguished Visiting Professor,
Woodrow Wilson School
of Public Affairs and the Center
for Human Values,
Princeton University*

Robert O. Keohane
fellow 1977–78, 1987–88,
2004–05

*Professor of international affairs,
Woodrow Wilson School
of Public & International Affairs,
Princeton University*

Places like the Center for Advanced Study in the Behavioral Sciences cultivate innovative thinking and catalyze collaboration across disciplines. Without them, we cannot address and resolve or ameliorate issues like poverty, inequality, violence, and other globally shared challenges. By supporting the Center as a model for breakthrough scholarship, I can be part of finding the paths to solutions. That excites me, and it is a part of the work I and my colleagues devote our careers to as well.

Sara Miller McCune
CASBS board of directors

*Founder and Executive Chairman
of the Board, SAGE Publishing Inc.*

SITE UPGRADES

As host to a growing number of workshops and working groups that convene for varying durations, CASBS must correspondingly modernize its physical structures. Increasingly, the Center attracts multi-year research programs that involve intermittent, short-term visits by project participants. Our facilities, originally designed in the early 1950s to accommodate individual scholars in private studies, must adapt and provide flexibility in accordance with a wider variety of activities and demands.

We seek support for creating flexible configurations and expanded technical capabilities, crucial for conducting the kind of dynamic group collaboration described in these pages.

The Center provides a variety of annual giving, planned giving, and endowment gift options. In virtually all cases, naming opportunities abound. Explore many of these possibilities at casbs.stanford.edu/giving or contact CASBS development director Susan Hansen at casbs-giving@stanford.edu.

The challenges to social and behavioral science research have changed over the past half-century. Bigger, more complex problems demand new ideas and approaches. The reimaged CASBS model represents a new, exciting path forward.



**TACKLING THE BIG QUESTIONS AND
ADVANCING NEW IDEAS AND APPROACHES
REQUIRE SUBSTANTIAL INVESTMENT.
BY SUPPORTING THE CASBS MODEL AND
MISSION YOU WILL PLAY AN INSTRUMENTAL
ROLE IN EFFORTS THAT HELP GENERATE
GAME-CHANGING RESEARCH AND
MEANINGFUL CONTRIBUTIONS TO OUR
UNDERSTANDING OF THE WORLD.**

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in the Behavioral Sciences at
Stanford University*

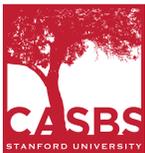
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650.736.0100*

I have a very high opinion of the consequences of the Center. I look on it not only as a year of freedom from other responsibilities but also as a shaking-up process — a chance to reflect, but in a situation where one is under pressure to examine other points of view and to understand them.

**Kenneth Arrow
fellow 1956–57**

*Joan Kenney Professor of
Economics and Professor
of Operations Research,
emeritus, Stanford University*

*Winner of the Nobel Prize in
Economic Sciences, 1972*



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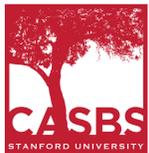


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