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Woody Powell
Rob Reich

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Lucy Bernholz
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The Stanford Center on Philanthropy and Civil Society (Stanford PACS) is a leading global interdisciplinary research center that develops knowledge and educates leaders to improve philanthropy, strengthen civil society, and create positive social change. By encouraging shared intellectual space with scholars, students, practitioners, and leaders, Stanford PACS informs policy and social innovation, philanthropic investment, and nonprofit practice. Stanford PACS is the publisher of *Stanford Social Innovation Review* (SSIR).
PAUL BREST

Paul Brest is former dean and professor emeritus (active) at Stanford Law School, a lecturer at the Stanford Graduate School of Business, and co-director of the Stanford Law and Policy Lab. He was formerly the president of the William and Flora Hewlett Foundation. Paul has published extensively on strategic philanthropy and impact investing. He is the co-author of *Money Well Spent: A Strategic Plan for Smart Philanthropy*, and the instructor of the online course, Essentials of Nonprofit Strategy. He leads the Effective Philanthropy Lab at Stanford PACS.

WALTER W. POWELL

Walter (Woody) Powell is professor of education, sociology, organizational behavior, management science and engineering, public policy, and communication. He is internationally known for his work in organization theory, economic sociology, and the sociology of science. Woody leads the Stanford Project on the Evolution of Nonprofits, which is informed by his current research on the processes through which knowledge is transferred across organizations, the role of networks in facilitating or hindering innovation, and the role of institutions in codifying ideas.

ROB REICH

Rob Reich is professor of political science with courtesy appointments in philosophy and at the Graduate School of Education. His research is in the field of political philosophy, and his current work focuses on the relationship between philanthropy, democracy, and justice. He co-leads the Digital Civil Society Lab at Stanford PACS and is a co-editor and contributor to the recent book, *Philanthropy in Democratic Societies*, which explores both the roles philanthropy has played and the roles it should play in democratic life.
KIM MEREDITH: EXECUTIVE DIRECTOR

Kim Meredith is the executive director of Stanford PACS and is responsible for its strategic, programmatic, and fiscal leadership. Prior to joining Stanford PACS, Kim served as the chief development officer for Planned Parenthood Federation of America and the chief operating officer of Planned Parenthood Golden Gate, after nearly a decade at AT&T. A Stanford alumna, Kim has 30 years of business leadership and nonprofit board experience.

JOHANNA MAIR: STANFORD SOCIAL INNOVATION REVIEW ACADEMIC EDITOR, STANFORD PACS DISTINGUISHED FELLOW

Johanna Mair is the academic editor of the Stanford Social Innovation Review and is a distinguished fellow at Stanford PACS. At the Hertie School of Governance in Berlin, Germany, she is a professor of organization, strategy and leadership. Her research focuses on how novel organizational and institutional arrangements generate economic and social development, and the role of innovation in this process. She is the co-author of Innovation and Scaling for Impact — How Effective Social Enterprises Do It (with Christian Seelos) and currently co-leading the research project titled Organizational Capacity for Continuous Innovation.

LUCY BERNHOLZ: SENIOR RESEARCH SCHOLAR

Lucy Bernholz is a senior research scholar at Stanford University and director of the Digital Civil Society Lab. Her research focuses on how people create, fund, and distribute shared social goods in the digital age. She writes extensively on philanthropy, technology, information, and policy on her blog, Philanthropy 2173. She has written numerous articles and books about the business of giving and is a co-editor and contributor to the recent book, Philanthropy in Democratic Societies, which explores both the roles philanthropy has played and the roles it should play in democratic life.
The Stanford Center on Philanthropy and Civil Society, founded in 2006, is an interdisciplinary research center at Stanford University that develops and shares knowledge to improve philanthropy, strengthen civil society, and effect positive social change.

Stanford PACS develops knowledge by sponsoring rigorous interdisciplinary academic research by faculty, senior researchers, postdoctoral fellows, PhD students, and undergraduates. Through research labs, Stanford courses, a yearlong PhD workshop, public events, conferences, symposia, and salons, Stanford PACS shares this knowledge with audiences all over the
world. And the Stanford Social Innovation Review bridges theory and research to practice for an online global audience in a way few publications or organizations can.

Stanford PACS has shaped the public discourse on philanthropy and civil society around the world. Our faculty co-directors, senior researchers, academic editor for the Stanford Social Innovation Review, and senior staff have contributed to workshops, conferences, and panels in more than 20 countries around the world. Additionally, Stanford PACS hosts workshops, conferences, and panels around the country, and in China, Europe and Australia.
In establishing Stanford University in 1891, Jane and Leland Stanford declared that this institution should educate “cultured and useful citizens.” In the years since its creation, the university has grown into one of the world’s premier centers of teaching and research, proving itself instrumental in shaping public discourse that informs and influences civil society.
WE AIM TO:

Expand the breadth and reach of quality research of philanthropy, civil society, and social innovation to empower practitioners to make informed decisions.

Increase the pipeline of scholars in the field by providing a supportive ecosystem to catalyze original interdisciplinary research related to philanthropy, civil society, and social innovation.

Improve the practice and effectiveness of philanthropy and social innovation by providing a robust platform for active discourse between scholars and nonprofit leaders.
Stanford PACS–affiliated faculty and scholars offer courses and workshops for undergraduates, graduate students, PhD candidates, and continuing education learners across the university. Our flagship course is a yearlong research workshop, intended for graduate students studying the nature of civil society or philanthropy, and advanced undergraduates doing research or writing senior honor theses about related topics.

Additional university course offerings cover a range of topics from philanthropy and civil society to governance, policy, business, strategic philanthropy, and more. Hands-on courses offer ways to move from ideas to real-world action, including a practicum for undergraduates in which students are immersed in grant review and grant making as they determine the recipients of $100,000 in real funding.
Programs

PHD WORKSHOP

Faculty directors lead a yearlong workshop for doctoral students and advanced undergraduates writing their senior theses on the nature of civil society or philanthropy. This workshop focuses on progressive research and writing that contributes to the current knowledge base of the field. Characterized by peer review of student work and open discourse on seminal works in the field, the PhD Workshop has been and will continue to be the core of Stanford PACS.

POSTDOCTORAL FELLOWS

The beginning of a distinguished academic career often involves training and specialized research beyond the doctorate level and at the cutting edge of learning. Stanford PACS postdoctoral fellows enjoy a uniquely cross-disciplinary academic home from which to work. The postdoctoral fellowship provides scholars with the opportunity to pursue original research related to philanthropy, social innovation, civic engagement, and civil society.

SENIOR RESEARCH SCHOLARS

Senior research scholars have both rigorous scholarly training and extensive, distinguished public or private sector experience. They can lead scholarly and policy initiatives, bridging internal and external audiences and contributing to Stanford PACS research and publications. This program increases the quality of our research and improves the practice and effectiveness of philanthropy and social innovation.

JUNIOR SCHOLARS FORUM

SUPPORTED BY ROCKEFELLER FOUNDATION

The annual Junior Scholars Forum brings together newer researchers, including graduate students, postdoctoral fellows, and junior faculty who work in the general areas of civil society, the nonprofit sector, and philanthropy to increase the sense of intellectual community and enhance the overall quality of the field of research.

PHD FELLOWS

Each year, Stanford PACS supports numerous PhD students exploring a range of themes that include comparisons of public, private, and nonprofit mechanisms for delivering social services or public goods; the effects of various modes of financial support on nonprofit organizations; and the role of nongovernmental organizations globally.

SMALL GRANTS PROGRAM

Stanford PACS offers small grants to graduate and undergraduate students conducting research in the fields of philanthropy, civil society, or social innovation. The number of small grants awarded each year varies from six to ten, and the size of the award depends on the scope and potential of the proposed project. The Small Grants Program is a proven way for Stanford PACS to identify, support, and encourage students working on issues critical to the improvement of civil society.
**PROGRAMS**

**PUBLIC SPEAKER SERIES**

Throughout the year, Stanford PACS hosts approximately five public events with named support to inform the sector, engage students and professionals, and serve as a convening opportunity. The events are live-streamed and archived for audiences around the world.

**STANFORD SOCIAL INNOVATION REVIEW (SSIR) CONFERENCES**

SSIR organizes and hosts three annual conferences. The Nonprofit Management Institute invites academics, practitioners, and other social sector leaders to convene at Stanford University for an immersive learning experience on specific issues, trends, tools, or strategies in the nonprofit sector. Frontiers for Social Innovation focuses on a globally relevant theme each year and draws speakers and participants from around the world. Data on Purpose/Do Good Data convenes a broad range of experts working on using data for social change.

**STANFORD PACS IN CHINA**

In 2012, Stanford PACS launched its China program to support its core mission as a global research center for exploring and sharing ideas that create social change. Stanford PACS’ China program is one of the inaugural anchor programs at the Stanford Center at Peking University (SCPKU). It aims to expand academic research on philanthropy in China, increase the pipeline of scholars, practitioners, and leaders for the Chinese social sector, and advance the practice of philanthropy and social innovation in China.

In addition to an annual conference held at SCPKU each spring, Stanford PACS also conducts research specifically focused in China, provides opportunities for undergraduate and graduate students to engage in cross-cultural exchange, and licenses a Chinese version of the *Stanford Social Innovation Review*.

**CHINA DIGITAL ARCHIVE**

From 2012 to 2014, Stanford PACS supported a postdoctoral fellow whose research led to the creation of the first-ever digital archive of Chinese NGOs. This archive holds the digital footprint of Chinese NGOs whose histories are otherwise unavailable and, in many cases, would be lost completely if the organization ceased to exist. We have been supporting this initiative in partnership with the Stanford East Asian Library and Stanford Digital Library Services. The archive has grown to include information on more than 100 Chinese NGOs and we intend to continue supporting the growth of the archive to include at least 300 organizations and ensure the public has access to this data for global NGO research.

**PHILANTHROPY INNOVATION SUMMIT**

The Philanthropy Innovation Summit is an invitation-only, daylong, intensive peer-learning program for individual philanthropists who want to be more strategic with their giving and achieve a larger impact. Presented once every other year, this program is led by faculty co-director Paul Brest and founding advisory board chair Laura Arrillaga-Andreessen.
Research

DIGITAL CIVIL SOCIETY LAB (DCLK)

The Digital Civil Society Lab is co-led by Stanford PACS faculty co-director, Rob Reich and Lucy Bernholz, senior research scholar at Stanford PACS. The rapid adoption of digital tools for social and political action has resulted in a complicated new sphere we refer to as “digital civil society.” Digital civil society includes all the ways we voluntarily use private resources for public benefit in a digital age. It is emerging at the intersection of several domains: nonprofits, associations, and philanthropy; market solutions for social good; political action; and digital data and infrastructure. These once-distinct spheres now overlap in ways that require the invention of a new framework rooted in the unique qualities of digital resources and the values of civil society. The Digital Civil Society Lab aims to globally shape the future of civil society by fostering the creation of new mechanisms for using, governing, and donating digital assets for public benefit.

EFFECTIVE PHILANTHROPY LAB (EPL)

The Effective Philanthropy Lab is led by Stanford PACS faculty co-director Paul Brest and is directed by Nadia Roumani, senior designer of the Civic Innovation Fellows Program and lecturer at Stanford’s Hasso Plattner Institute of Design (the d.school). EPL aims to help individual High Net Worth (HNW) donors increase their philanthropic impact through more intentional and effective (“outcome-focused”) giving. It works at the intersection of human centered design, strategic philanthropy, and the behavioral sciences, to design and test methods, messages, products and services to increase donor impact.

STANFORD PROJECT ON THE EVOLUTION OF THE NONPROFIT SECTOR (SPEN)

Led by Stanford PACS faculty co-director, Woody Powell SPEN brings a unique sociological perspective to the study of nonprofit management. This research seeks to equip nonprofit and foundation leaders with a better understanding of the characteristics and behaviors of nonprofit organizations and to inform decision making within and about the sector. It does so by examining the leadership, governance, financing, and external relations of a large random sample of San Francisco Bay Area nonprofit organizations (NPOs) over more than 15 years, 2000 - 2017, and provides evidence-based insights on such questions as effectiveness and ramifications of business-like practices in the sector, the effect of technological changes and social media on NPO’s ability to connect with their constituencies, and the implementation of openness and transparency initiatives throughout the nonprofit sector. SPEN plans to expand its scope geographically by conducting a comparative analysis of the nonprofit sectors in urban agglomerations of comparable size and governance structures around the globe.
GLOBAL INNOVATION FOR IMPACT LAB (GIIL)

The Global Innovation for Impact Lab at Stanford PACS (GIIL) develops and shares knowledge on social innovation and organizational strategies that is portable across geographies, sectors and issue domains. It is led by Lab co-directors and Stanford PACS Distinguished Fellows Johanna Mair and Christian Seelos. Through research partnerships with foundations, government and multilateral agencies, organizations in the social and private sector, and academic institutions, the Lab also develops diagnostic tools to inform strategic decisions that help realize the potential of social innovation for positive change.
In publishing *Stanford Social Innovation Review (SSIR)*, Stanford PACS provides a platform for sector engagement—a dynamic bridge between research and practice-based knowledge. Stanford PACS and SSIR work together to advance, educate, and inspire the field of social innovation.

The flagship quarterly magazine and multimedia website, with more than 180,000 visitors per month, is complemented by 20 annual webinars, three global conferences, a weekly e-newsletter with 60,000 subscribers, podcasts, and social media. Every year, more than two million people around the world read SSIR articles, listen to SSIR podcasts and webinars, or attend SSIR events.
105 PhD and undergraduate students have participated in the yearlong interdisciplinary PhD Workshop, and individuals consistently participate for multiple years over the course of their research, contributing to the cross-campus interdisciplinary perspectives of students on campus.

We have hosted 46 PhD Fellows from departments across the university, including sociology, economics, political science, anthropology, computer science, education, psychology, law, communications, philosophy, and the Graduate School of Business.
**OUR IMPACT: TEN YEARS, IN NUMBERS**

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>101</td>
<td>We have supported over 101 undergraduate and graduate students with project grants for their research exploring questions of philanthropy and civil society.</td>
</tr>
<tr>
<td>12</td>
<td>Since the launch of our Postdoctoral Fellows Program in 2011, we have supported twelve postdoctoral students conducting research in various academic disciplines.</td>
</tr>
<tr>
<td>2MM</td>
<td>Globally, more than 2 million people read <em>SSIR</em> articles, listen to <em>SSIR</em> podcasts and webinars, or attend <em>SSIR</em> events each year.</td>
</tr>
<tr>
<td>4,000</td>
<td>More than 4,000 people have written articles for <em>SSIR</em> in print and online.</td>
</tr>
<tr>
<td>90</td>
<td>More than 90 funding partners, including foundations, individuals, and companies, have made this work possible through their generous support.</td>
</tr>
<tr>
<td>40</td>
<td>40 local organizations have received grants totalling $525,000 through a practicum taught by visiting scholar Bruce Sievers, which provides a real grant-making experience for students.</td>
</tr>
<tr>
<td>20</td>
<td>20 Visiting Scholars have researched and published with Stanford PACS.</td>
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Join Us

All Stanford PACS work is available to you.

Stanford PACS public events are video recorded and archived and can be viewed on our website. Publications and research can also be found online. In addition to online resources, you can join us in person at public events on Stanford’s campus and around the country. Register for our email lists to receive new publications, invitations to public events, and announcements of Stanford PACS and SSIR news.

For more information, please contact us. We look forward to hearing from you.

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