



Stanford PACS

Center on Philanthropy
and Civil Society

STRATEGIC PLAN

2016-2021

Mission

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, and publishes the *Stanford Social Innovation Review (SSIR)*.

Articulating the Problem

There is considerable research and writing on civil society, philanthropy (including volunteering and impact investing), and social innovation in the social sciences and political philosophy. However, the value of Stanford PACS in advancing these fields in both academia and practice cannot be overstated, for a number of reasons.

Despite the respectable quantity of research and writing, there is a deficit of scholarship on these sectors done by scholars in certain disciplines, including economics and law. There is a deficit of high quality policy-relevant scholarship—especially work that is usable by policy makers. There is a deficit of high quality practitioner-relevant scholarship—especially work that is useable by practitioners. There is a deficit of innovative and cutting-edge ideas in the scholarship on these sectors. And remarkably, there has been very little novel theory about social innovation. Almost all conceptual work borrows from research on technological innovation.

In addition, the amount of collaboration among scholars, policy makers, and practitioners is limited. More collaboration and interdisciplinary approaches have the potential to improve work in all three domains. So while research exists, there are significant gaps in the scholarship that warrant the interdisciplinary work that is a hallmark of Stanford PACS.

Over the last many years, we have seen an increase in “hybrid” careers (i.e., those that try to achieve both economic benefits and social good). We also have seen a “blurring of the lines” between the private, government and nonprofit sectors. This new and burgeoning diversity in the fundamental nature of civil society, philanthropy, and social innovation requires different skills sets from traditional careers. There is a lack of understanding and dearth of curricula in higher education that can adequately prepare new leaders for these roles.

In the practitioner world, the level of effective philanthropy in the United States is extremely low. Despite leading the world in philanthropic giving, billions of dollars are wasted on low performing organizations. The problem is even worse in most other parts of the world, where there is a paucity of work on philanthropy and social innovation, particularly how to make philanthropy more effective—this despite considerable research being done on many aspects of civil society in countries throughout the world.



Stanford PACS Resources

University

First and foremost, the Center is an integral part of Stanford University. It reports to the Institute for Research in the Social Sciences, and works in a cooperative relationship with the Schools (Humanities & Sciences, Engineering, Education, Business, Law, Earth Sciences and Medicine). Stanford PACS encourages interdisciplinary approaches, leveraging the intellectual assets of a diverse, world-class faculty across the University. Stanford's location and global connections also provide a unique platform to share our work with the nonprofit and for-profit community in Silicon Valley and beyond.

Faculty Leadership

Related to this, and what makes Stanford PACS virtually unique among its several similar institutions at other universities, is that it is faculty led—currently by three distinguished Faculty Co-Directors who guide the scholarly direction of the Center and lead ongoing research, speaking, publishing, and teaching, including the full-year Stanford PACS PhD graduate student workshop.

- Paul Brest, Former Dean and Professor Emeritus (active), Stanford Law School.
- Woody Powell, Professor of Education and by courtesy Sociology, Organizational Behavior, Management Science and Engineering, and Communication.
- Rob Reich, Professor of Political Science and, by courtesy, of Philosophy and the School of Education, Faculty Director of the Center for Ethics in Society.

Advisory Board

Stanford PACS also enjoys the leadership and commitment of a stellar Advisory Board, whose diversity of experiences provides essential perspectives for informing the Center's research, teaching, and outreach. Chaired by Co-Founder Laura Arrillaga-Andreessen, the Board includes Jim Breyer, Jean Case, Somesh Dash, Susan Ford Dorsey, Laura Meier Fisher, Burt McMurtry, William Meehan III, and Regina Scully.

Members of the Advisory Board are selected through a vetting process that includes Stanford PACS's faculty directors, advisory board chair, and executive director. Names can be proposed by the advisory board members, faculty or staff leadership. Interviews will be conducted by faculty, if candidates are unknown to them, and of course candidate names will go through the Office of Development's approval process—all before extending an invitation to join the Advisory Board.

Organizational Leadership

Stanford PACS Executive Director, Kim Meredith, is responsible for strategic and organizational leadership, fiscal performance, sustainability for the *Stanford Social Innovation Review (SSIR)*, and Stanford PACS programming at the Stanford Center at Peking University in Beijing, China. She leads a staff team of twelve and manages engagement with and financial support for over 40 people including the faculty co-directors, Center-affiliated faculty, visiting scholars, PhD Fellows, Post-Doctoral Fellows, student interns and research assistants.



Financial

Stanford PACS has benefited primarily from the financial support of its Advisory Board and from major foundations, including the Marc and Laura Andreessen Foundation, Case Foundation, Bill & Melinda Gates Foundation, William and Flora Hewlett Foundation, John D. and Catherine T. MacArthur Foundation, Charles Stewart Mott Foundation, and Rockefeller Foundation, among others. *SSIR* is now self-sustaining with anticipated earned revenue of 90% by the close of FY2015.

Values

Stanford PACS operates with the following principles embedded in all of its work:

- Intellectual rigor: The highest standards of scholarly research and practice.
- Interdisciplinary collaboration: Creative ideas forged in interaction among faculty and students across the university.
- Sector-wide engagement: Fostering the interchange of scholars and practitioners.
- Constructive discourse: Intellectual skepticism that challenges orthodoxy and status quo.
- Social impact: Using theory and research to improve philanthropy and the nonprofit sector.

Stanford PACS Goals, Activities, and Performance Indicators

Goals:

1. Expand the body and reach of quality research on philanthropy, civil society, and social innovation.
2. Increase the pipeline of scholars, practitioners and leaders.
3. Improve the practice and effectiveness of philanthropy and social innovation.

In the sections below we share examples of the Center's current work within each goal, describe proposed activities for the next five years, and detail ways we might determine if the Center is being successful in its efforts.

Goal #1: Expand the body and reach of quality research on philanthropy, civil society, and social innovation.

- Examples of current work¹

Key research initiatives currently include:

- Impact Investing and Social Impact Bonds (Brest)
- Stanford Project on the Evolution of San Francisco Bay Area Nonprofits (SPEN 2.0) (Powell)
- Digital Civil Society Lab (Reich, Bernholz)
- Chinese Digital Archiving NGO Project (Long)

¹ Here and in the later sections we only sample the work supported by Stanford PACS.



- The Determinants of Activism: Preliminary Evidence from the Class of '17 Study (McAdam)
- Proposed activities/outputs for 2016-2021
 - Continue supporting a minimum of three substantial research efforts each year, whether short-term projects or ongoing initiatives.
 - Deepen and broaden the Center's relationship with Stanford faculty who are closely affiliated with Stanford PACS, striving to increase representation from underrepresented disciplines—such as economics and law—that have knowledge to contribute to the study of philanthropy and civil society.
 - Continue to host visiting scholars, practitioners, and policy makers who collaborate on projects that advance scholarly knowledge and inform policy and practice.
 - Continue to support 4 to 6 PhD Fellows for one-year fellowships.
 - Continue to host 3 to 5 Post-Doctoral Fellowships on fully-supported two year terms.
 - Continue to convene an annual Junior Scholars Forum, designed to highlight first-rate research by young scholars in the general fields of civil society or philanthropy, contribute to the development of their scholarship, nurture a community and create a pipeline of scholars for the future who will contribute to the expansion of research in the field.
 - Grow presence and research at the Stanford Center at Peking University in Beijing.
 - Increase engagement in Europe by undertaking new research with a global lens.
 - Host a Junior Scholars Forum in China or Europe on a periodic basis.
 - Annually host 3 to 5 public convenings, in addition to invitation-only research-related workshops, which bring together scholars, practitioners, and policy makers to address important topics.
 - Develop new modes of supporting research and collaboration, which cannot be anticipated at this time.
- Indicators of progress
 - The Stanford PACS PhD workshop continues to attract and support outstanding interdisciplinary PhD candidates working on relevant issues.
 - Stanford PACS facilitates high quality research and writing by scholars (including PhD candidates and postdocs), practitioners, and policy makers, which is disseminated in forms appropriate for relevant audiences.
 - Collaborations and interdisciplinary approaches among scholars, practitioners, and policy makers are uniquely an important component of Center-related research.
 - Research supported by Stanford PACS usefully addresses complex problems faced by practitioners and policy makers in philanthropy and civil society.
 - Stanford PACS is widely regarded as the leading academic center devoted to philanthropy, civil society, and social innovation in the United States and globally.

Goal #2: Increase the pipeline of scholars, practitioners, and leaders in the social sector.

- Examples of current work
 - The support of PhD candidates and post-doctoral fellows, and the Junior Scholars Forum mentioned under Goal 1



- Academic appointments for Stanford PACS PhD and Postdoctoral Fellows: Stanford University, University of Chicago, Harvard University, University of Oxford, USC, University of Michigan, Indiana University, University of Washington, Wesleyan University, University of Potsdam, University of Kentucky, and more
- Impact Career Fair for 250 Stanford undergraduate seniors and 50 nonprofit organizations (October 1, 2014)
- Proposed activities/outputs for 2016-2021
 - The Stanford PACS PhD workshop, Postdoctoral Fellows, and Junior Scholars Forum, mentioned in the preceding section, are core activities designed to achieve this goal.
 - Collaborate on summer and post graduate and undergraduate Philanthropy Fellowships to attract and support students interested in the social sector.
 - Link students as research assistants with faculty engaged in research in philanthropy and civil society.
 - Hire undergraduates for Stanford PACS and SSIR to conduct research and engage in the Center's work.
 - Actively engage with the Haas Center for Public Service and the Career Development Center Impact Careers team to support and mentor undergraduate students who want to pursue hybrid careers or socially minded opportunities.
 - Provide small grant support for undergraduate and graduate students engaged in relevant research.
 - Continue annual programs at SCPKU to engage scholars, practitioners and leaders that showcase the Center's intellectual leadership, cutting-edge research, and highlight the unique role Stanford PACS can play in the region.
- Indicators of progress
 - Stanford PACS's activities and support help Stanford University attract undergraduate and graduate students, and postdoctoral fellows interested in philanthropy and civil society, and helps place them in relevant careers.
 - ASSU, the Haas Center for Public Service, and the Career Development Center all look to Stanford PACS as an important source of best practices for undergraduate student mentoring, networking and support.
 - Alumni affiliated with Stanford PACS have academic appointments at leading U.S. and global institutions and/or leadership roles in practice and public policy.
 - Active transnational scholar and practitioner exchange through the Junior Scholars Forum, SCPKU research and programming, and other related international programming.

Goal #3: Improve the practice and effectiveness of philanthropy and social innovation

- Examples of current work
 - Integration of design thinking and strategic philanthropy, and design thinking engagement with the Raikes Foundation (Brest, Roumani)
 - Ethics of Data (September 15-16, 2014 conference)
 - Strategic Philanthropy: Comparative Perspectives on the Way Forward (March 6, 2015 conference)
 - Crowdfunding and Public Goods (May 18, 2015 charrette)
 - Philanthropy Innovation Summit (programming for high capacity individual philanthropists, providing a forum to discuss their giving with peer experts in an intimate, non-solicitation environment; learn how



- “best in class” philanthropists, innovators and entrepreneurs create high-impact social change; and expand their personal philanthropic network)
- “Integrating Capacity and Strategy: A Handbook for Next-Generation Grantmakers and Grantees” (Ardoin, Hibbs)
- *Stanford Social Innovation Review* (shared intellectual space where scholars and practitioners publish interdisciplinary and cross-sector research, and ideas to advance social change—includes quarterly print journal (circulation of 12,000), website with fresh online content and deep archive of articles on the web (160,000 monthly unique visitors), webinars (12,000 registrants annually), podcasts, conferences (600-800 attendees annually), and tablet-and mobile-friendly editions)
- Proposed activities/outputs for 2016-2021
 - Continue to support innovative projects valuable to practitioners
 - Host annual or biannual Philanthropy Innovation Summit for high net worth philanthropists with the goal of informing and assisting their practices of effective philanthropy and gaining their support.
 - SSIR becomes self-sustaining, maintains its standards of excellence, greatly increases the number of subscribers, and expands its audience from one international licensing agreement in China to multiple agreements in various strategic areas.
 - SSIR expands its Nonprofit Management Institute for nonprofit leaders into other conference related business.
 - Acquire Markets for Good to improve dissemination of practices of effective philanthropy.
 - Continue hosting regular public events and symposia that feature speakers who are well-known academic, foundation or nonprofit leaders.
 - Broaden and deepen engagement with the philanthropic and civil society sectors in Europe, including hosting cross-Atlantic convenings.
- Indicators of progress
 - Stanford PACS and SSIR are widely viewed as the go-to places for practical information about philanthropic and social change practices.
 - The Philanthropy Innovation Summit is the leading opportunity for high net worth donors to learn from peers in a non-solicitation environment.