



Stanford PACS
Center on Philanthropy
and Civil Society



FACULTY CO-DIRECTORS

—
Paul Brest
Woody Powell
Rob Reich

STANFORD PACS AND SSIR TEAM

—
Cristina Alfonso
Lucy Bernholz
Marcie Bianco
Shayani Bose
Danielle Carattini
Valerie Dao
Eloise Duvillier
David V. Johnson
Palak Joshi
Brian Karo
Johanna Mair
Kim Meredith
Jenifer Morgan
Eric Nee
Heather Robinson
Nadia Roumani
Laura Seaman
Christian Seelos
Priya Shanker
Eden Stiffman
Linda Taoka
Amedeo Tumolillo
Michael Voss

ADVISORY BOARD

—
Herbert A. Allen III
Laura Arrillaga-Andreessen
Jean Case
Ted Janus
Shiv Khemka
Xin Liu
Carter McClelland
Jeff Raikes
David Siegel
Liz Simons
Darren Walker

OUR MISSION + GOALS

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)*.

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.

MARC AND LAURA ANDREESSEN FACULTY CO-DIRECTORS



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 Learning Initiative (EPLI), 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 Civic Life of Cities Lab (CLCL), which evolved from the Stanford Project on the Evolution of Nonprofits (SPEN). His current research focuses 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 and, by courtesy, professor of philosophy 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 as well as ethics and technology. He is the director of the Center for Ethics in Society, faculty co-director at Stanford PACS, and faculty co-lead of the Digital Civil Society Lab (DCSL) and Project on Democracy and the Internet (PDI) at Stanford PACS. He is the author of *Just Giving: Why Philanthropy is Failing Democracy and How It Can Do Better* and is editing a new volume called *Digital Technology and Democratic Theory*.

SENIOR STAFF



KIM MEREDITH: EXECUTIVE DIRECTOR

As the inaugural executive director of the Stanford Center on Philanthropy and Civil Society (Stanford PACS), Kim Meredith has been responsible for strategic leadership, strong financial performance, and consistent organizational growth, including scaling Stanford PACS through the expansion of research and programmatic initiatives. She joined in July 2009, one year later led the team to acquire the *Stanford Social Innovation Review* (SSIR), and in 2012 launched Stanford PACS programs at the Stanford Center at Peking University.



LUCY BERNHOLZ: SENIOR RESEARCH SCHOLAR

Lucy Bernholz is a senior research scholar at Stanford University and director of the Digital Civil Society Lab (DCSL). 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, including the annual *Blueprint Series on Philanthropy and the Social Economy*, and is a co-editor and contributor to the books *Philanthropy in Democratic Societies* and *Digital Technology and Democratic Theory*.



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

Johanna Mair is professor of management, organization, and leadership at the Hertie School of Governance, the co-director of the Global Innovation for Impact Lab (GIIL) at the Stanford Center on Philanthropy and Civil Society (Stanford PACS), and the academic editor of the *Stanford Social Innovation Review* (SSIR). 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* (2017) with Christian Seelos.

SENIOR STAFF



**ERIC NEE: STANFORD SOCIAL INNOVATION REVIEW
MANAGING EDITOR**

Eric Nee is managing editor of *Stanford Social Innovation Review (SSIR)*, a position he has held since 2006. Eric has more than 35 years of experience in the publishing industry. Before joining Stanford University, he was a senior writer for *Fortune*. While there, Eric helped Time Inc. launch *eCompany Now* (where he was executive editor), which later became *Business 2.0*. Before joining *Fortune*, Eric launched *Forbes'* Silicon Valley bureau, where he was bureau manager. He also served as editor-in-chief of *Upside* magazine for close to five years. Eric earned a bachelor's degree in American Studies from the University of California at Santa Cruz, and an M.S.J. from the Medill School of Journalism at Northwestern University.



**NATHANIEL PERSILY: PROJECT ON DEMOCRACY AND THE INTERNET
RESEARCH LEAD**

Nathaniel Persily is a professor of law at the Stanford Law School. He co-leads the Project on Democracy and the Internet (PDI) at Stanford PACS. Nathaniel is a nationally recognized constitutional law expert, focusing on the law of democracy and addressing issues such as voting rights, political parties, campaign finance, and redistricting. Persily has published dozens of articles in both scholarly publications and popular media. Prior to joining the faculty at Stanford Law School, he was the Charles Keller Beekman professor of law and professor of political science at Columbia Law School.



PRIYA SHANKER: DEPUTY DIRECTOR

Priya Shanker is the deputy director at Stanford PACS overseeing finance, operations, and talent recruitment and retention. In this role, she also supports key strategic initiatives and is responsible for organizational effectiveness and impact evaluation and assessment. Priya has spent over a decade in leadership roles at for-profit, nonprofit, and global development organizations in the United States and India. She has an undergraduate degree in Engineering and an MBA from the University of Chicago's Booth School of Business.



MICHAEL VOSS: STANFORD SOCIAL INNOVATION REVIEW PUBLISHER

Michael Voss is publisher at *Stanford Social Innovation Review (SSIR)*. Before joining *SSIR*, Michael was Vice President, Associate Publisher, Business Development & Marketing for *Scientific American*, based in New York City, where he drove commercial marketing and brand strategy, strategic partnerships, sponsorships, and new product development. His career in digital and traditional media has spanned nearly two decades and a wide array of titles and companies, including *Newsweek*, Meredith Corporation, and *George* magazine. Michael earned his bachelor of science in international politics and economics from the Edmund A. Walsh School of Foreign Service at Georgetown University.

STANFORD CENTER ON
PHILANTHROPY AND CIVIL SOCIETY



STANFORD EDUCATIONAL COURSEWORK

Stanford PACS–affiliated faculty and scholars offer courses and workshops for undergraduates, master’s students, and PhD candidates throughout the university each quarter. The flagship course is the 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.

Academic Programs

STANFORD PACS 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.

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.

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.

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.

Events

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.

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 major 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 of Social Innovation* focuses on a globally relevant theme each year and draws speakers and participants from around the world. *Data on Purpose* convenes a broad range of experts working on using data for social change.

Research

CIVIC LIFE OF CITIES LAB (CLCL)

The Civic Life of Cities Lab (CLCL) brings a unique interdisciplinary perspective to the study of nonprofit organizations (NPOs). It draws ideas from public policy, sociology, management, and urban studies to explore the different socio-economic environments that NPOs operate in and the role of associational life in building robust communities. CLCL examines the leadership, governance, financing, and external relations of a large random sample of NPOs in five major cities around the globe to provide evidence-based insights about nonprofits' contributions to civic capacity and the local experiences of global trends that influence the nonprofit sector. The cities included in this research are the San Francisco Bay Area, Seattle (the Puget Sound region, including Tacoma and Olympia), Shenzhen (China), Sydney (Australia), and Vienna (Austria). CLCL is led by Stanford PACS faculty co-director, Woody Powell.

DIGITAL CIVIL SOCIETY LAB (DCSL)

The Digital Civil Society Lab (DCSL) envisions an independent civil society that thrives in the digital age through the safe, ethical, and effective use of private digital resources for public benefit. The digital age has transformed civil society participation and organization, and it has presented new challenges and threats. Our dependencies on digital software and infrastructure require new insights into how these digital systems work and how an independent civil society can engage them safely, ethically, and effectively for its mission. DCSL engages researchers, practitioners, and policymakers to

investigate how digital technology has transformed civil society and to shape these transformations across the interconnected domains that support a thriving and independent civil society in the digital age: technology, policy, organizations, and norms.

EFFECTIVE PHILANTHROPY LEARNING INITIATIVE (EPLI)

The Effective Philanthropy Learning Initiative (EPLI) is led by Stanford PACS faculty co-director Paul Brest and 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). The Effective Philanthropy Learning Initiative focuses on understanding high-net-worth individuals' approach to philanthropy, with the goal of motivating and assisting them to be more impact-driven in their philanthropy. It combines social science research and design thinking to understand donors' behavior, and designs and tests approaches to increasing the effect of philanthropy.

GLOBAL INNOVATION FOR IMPACT LAB (GIIL)

—
The Global Innovation for Impact Lab at Stanford PACS (GIIL) is jointly led by Stanford PACS Distinguished Fellows Johanna Mair and Christian Seelos. Current research by GIIL explores the opportunities and challenges for organizations to link innovation, scaling, and systems change to make progress on important social problems. The lab enables decision makers to grow their ambitions and capabilities for addressing social problems and for transforming social systems effectively. GIIL aligns rigor, realism, and usefulness, and leverages insights from existing knowledge across disciplines with novel insights from engaging deeply with organizations and social problems in the field. Through partnerships with foundations, government and multilateral agencies, organizations in the social and private sectors, and academic institutions, GIIL develops diagnostic tools to inform strategic decisions that help realize the potential of social innovation for positive change. GIIL also contributes to the scholarly knowledge base on effective organizations and educates the next generation of committed leaders.

McAdam and Sociology PhD Candidates Priya Fielding-Singh and Jennifer Hill.

PROJECT ON DEMOCRACY AND THE INTERNET (PDI)

—
Digital technologies are having a profound impact on democracy in the United States and around the world. New communication platforms that give voice to the previously voiceless also empower nefarious actors who seek to undermine democracy, silence journalists and minority groups, manipulate search engines, and sow distrust. The Project on Democracy and the Internet (PDI) aims to promote research, convenings, and courses that engage with the new challenges technologies pose to democracy in the digital age. PDI is co-led by Nate Persily, James B. McClatchy Professor of Law at Stanford Law School, and Frank Fukuyama, director of CDDRL and senior fellow at FSI, along with the support of PACS faculty co-director and professor of political science, Rob Reich.

LIFE BEYOND THE FARM

—
Life Beyond the Farm is an initiative that studies who participates in social movements and why. The project seeks to capture the myriad of pathways to civic and political participation through examining individuals' predispositions. Through a longitudinal study of an undergraduate college cohort, the study aims to identify the variation in student political and civic engagement. This initiative is led by Sociology Professor Doug

RECORDING CIVIC LIFE IN CHINA

From 2012 to 2014, Stanford PACS supported a postdoctoral fellow whose research led to the creation of the first ever digital archive of Chinese Nongovernmental Organizations (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 Asia Library and Stanford Digital Library Systems and 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.

Initiatives

DIGITAL IMPACT

Digital Impact is an initiative of the Digital Civil Society Lab at the Stanford Center on Philanthropy and Civil Society (Stanford PACS), helping social sector practitioners and policymakers use digital resources safely, ethically, and effectively for maximum impact. A core capacity of nonprofits and foundations is managing and governing digital data in ways that advance their mission and respect the rights of the people they serve. We support this capacity by: fostering a robust online community dedicated to the exchange of practical data-related knowledge and expertise; hosting in-person events that support knowledge sharing, ideation, research, and cross-sector collaboration; cultivating innovation and original research through grants and mentorship to select practitioners and partners in the field; and developing and sharing ready-to-use tools, policies, and resources for digital data governance in the social sector. Digital Impact is made possible with the ongoing support of the Bill & Melinda Gates Foundation, Liquidnet, and Knight Foundation.

JUNIOR SCHOLARS FORUM

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.

STANFORD PACS IN CHINA

In 2012, Stanford PACS opened the Stanford Center on Philanthropy and Civil Society at Peking University (PKU), taking the center's groundbreaking work on philanthropy and civil society global and underscoring a long-term partnership between Stanford and Peking University.

Stanford PACS-PKU serves Stanford faculty, visiting scholars, postdoctoral fellows, graduate and undergraduate students, and nonprofit and foundation practitioners visiting or conducting research in China. In addition to an annual conference held at PKU 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*.

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 multi-media website, with more than 220,000 visitors per month, is complemented by 20 annual webinars, three global conferences, a weekly e-newsletter with 71,000 subscribers, podcasts, and social media. Every year, more than two and a half million people around the world read *SSIR* articles, listen to *SSIR* podcasts and webinars, or attend *SSIR* events.

Stanford **SOCIAL**
INNOVATION Review



Average monthly unique users

220,000

Annual unique pageviews

2.6MM



Average circulation of

13,000

per issue

with a projected total audience for print of

70,000+

8,500

Registrants

20

Annual webinars



3

Annual conferences



650+

Attendees

OUR IMPACT

105

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.

46

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

95

We have supported over 95 undergraduate and graduate students with project grants for their research exploring questions of philanthropy and civil society.

8

Since the launch of our Postdoctoral Fellows Program in 2011, we have supported eight postdoctoral students conducting research in various academic disciplines.

2MM

Globally, more than 2 million people read *SSIR* articles, listen to *SSIR* podcasts and webinars, or attend *SSIR* events each year.

4,000

More than 4,000 people have written articles for the *SSIR* in print and online.

70

More than 70 funding partners, including foundations, individuals, and companies, have made this work possible through their generous support.

32

32 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.

19

19 Visiting Scholars have researched and published with Stanford PACS.

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.

**STANFORD CENTER ON PHILANTHROPY
AND CIVIL SOCIETY**

**559 NATHAN ABBOTT WAY
STANFORD, CA 94305**

**TEL: (650)724-2654
FAX: (650)725-9316
PACSCENTER@STANFORD.EDU**

**PACSCENTER.STANFORD.EDU
SSIR.ORG**

Stanford PACS is a program of the Institute for Research in the Social Sciences under the School of Humanities and Sciences at Stanford University, and *Stanford Social Innovation Review* is published by Stanford PACS.