



Strategic Plan 2019-2024

Strategic Plan

Vision

We envision a strong civil society and philanthropic sector that harnesses the ethical and effective use of technology and social innovation.

Mission

The Stanford Center on Philanthropy and Civil Society (PACS) is a global interdisciplinary research center and publisher of the *Stanford Social Innovation Review (SSIR)*. Stanford PACS develops and shares knowledge to improve philanthropy, strengthen civil society, and address societal challenges. By creating a shared space for scholars, students, and practitioners, Stanford PACS informs policy and social innovation, philanthropic investment, and nonprofit practice.

Articulating the Problem

New models of philanthropy and new practices of civil society organizations are emerging in the 21st century. We see increased blurring of the boundaries between private, government, and nonprofit sectors, and the rapid advance of digital technologies that have transformed civil society and social innovation. These changes call for the development and dissemination of new knowledge, updating the training of a new generation of leaders, and new approaches to social problem solving. How should democracy and civil society confront the challenges of a digital age? The answer lies in breaking down the walls between disciplines and schools and amplifying the work of scholars across the social sciences, humanities, law, business, and engineering.

Since its inception in 2006, Stanford PACS has been dedicated to organizing a diverse and interdisciplinary group of scholars and practitioners to take advantage of the full array of talent at one of the world's great universities. We seek to strengthen the linkages between research, practice, and policy in the space where private and public organizations intersect on issues related to civil society and social impact. Stanford PACS is unique among the handful of university-based initiatives that focus on



philanthropy and civil society because of our focus on research, our connection to policy and practice, our convening of scholars across disciplines, and our effort to train at the undergraduate, graduate, and postdoctoral level the next generation of scholars and leaders. The research projects Stanford PACS supports are largely issue agnostic; instead, they focus on enabling deeper understanding of organizations, systems, networks, policies, ethical frameworks, and behaviors that influence the practice of philanthropy and challenge civil society and democracy.

Resources

University

Stanford PACS is a part of Stanford University's School of Humanities and Sciences and falls under the aegis of the Institute for Research in the Social Sciences, but our ambition is to serve as a university-wide center with interdisciplinary networks and collaborations. In addition, PACS has strong connections with Silicon Valley's institutional funders, philanthropists and nonprofit organizations, its business and investor communities, and government. Our faculty co-directors have appointments at the School of Education, the Business School, the Law School, and the School of Engineering. Over the years we have attracted post-doctoral and PhD Fellows from a multitude of disciplines, including Sociology, Political Science, Philosophy, Psychology, Engineering, to name a few.

Faculty Leadership

Stanford PACS is led by three faculty co-directors who guide the scholarly direction of the center.

- Paul Brest, Former Dean and Professor Emeritus (active), Stanford Law School; lecturer, Graduate School of Business; former President, William and Flora Hewlett Foundation
- 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 at the Graduate School of Education; Faculty Director of the Center for Ethics in Society; Associate Faculty Director of the Human-Centered AI Initiative.

The faculty co-directors lead many of Stanford PACS ongoing research projects and co-teach the year-long Stanford PACS workshop for graduate students from across the university.

Additionally, *SSIR* has an Academic Editor who collaborates with the Managing Editor.



- Johanna Mair, Professor of Management, Organization and Leadership at the Hertie School of Governance, Berlin, Germany

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 founder Laura Arrillaga-Andreessen, the board currently includes Herb Allen III, Ted Janus, Xin Liu, Carter McClelland, Jeff Raikes, David Siegel, Liz Simons, and Darren Walker. Members of the Advisory Board are invited through a selection process that includes Stanford PACS’ Faculty Directors, Advisory Board Chair, and Executive Director.

Organizational Leadership

Stanford PACS’ Executive Director, Kim Meredith, provides strategic and organizational leadership, and is responsible for the fiscal performance of Stanford PACS and *SSIR*. Working in collaboration with the senior leadership team, she manages engagement with the Stanford PACS staff, affiliated faculty, visiting scholars, PhD Fellows, post-doctoral Fellows, student interns, and research assistants.

Values

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

1. *We strive for excellence and rigor* in our approach to work and in our pursuit of knowledge.
2. *We aim to be a premier source* for research, insights, ideas, and action for the social sector.
3. *We pledge to work collaboratively* in an open-minded, intentional, and collegial way.
4. *We commit to a supportive environment* where colleagues are appreciated, recognized, and treated with respect.
5. *We embrace a fearless approach* to challenging ideas and practices, and are unafraid to experiment, take risks, and learn.

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 in philanthropy and civil society.
3. Improve the practice and effectiveness of philanthropy and social innovation.



In the sections below we describe examples of Stanford PACS' current work within each goal, 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.

Stanford PACS uses an interdisciplinary approach to study philanthropy and civil society more broadly. Through a mix of research, convenings, partnerships, and publications, we strive to be a bridge between rigorous scholarly research and social sector practice.

Stanford PACS currently supports six major research initiatives:

- The **Civic Life of Cities Lab (CLCL)** is led by Faculty Co-Director Woody Powell. CLCL brings an interdisciplinary perspective to the study of nonprofit organizations, drawing ideas from public policy, sociology, management, and urban studies. In addition to its intrinsic scholarly value, CLCL's research is designed to equip nonprofit and foundation leaders with a better understanding of the characteristics and behaviors of nonprofits and their role in enhancing the vitality of cities.
- The **Digital Civil Society Lab (DCSL)** is led by Rob Reich, Faculty Co-Director, and Lucy Bernholz, Senior Research Scholar at Stanford PACS. The Digital Civil Society Lab investigates the challenges and opportunities for civil society to thrive in the digital age, addressing issues of safe, ethical and effective use of data. The DSCL leads this work by engaging researchers, practitioners and policymakers across the four domains that shape civil society in the digital age: technology, organizations, policy, and norms.
- The **Effective Philanthropy Learning Initiative (EPLI)** is led by Faculty Co-Director Paul Brest. EPLI conducts applied research to better understand high net worth (HNW) donors' philanthropic interests, motivations, and behaviors. EPLI's guiding question is: *How might we help HNW donors increase their philanthropic impact?* An interdisciplinary research initiative working at the intersection of strategic philanthropy, the behavioral sciences, and design thinking, EPLI aims to improve the knowledge of donors, philanthropic and wealth advisors, and of intermediaries providing donor education and advisory services, by developing tools and resources so that HNW donors can make more informed, outcome-focused decisions, thereby increasing their philanthropic impact.



- The **Global Innovation for Impact Lab (GIIL)** is led by Lab Directors Johanna Mair and Christian Seelos. It develops and shares knowledge on social innovation and organizational strategies designed to be portable across geographies, sectors, and issue domains. GIIL studies why and how organizations innovate, how differences in their processes and their organizational context generate positive and negative consequences, and how organizations can be agents of social change.
- The **Project on Democracy and the Internet (PDI)** is led by Co-PIs Nathaniel Persily, James B. McClatchy Professor of Law at Stanford Law School, and Frank Fukuyama, Director of the Stanford Center on Democracy, Development, and the Rule of Law, in collaboration with Stanford PACS Faculty Co-Director and Professor of Political Science, Rob Reich. It brings together scholars from a diverse set of disciplines to study the challenges that new technologies pose to democracy in the digital age from new communication platforms spreading disinformation and hate speech, to bias search algorithms. PDI aims to create a strong knowledge base for policy makers, corporate leaders, and technologists to make decisions that protect and, better promote democracy in the digital age. It brings together work by the Center for Democracy Development and the Rule of Law at the Freeman Spogli Institute for International Studies, Stanford Law School, the Graduate School of Business, and the Stanford Departments of Engineering, Education, Economics, Political Science, and Communication.
- **Recording Civic Action in China** is a web archiving project led by former Stanford PACS Post-Doctoral Fellow, Yan Long, Assistant Professor at UC Berkeley. It is a digital collection of archived websites and social media sites of selected Chinese grassroots non-government organizations (NGOs). Currently the noteworthy collection includes archive of 200 NGOs from six issue areas—gender, environment, education, labor, rural development, and health. The archive is complimented with a literature review. All information is in Chinese and English, and this work is in collaboration with the Stanford East Asian Library and Stanford Digital Library Services.

Proposed activities/outputs for 2019-2024

- Continue to support a minimum of four substantial new or continuing research initiatives each year.
- Explore new research at the intersection of ethics, policy, and technology, as an emergent area of work in collaboration with the President and Provost's University-wide announced strategic initiatives. DCSL and PDI already do work in this area, which will expand and connect to new efforts, such as Human-Centered AI and Public Interest Technology that are developing at Stanford.



- Deepen and broaden Stanford PACS' relationships with faculty from all of Stanford's seven schools while also thinking globally in terms of connectivity and collaboration with faculty beyond Stanford.
- Serve as a node among Stanford's schools and research centers to link social science, policy, technology, and public problem solving.
- Host visiting scholars, practitioners, and policy makers to collaborate on projects that advance scholarly knowledge and inform policy and practice globally.
- Host three to five public convenings and an annual gathering at Stanford Center at Peking University in Beijing (SCP KU) each year to bring together scholars, practitioners, and policy makers to address important topics and share new research.
- Host seminars, workshops and invitation only convenings for faculty, scholars and junior scholars to discuss new research, articles and book projects.

Indicators of progress

- Stanford PACS is widely regarded as the leading academic center devoted to philanthropy, civil society, and social innovation in the United States and globally.
- Stanford PACS facilitates high quality research and writing by scholars (including PhD candidates and Post-Doctoral Fellows) which is disseminated in forms appropriate for relevant audiences.
- Research supported by Stanford PACS usefully addresses complex problems faced by practitioners and policy makers working on issues related to philanthropy and civil society that have impact globally

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

In addition to the original research conducted by its various labs and initiatives, Stanford PACS supports teaching and research programs at Stanford University to encourage and support students interested in careers related to philanthropy and civil society, whether as scholars, nonprofit or foundation practitioners, policy makers, or in for profit business.

Some examples of these activities are:

- Stanford PACS faculty directors lead a year-long **PhD Workshop** for doctoral and advanced undergraduate students whose research focuses on civil society or philanthropy.



- Stanford PACS supports new interdisciplinary teaching and classes marrying the humanities, social sciences, and computer science which explore the ethical and social impact of technological innovation.
- Stanford PACS **PhD Fellowships** provide financial support for at least one full academic year to up to five PhD candidates who are pursuing research that will advance the study of civil society organizations and the role of philanthropy in promoting social change.
- Stanford PACS offers two – six **Post-Doctoral Fellowships** to promising young scholars pursuing original research related to philanthropy, social innovation, civic engagement, democracy, and civil society, either at the national or global level.
- Stanford PACS offers **Fellowships** to social sector leaders and practitioners piloting an idea or project to develop resources and advance the infrastructure for effective philanthropy and well-functioning civil society organizations in the digital age.
- The annual **Junior Scholars Forum** brings together researchers—including graduate students, postdoctoral fellows, and junior faculty—from leading universities around the world. It provides an opportunity for scholars working in the areas of civil society and the nonprofit sector to participate in a cross-disciplinary intellectual community with the goal of enhancing the quality and visibility of research in these fields.
- Stanford PACS actively works with the undergraduate community to hire them as student interns, research assistants and provide mentorship for their academic career, summer opportunities and post –graduate positions.

Proposed activities/outputs for 2018-2023

- Add a faculty billet to support a new faculty member at Stanford focused on philanthropy, policy or social innovation, or other research and teaching aligned with Stanford PACS' mission.
- Recruit, retain and host three to six Post-Doctoral Fellowships each year from a highly competitive global application process
- Through Stanford University-wide competitive process, select and support four to six PhD Fellows each academic year with representation from multiple disciplines, with consideration for representation of gender and diversity
- Convene an annual Junior Scholars Forum for advanced PhD students, Post- Docs and junior faculty, who have authored their own article or book.



- Offer research assistant positions through our different research initiatives to attract and support undergraduate and graduate students interested in the social sector.
- Actively engage with the Haas Center for Public Service and the Career Development Center Impact Careers team to support and mentor undergraduate students, and co-host the Impact Career event each fall.
- Actively engage with the Haas Center for Public Service in the application and selection process for the Tom Ford Fellows in Philanthropy post-graduate fellowship.
- Provide small grant support for undergraduate and graduate students engaged in relevant research.
- Continue annual programs at SCPKU to improve philanthropy and civil society organizations in China.

Indicators of progress

- Stanford PACS' activities and support help Stanford University attract, teach, and mentor undergraduate and graduate students, and Post-Doctoral Fellows interested in philanthropy and civil society, and helps place them in relevant careers.
- Stanford PACS PhD workshop continues to attract and support outstanding interdisciplinary PhD candidates working on relevant issues.
- Stanford PACS PhD fellowship attracts applications from outstanding PhD candidates from across the University working on relevant issues.
- Stanford PACS continues to attract and support top rated Post-Doctoral Fellows candidates working on relevant issues.
- The Haas Center for Public Service and the Career Development Center 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 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.

We engage in research, teaching, convenings, and the dissemination of materials to improve the practice of philanthropy and nonprofit management and contribute to social innovation and development of new



norms and frameworks for civil society and democracy in the digital age.

Some examples of these activities are:

- **Stanford Social Innovation Review (SSIR)** provides a global forum for scholars and practitioners to publish articles and ideas to advance social change. *SSIR* has a quarterly print journal (circulation of 12,000), a website with original daily content and an archive of all past articles (220,000 monthly unique visitors), webinars (12,000 registrants annually), podcasts (over 200 to-date), and conferences (600-800 attendees annually). Building upon its mission to advance the knowledge base and effective practice of the social sector, *SSIR* has prioritized global expansion into emerging markets of social innovation. In collaboration with various partners, *SSIR* is now producing fully translated local-language editions in Chinese (with the Leping Foundation) and Korean (with Hanyang University, Seoul), and publishes content online in Turkey. *SSIR* is also moving forward in its discussions with other partners to produce pan-regional editions in Spanish and Arabic, as well as a full-translated edition in Brazil.
- The **Philanthropy Innovation Summit** is a biennial conference hosted by Stanford PACS. It provides insights from experts and peer philanthropists for high net worth donors in a non-solicitation environment. It is an important platform to introduce our thought leadership and research to the HNW philanthropic community. It is Stanford PACS' flagship event for HNW donors under the guidance and leadership of Stanford PACS Advisory Board Chair Laura Arrillaga-Andreessen and Stanford PACS Faculty Co-Director Paul Brest. This event is where the Advisory Board leverages its networks to invite philanthropists for a day of arm chair interviews, panel discussions, and interactive breakout sessions. Individual and family philanthropists are empowered and motivated to increase impact through their philanthropy. This event bridges Stanford PACS research with inspiring lessons and best practices from peers and leaders.
- The **Effective Philanthropy Learning Initiative** is creating a High Net Worth Donor Guide and a Wealth Advisor Handbook for high capacity individual philanthropists and financial intermediaries respectively. These new tools, along with a number of other resources that EPLI has created, are filling a knowledge and information gap for HNW donors who are looking for ways to improve their effectiveness and impact. EPLI is also exploring philanthropy education and training of trainers to build pipeline and capacity for philanthropy education.



- The **Digital Civil Society Lab** recently concluded a Digital Impact World tour of ten countries where they engaged with nonprofit practitioners and policy makers to explore the implications of the digital age for global civil society. They are applying that knowledge to build a universal framework for civil society to use digital resources safely, ethically, and effectively.
- Stanford PACS hosts an array of **Public Events** all year round. These events are open to the general public—with live streaming and video archives for audiences around the world—and are intended to inform and encourage discourse with scholars, practitioners, and other stakeholders.

Proposed activities/outputs for 2019-2024

- Connect Stanford PACS research of value to practitioners through multiple channels such as online tools, *SSIR* channels, or public events.
- Host regular public events and symposia that feature preeminent speakers from the world of academia and practice.
- Host biennial Philanthropy Innovation Summit for high capacity philanthropists with the goal of informing and supporting effective philanthropy in 2019, 2021, and 2023.
- Encourage *SSIR*'s efforts to expand its audience across the world, including translating it into Spanish and Arabic in addition to its existing Chinese, Korean, and Turkish translations.
- Build upon *SSIR*'s signature Nonprofit Management Institute to produce targeted convenings beyond the Stanford University campus, to have wider reach and impact.
- Transform *SSIR*'s biennial Frontiers of Social Innovation conference (to be held next in 2020) into a global convening, engaging *SSIR*'s local-language edition partners, through an expanded digital presence, generating broader international engagement.
- Broaden and deepen engagement with the philanthropic and civil society sectors in other parts of the world, including hosting global convenings.

Indicators of progress

- Stanford PACS and *SSIR* are widely viewed as the go-to places for scholarship and practical information about philanthropic and social change practices.
- *SSIR* is the pre-eminent journal for social change globally based on awards and recognition received.
- The Philanthropy Innovation Summit is the leading opportunity for high capacity donors to learn from experts and peers in a non-solicitation environment.



Impact Statement

Stanford PACS is widely regarded and relied on for knowledge creation, knowledge sharing and community building for the philanthropic and nonprofit sector, and inspires an aspirational vision for the future of civil society.