STRATEGIC PLAN

2021-2024

November 2021

PACS STRATEGIC PLAN
2021-2024

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CONTENTS

PREFACE

This document supplements the December 2018 strategic plan for Stanford PACS (hereafter, PACS). PACS has experienced organizational changes in the past few years, such as adding two new faculty co-directors, a new executive director, two new research labs, a new annual philanthropy convening for technology sector leaders, and significant   expansion of its global activities. To support the expanding scope and reach of our programmatic activities, and to sustain and deepen our impact, we need to strengthen strategic and functional capabilities within our core operations team.

This document's most significant additions include the following elements:

1. Identifying the scope of PACS's work by clarifying the relationship between philanthropy, civil society, and a flourishing social and political order

2. Articulating PACS' vision and mission, and its distinctive contribution in addressing social problems; and

3. Stating the strategic priorities of the center and the investments required to support and represent PACS's work consistently and effectively.

CIVIL SOCIETY, THE NONPROFIT SECTOR, AND THE ROLE OF PHILANTHROPY AS A KEY COMPONENT

Civil Society is a widely used but often ill-defined term. Simply put, civil society is the space or voluntary activity characterized by debate, contention, and engagement, and reflecting the interest of diverse members of society.[1] Civil society includes the myriad formal and informal associations that mediate between the individual and the state, and through which individuals congregate for some common purpose or activity, including religious, educational, cultural, professional, political, or athletic.[2]

The nonprofit sector is the subset of civil society that meets two additional criteria: the first is formal incorporation through the law, and the second is a legal restriction on the way profits can be distributed to stakeholders.[3] Nonprofits serve as "the organizational infrastructure for civil society" by mobilizing resources to formalize and implement ideas proposed by activists, volunteers, donors, and social entrepreneurs.[4]

Philanthropy can be described as the universal inclination for individuals to direct their time, expertise, financial capital and other resources to altruistic purposes. In this respect, philanthropy is as old as humanity itself and can be found in every society. In the age of modern democratic societies, however, philanthropy has come to play an important, distinctive, and powerful role. It has been catalytic in the development of the nonprofit sector and has shaped civic life and political affairs. It is often seen as society's risk capital because of its focus on aiding social advancement by assisting efforts at creating blueprints and replicable models for larger-scale improvement. Among major social institutions, philanthropy has the distinctive capacity and autonomy to direct its considerable resources in a decentralized manner toward experimentation in solving fundamental social problems.[5]

The 21st century has seen the nonprofit sector dramatically grow in overall size and global reach and become increasingly formalized, complex and professionalized. We see increased blurring of the boundaries between the private, government, and nonprofit sectors and the emergence of new models and legal structures of philanthropy, as well as new practices of civil society organizations. In the past two decades social entrepreneurship has become an increasingly prominent approach to addressing social problems through private markets. Social enterprises have attracted new forms of capital in the form of impact investment or venture philanthropy. Yet, social enterprises globally use a variety of legal forms and can be extremely diverse in the roles they play in the economy or society.[6]

[1] Horvath, A., & Powell, W. W. (2020). Seeing Like a Philanthropist: From the Business of Benevolence to the Benevolence of Business. In Powell, W. W. & Bromley, P. (Eds.) *The Nonprofit Sector: A Research Handbook, 3rd edition* (pp. 171-191). Stanford University Press.

[2] Lechterman, T., & Reich, R. (2020). Political Theory and the Nonprofit Secto . In Powell, W. W. & Bromley, P. (Eds.) *The Nonprofit Sector: A Researc Handbook, 3rd edition* (pp. 171-191). Stanford University Press.

[3] Ibid

[4] Horvath, A., & Powell, W. W. (2020). Seeing Like a Philanthropist: From the Business of Benevolence to the Benevolence of Business. In Powell, W. W. & Bromley, P. (Eds.) *The Nonprofit Sector: A Research Handbook, 3rd edition* (pp. 171-191). Stanford University Press.

[5] Sievers, B. R. (1995). Can philanthropy solve the problems of civil society?. Indiana University Center on Philanthropy.

[6] Mair, J. (2020). 14. Social Entrepreneurship: Research as Disciplined Exploration. In The Nonprofit Sector (pp. 333-357). Stan ord University Press.

These changes in the nature and composition of civil society actors have been accompanied by elevation of a broad range of social justice issues, by dramatic increases in political and social polarization, by global digital dependencies that are shifting all domains of associational life, and by threats to democratic processes that jeopardize the very foundations of civil society. Philanthropy can potentially play an important role in protecting civil society from these threats but since it is connected to civil society through its origin and evolution, it is, in some cases, shaped by the same forces.[7]

For philanthropy and civil society to succeed in their efforts at improving quality of life, promoting justice and equality, addressing climate change, advancing educational and economic empowerment, and protecting human rights, among other things, they need access to original ideas and a new generation of leaders, practitioners, and scholars armed with contemporary knowledge and training to create, implement and evaluate innovative approaches to social problem solving.

PACS' DISTINCTIVE CONTRIBUTION IN ADDRESSING SOCIAL PROBLEMS

For at least the past century, universities across the world have organized themselves to produce knowledge and train future generations of leaders for the marketplace as well as public agencies and institutions. Business schools and economic departments, for example, devote themselves primarily to understanding the market. Schools of public policy and political science departments devote themselves primarily to understanding formal politics and the creation of public policy. Curiously, universities have not organized themselves internally to devote comparable attention to civil societ , philanthropy, and the independent sector. There are few avenues for increased interaction and collaboration among thinkers and practitioners across a broad range of expertise and experience. Since inception, PACS has worked to change this, and to provide an interdisciplinary model for universities across the globe to emulate.

PACS was founded in 2006, built on the vision, dedication, and support of Laura Arrillaga-Andreessen and the scholarly interests of founding faculty directors Debra Meyerson and Woody Powell. Rob Reich joined the leadership team soon thereafter . The *Stanford Social Innovation Review* moved from Stanford GSB to PACS in 2010 and the same year, Laura established and recruited an advisory board that has proven catalytic for the center. Initially, the board was composed of Stanford alumni who were highly supportive leaders of the university and had deep experience with its governance. Over time, they were joined by globally renowned business leaders, foundation CEOs and chairpersons, and philanthropists new to the Stanford community. The composition of the advisory board has evolved immensely over the past decade plus, and its engagement and investment has dramatically increased and continues to prove invaluable to PACS' funding and success.

Throughout its fifteen-year history, Stanford PACS has been home to a diverse and awe-inspiring group of scholars, philanthropic leaders and practitioners who study and address a range of civil society problems and philanthropic responses that are of both current relevance and enduring importance.

[7] Ibid

PACS' Vision

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

PACS' Mission

PACS is a global multidisciplinary, nonpartisan research center, and publisher of the *Stanford Social Innovation Review* (*SSIR*). PACS develops and shares knowledge to improve philanthropy, strengthen civil society, address societal challenges, and foster productive social innovation. By creating a shared space for scholars, students, philanthropists, and practitioners, PACS produces strategic, tactical and actionable knowledge to shape policy and social innovation, philanthropic investment, and nonprofit practice.

Toward these ends, PACS engages in three major sets of activities:

1. **Expanding the body and reach of original, high quality research on philanthropy, civil society, and social innovation** by funding, facilitating, and curating scholarly research, and disseminating relevant knowledge through publications, formal and informal convenings, and educational programs.

2. **Developing and increasing the pipeline of scholars, practitioners, and leaders in philanthropy and civil society** by providing funding, academic mentorship, and a supportive interdisciplinary community.

3. **Improving the pra ctice and effectiveness of philanthropy, nonprofit practice, and social innovation** by engaging with donors and their advisors, nonprofit organizations, and policymakers to inform interventions, innovations and investments to make progress towards a flourishing society .

What makes PACS unique is:

1. **Its location in a major research university and its faculty leadership.** PACS is among the handful of university-based initiatives globally that focus on both philanthropy and civil society. Faculty leadership at research universities is essential, and PACS is governed by an evolving roster of renowned and award-winning faculty co-directors drawn from across the university. Currently, it is governed by four faculty co-directors, who set policies and ultimately decide on the substance and staffing of   ACS' various programs. Each co-director heads one of PACS' ongoing research projects and together they lead a year-long interdisciplinary seminar for graduate students and postdoctoral fellows.

2. **The essential connection between research, teaching, and practice.** Academic research— ranging from evaluation methodologies to social network theory—has provided the foundations for many of the most significant st ategies for social change. Such research is

both informed by practice and seeks to improve practice. PACS integrates research, teaching and publication to serve the outward-facing mission of understanding and improving civil society through the production and dissemination of knowledge and by training future generations of scholars and leaders.

3. **Its focus on social problems.** In light of its interdisciplinary orientation and commitment to gather scholars and students from all parts of the university, PACS defines itself not   by a particular methodology but by a focus on an arena of inquiry (civil society and philanthropy) and an aspiration to support scholars, practitioners, and philanthropists in their interest in, understanding of as investment in solving social problems.

4. **A stellar advisory board comprised of leading philanthropists.** PACS' advisory board is drawn from globally renowned philanthropic leaders who inform our practices, support our work, and enrich our convening power, thus fueling our impact in a broad philanthropic network.

5. **Being the publisher of the *Stanford Social Innovation Review*.** No other academic research center in the world besides PACS has a media organization that is as influential in the field of philanthropy, nonprofit management, and social innovation, globally, as *SSIR*. This provides a unique and important bridge between academic research and practice, and in helping build the field of strategic, tactical and actionable knowledge about these topics.

PACS' work is guided by the tools of the social sciences and grounded in collaborative research and a commitment to usable knowledge. PACS currently supports eight major research initiatives and a journal that disseminates research-based knowledge. PACS' research interests always reflects the deep engagement by our faculty, doctoral students, and postdocs. Our areas of inquiry are broad – political polarization, urban inequality, nonprofit resilience, threats to democracy, impact investing, digital civil society, and sustainability, to name a few - but clearly not exhaustive. Some of the programs have been associated with PACS since its inception, others are more recent additions, and yet others have been sunset. This is not because any program has suddenly risen or fallen in importance; rather, the nature of their directors' commitments and the availability of PACS' resources compared to those elsewhere in the University can affect opportunities for association.

Appendix A summarizes the work of PACS labs, programs, and *SSIR*.

Appendix B appendix B outlines PACS governance and leadership.

RESEARCH AND PROGRAMMATIC PRIORITIES AND INVESTMENTS

In the next three years, PACS' research and programmatic aspirations are as follows:

CIVIC LIFE OF CITIES LAB (CLCL)

CLCL has an expansive vision for its research: a comparative study of the health and contributions of the nonprofit sector in seven major cities around the world. A project of this scale has never been undertaken before. By examining the structure of relationships between 501(c)(3) organizations in different parts of the world, and their stakeholders – constituents, foundations, and local government – this research project can help us understand how broader changes in society influence nonprofit organizations. We will produce research that is generalizable and verifiable and   will assist improvements of practice by informing practitioners and funders. In the coming years, the lab's aspiration is to have a body of papers, an open data set, and a universal codebook that will make the CLC study an internationally recognized study of comparative urban research, which will be replicable by others through publicly accessible information about its research design.

Resources needed: The most critical and immediate task at hand is to develop a common platform to integrate interview and survey data from all seven cities. The lab needs funding to support Stanford doctoral students and postdoctoral researchers. The lab also needs communications support, through an improved PACS website, to translate insights for a broader audience and to report news of its research back to the communities it is studying.

DIGITAL CIVIL SOCIETY LAB (DCSL)

Over the next several years DCSL will cement its position as the leading research center in the world to understand and inform civil society in a digitally dependent world. It aims to do so by continuing to cultivate a vibrant and rich global network of postdoctoral scholars, practitioners, policy advocates, and technologists who are building civil society's digital future from the ground up in creative and equitable ways. The lab will also continue to strengthen its relationship with key campus partners (CCSRE, PDI, ETS, IO/Cyber Policy Center, HAI, and colleagues at the School of Engineering).

Resources needed: The lab needs multi-year funding to support a consistent pipeline of scholars and practitioners while expanding its research agenda.

EFFECTIVE PHILANTHROPY LEARNING INITIATIVE (EPLI)

Our vision for EPLI over the next three years is to make our tools and resources widely known and used internationally by donors and advisors so that capital can flow to   the social sector in the most effective manner. We aim to conduct and use our research to bring strategic, practical, actionable insights to influence and inform donor behavior. We will adapt the philanthropy resources we have

developed into local-language editions around the world. And we will develop a wide-range of ways to deliver content from our resources – short videos and brief one-pagers, DIY online, interactive video modules, in-person training courses, custom engagements, and in-depth educational programming – for our range of stakeholders.

Resources needed: In order to implement our vision, we need to maintain our production of resources for the US and simultaneously implement a robust international strategy, the success of both will in turn depend on significant financial support and key regional partnerships.

GLOBAL CIVIL SOCIETY & SUSTAINABLE DEVELOPMENT LAB (GCSSDL)

GCSSDL investigates the social and cultural underpinnings of sustainable development problems and solutions and promotes the search for ways humans and the earth can flourish together. Sustainable development calls for the simultaneous pursuit of goals in three domains – economic growth, social inclusion, and environmental protection. In the coming years, the lab will focus on building large-scale, global datasets to examine the causes and consequences of civil society activity in the sustainability sphere. It will also work to build and strengthen a network of scholars working in this under-developed arena of civil society research.

Resources needed: As a new research initiative, the lab needs startup funds to support a lab manager, postdocs and graduate research assistants to build novel, baseline datasets that capture the scope and scale of nonprofit activity related to the environment in countries around the world. These data will enable research on ways civil society support sustainable development around the world.

GLOBAL INNOVATION FOR IMPACT LAB (GIIL)

GIIL leverages advanced competencies in researching complex social phenomena and translating insights into practical knowledge to explore the nexus of systems, problems, and organizations. In the coming years we aspire to strengthen the communication channels through which we can disseminate actionable insights and inform the interventions and system change efforts by philanthropic organizations that strive to create sustainable change.

Resources needed: We need additional research support to allow us to publish more practice-oriented articles, and travel and program funds to develop complementary virtual and in-person educational events.

POLARIZATION AND SOCIAL CHANGE LAB (PASCL)

In the coming years, the lab intends to develop and communicate deeper understanding of social dynamics that disadvantage people and perpetuate injustices in the status quo. It is working towards

developing effective interventions for remedying social problems and advancing progress on a range of issues such as climate change, political polarization, public health, minority rights, etc. It aims to do so by increasing the lab's capacity to run nationally representative field experiments, testing social change strategies, and expanding its network of collaborating organizations to facilitate more ambitious research projects.

Resources needed: To improve the quality of its research and increase its level of academic and public impact, the lab needs increased funding support to add faculty and researchers to the team. The lab also needs help identifying external collaborators and paths to effectively test and apply its research in nonprofits, political organizations, technology companies, etc.

PROGRAM ON DEMOCRACY AND THE INTERNET (PDI)

A primary goal of PDI is to increase the number of well-informed scholars and practitioners who will influence society through the technology or policies they build, inform, or research in their future careers across the government, academic, non-profit, or private sectors. The Program intends to do so by adopting a number of integrated research, teaching, and policy initiatives as well as through the launch of a technology policy fellowship program for exceptional early career leaders who have recently completed an undergraduate or master's degree in engineering, humanities, or social sciences.

Resources needed: PDI needs multi-year funding to deliver a successful fellowship program and support its research agenda which has practical, real-time policy implications.

STANFORD SOCIAL INNOVATION REVIEW (_SSIR_)

Over the next several years _SSIR_ anticipates that its biggest opportunity for growth and impact is abroad. In recent years it has launched partnerships with organizations in China, South Korea, Mexico, Japan, and the United Arab Emirates to produce local-language editions of _SSIR_ (which include print, online, convenings, and other activities). It is currently in discussions with organizations in Brazil and Vietnam to launch similar editions, and _SSIR_ believes there are further opportunities in other countries. Other priorities include _Stanford Social Innovation Review_ Books, the further growth of online convenings, and a new content management system.

Resources needed: In the future, earned revenue will continue to grow as it has since _SSIR_ was founded, but contributed revenue will need to accelerate and fund a much larger percentage of _SSIR_'s overall budget. This additional contributed revenue is necessary to support investment in key people, tools, and infrastructure to support its international expansion, as well as the proposed new programs as explained above.

SCHOLAR PROGRAMS

PACS will continue to build the pipeline and support the next generation of scholars studying topics related to philanthropy, the nonprofit sector, and social innovation through its year long seminar, convenings and workshops, as well as the PhD and postdoctoral fellowships it has offered since its inception. Going forward, PACS needs to invest in creating a stronger alumni network for former PhD and postdoctoral fellows, offer more professional development opportunities for its resident scholars, and an institutionalized structure through which incoming postdoctoral fellows can become better integrated with the rest of the University. PACS also aspires to create a stronger pipeline of scholars from underrepresented communities from around the world.

Resources needed: PACS needs support to dedicate a full-time staff person to develop and manage activities related to scholar programs as well as provide additional fellowship opportunities for underrepresented communities.

Philanthropy Convenings: PACS has a number of different strategies for connecting our research to practice and informing the field of philanthropy. Through *SSIR*, EPLI, philanthropy convenings like the Philanthropy Innovation Summit and the First Principles Forum, and other peer learning groups for philanthropists, PACS is building a pipeline of leaders in philanthropy by assisting an ever-growing number of high-capacity donors to improve the effectiveness of their philanthropic giving. PACS' goals for the coming years will be to expand its outreach for these convenings so that these unique communities can grow not only in numbers but also in the diversity of participants who will help inform each other and catalyze "creative" pathways to giving. We also need to actively invest in research related to issue areas and giving practices so that we can curate original and groundbreaking content for these convenings.

Resources needed: We need to continue developing a sustainable business model for the Summit and First Principles Forum which will be a combination of earned revenue and contributed income. To do so, we must strengthen our event offerings to showcase the unique solutions and thought leadership that PACS can offer, while strengthening our sponsor and donor relationships to secure multi-year commitments.

CONCLUSION

In the 15 years since its founding, PACS has supported over 80 PhD and postdoctoral fellows, more than 30 practitioner fellows, participants from its year-long seminar and annual Junior Scholars Forum who are doing original work in academia and practice, as well as countless undergraduate and graduate students who have participated in research projects led by PACS faculty. Many of them continue to collaborate with PACS scholars on research and book projects and have made significant contributions to advancing our understanding of the independent sector.

Our signature convenings focused on high-capacity philanthropists attract more than 300 participants from around the world, and our philanthropy resources are being translated and adapted in several

countries beyond the US. Similarly, *SSIR* continues to expand its presence and role as a convening space for the global nonprofit and philanthropic sector, with the addition of several new local-language editions to its content-distribution partnerships, bringing the current total to seven (Arabic, Chinese, Japanese, South Korean, Spanish, Turkish and Brazil/Portuguese), with another (Vietnamese) planned for 2022. This global focus is also reflected in the ongoing growth of the website ssir.org, which had over 2.8 million users generating over 4.5 million views for September 1, 2020 – August 31, 2021.

The impact of our work at PACS is often hard to measure, and can take years, or even decades, before making itself evident. Yet, the foundational research we produce expands the boundaries of knowledge on a diverse range of issues and topics that will increase our fundamental understanding of the world and apply that to the benefit of a thriving civil society.

PACS' strategy for the next 3 years is focused on growth and capacity building simultaneously. While this plan represents all of PACS' initiatives and programs, its primary focus is on strategies for the central administration. Beyond its administrative and fundraising functions, PACS' central administration provides the connective tissue that links the programs together and bears much of the responsibility for representing PACS to the world beyond Stanford. Its communications go beyond public relations for the Center. Rather, they further PACS' mission by explaining developments, innovations, and complexities related to civil society and philanthropy.

This plan identifies strategies and tactics for the central administration of PACS that will help us expand our thought leadership in the sector. We need to invest in the expansion of our research, publications (specifically *SSIR*), philanthropy and scholar convenings, and other regionally relevant programming. Simultaneously, we must focus on programmatic work that prioritizes the most pressing issues of our time, such as the impact of technology on democracy and society, political and social polarization, sustainable practices to protect the earth's resources, and other imminent threats to a thriving and independent civil society. PACS is uniquely positioned to assemble cross-disciplinary insights and engagement, facilitate deep connections to innovators from the field, identify the limitations of our current nonprofit and philanthropic infrastructure, and imagine better, more inclusive, responsive, trusted, and agile organizations and practices. To leverage this advantage, we have charted an approach to **support our growth** and **capacity building efforts** simultaneously.

Proposed growth initiatives:

1. **Create a PACS scholar alumni program** to learn about the impact that affiliation with PACS has had on former PhD and postdoctoral fellows. We would like to create a database of PACS alumni and curate and coordinate activities to foster an active and on-going community of scholars.

2. **Coordinate all global initiatives across the organization** and plan for strategic advancement of PACS's offerings internationally. In the past couple of years, several of PACS' research and programmatic initiatives have expanded globally–five different *SSIR* local-language editions (not including English); adaptation of EPLI resources in Australia and Latin America; DCSL's research on "Decoding Digital Democracy in Africa" as well as expansion of its practitioner

fellow cohort to include candidates from Africa and India. Much of this growth has been organic and is indicative of the relevance of PACS' research and programmatic offerings in different parts of the world. The challenge is to harness the momentum of these ongoing initiatives and shape the trajectory of PACS' global expansion plans with proper staffing support, strategic partnerships, and experimentation of programming that can positively advance the goals of the region where we are asked to participate.

3. **Procure multi-year unrestricted funding support** to provide a stable basis of funds that will enable reinvestment of up to 6% of our annual operating budget to develop organizational efficiencies, support current projects and global   expansion, facilitate new opportunities or research areas, and allow investments in our scholar community.

4. **Actively engage stakeholders** to define big sky ideas that will take longer to implement and focus to achieve, like faculty class buyouts, named and endowed fellowships (scholars), new areas of research, seed money for pilot activities, succession planning, and other big future initiatives.

Priorities for capacity building:

1. **Strengthen PACS' fundraising and communications capabilities** by developing a clear strategy and identifying necessary resources for its successful implementation. This may include expanding the staff team, an audit of PACS' visual identity, restructuring of the PACS website, external consultants to provide support on public relations, etc. These additional investments will allow us to experiment with new ways of outreach and knowledge dissemination through in person, virtual, and hybrid models and then use the data and insights to develop better communication strategies for the different labs, and the organization as a whole.

2. **Develop a framework for monitoring and assessing the impact of PACS' research programs and activities.** Work with the various labs and program teams to prioritize which metrics, activities, and outcomes are monitored for each program and develop a process to aggregate these data points for the larger center.

3. **Invest in accessibility of our digital communications platforms** to provide an online environment that is accessible to everyone, including individuals with disabilities. This requires important digital infrastructure changes and improvements.

4. **Create and sustain a work culture that promotes belonging, dignity, and inclusivity** by actively reviewing our internal policies and values and implementing practices that lead to a supportive environment where colleagues are appreciated, recognized, and treated with respect.

APPENDIX A: PACS ACTIVITIES

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Expanding the body and reach of quality research on philanthropy, civil society, and social innovation.

Stanford PACS supports a number of original research programs and publications that cover a breadth of topics related to philanthropy and civil society with the explicit aim to improve practice and inform policy on these issues.

- 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 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 DCSL 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 Paul Brest, Professor Emeritus (active) of Law, EPLI conducts applied research to better understand high net worth (HNW) donors' philanthropic interests, motivations, and behaviors. An interdisciplinary research initiative working at the intersection of strategic philanthropy and the social and behavioral sciences, the 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 Civil Society & Sustainable Development Lab (GCSSD)** is led by faculty co-director Patricia Bromley. GCSSD investigates the social and cultural underpinnings of sustainable development problems and solutions and promotes the search for ways humans and the earth can flourish together.

- The **Global Innovation for Impact Lab (GIIL)** is led by Lab Directors Johanna Mair, Professor of Organization, Strategy and Leadership at the Hertie School of Governance and Academic Editor of *SSIR*; and Christian Seelos, Distinguished Fellow at PACS. GIIL develops insights that help organizations make better strategic and operational decisions about innovation, scaling, and system change.

- The **Polarization and Social Change Lab (PASCL)** is led by faculty co-director Robb Willer. It addresses the problems of rising political polarization and declining civility in political engagement by conducting research on actionable solutions sufficient to address the critical problems in the U.S. The Lab's multidisciplinary team theorizes interventions, rigorously evaluates them with experimental and observational data, pursues partnerships with organizations to directly intervene, and disseminates findings to political leaders an the general public.

- 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 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 and civil society in the digital age. 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.

- **Recording Civic Action in China** is a web archiving project led by former 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 an archive of 200 NGOs from six issue areas—gender, environment, education, labor, rural development, and health. The archive is complemented 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.

- ***Stanford Social Innovation Review (SSIR)*** is led by Eric Nee, Editor in Chief, Michael Voss, Publisher, and Johanna Mair, Academic Editor. It provides a global platform for scholars and practitioners to exchange new ideas, research, and approaches to advance social change.

Increasing the pipeline of scholars, practitioners, and leaders in the social sector.

In addition to the original research conducted by its various labs, PACS supports teaching, research and convening activities to encourage and support students, scholars, and practitioners interested or engaged in careers related to philanthropy and civil society, whether as scholars, nonprofit or foundation practitioners, policy makers, or for-profit business

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

- PACS supports **new interdisciplinary teaching and courses** marrying the humanities, social sciences, and computer science which explore the ethical and social impact of technological innovation.

- PACS **PhD Fellowships** provide financial support or 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.

- Each year PACS offers two to eight **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.

- 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

- PACS offers a number of **Small Grants** each year to support graduate and undergraduate research in areas related to philanthropy and civil society. In addition to this, PACS actively works with the Stanford undergraduate community, hiring student interns and research assistants and providing mentorship for their academic careers, summer opportunities, and post–graduate positions.

Improving the practice and effectiveness of philanthropy and social innovation.

PACS engages 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. *SSIR*, through its journal and convenings, is one important avenue for disseminating relevant knowledge, and supporting nonprofits, foundations, and other philanthropic and civil society organizations in being more effective in their practice.

- The **Effective Philanthropy Learning Initiative** has developed the Guide to Effective Philanthropy and the Philanthropy Toolkit for high-capacity individual philanthropists and financial intermediaries respectively. EPLI also conducts an education program for philanthropy professionals.

- The biennial **Philanthropy Innovation Summit** convenes individual and family philanthropists to share tools and actionable resources that can help them create meaningful social change.

- The annual **First Principles Forum** convenes founders, early employees, and investors in the technology sector to advance their thinking on impact and philanthropy. This gathering and community provide opportunities to support and challenge the next generation of philanthropic leaders to think consciously about the impact they can have.

- 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.

- The **Frontiers of Social Innovation Conference** hosted by *SSIR* brings together senior leaders from nonprofit organzations and foundations, social entrepreneurs and philanthropists, leading academics and researchers, executives of for-profit CSR-centribusinesses, and government policymakers from around the world to discuss, debate and develop solutions that address the most pressing global challenges.

- The **Nonprofit Management Institute** hosted by *SSIR* brings together nonprofit and businessleaders, noted academics, and prominent public-sector leaders to explore the latest research and thinking on the best ways for nonprofit leaders to avoid organizational paralysis and leverage today's economic and political challenges to drive their organizations forward.

APPENDIX B

PACS Governance

PACS began as a small project within the Haas Center for Public Service. It soon moved to the Institute for Research in the Social Sciences (IRiSS), which sits within the School of Humanities and Sciences. In 2019-20, PACS moved out of IRiSS and now reports directly to the Dean's office of the School of Humanities & Sciences. Despite this reporting structure, PACSs research and teaching stretches across the entire university.

Faculty leadership at research universities is essential, and PACS is governed by an evolving roster of renowned faculty co-directors drawn from across the university. Currently, there are four faculty co-directors, who set policies and ultimately decide on the substance and staffing of PACS various programs. Each co-director heads one of PACS ongoing research projects and together they lead a year-long workshop for graduate students from across the university and postdoctoral fellows selected by PACS. Guided by the faculty co-directors, PACS has a central operating team led by an executive director who carries out administrative duties, provides strategic and organizational leadership, engages in external relations, and is responsible for the fiscal performance of PACS and *SSIR*. PACS enjoys the leadership and commitment of a stellar Advisory Board, whose diversity of experience provides essential perspectives for informing the center's research, teaching, and outreach.

The current faculty co-directors who lead PACS are:

- Patricia Bromley, Associate Professor, Graduate School of Education and (by courtesy) Associate Professor, Sociology;

- Woody Powell, Professor of Education and (by courtesy) of Sociology, Organizational Behavior, Management Science and Engineering, and Communication;

- Rob Reich, Professor of Political Science and (by courtesy) of Philosophy and (by courtesy) Graduate School of Education; faculty director of the Center for Ethics in Society; associate faculty director of the Human-Centered AI Initiative; and

- Robb Willer, Professor in the Departments of Sociology and (by courtesy) of Psychology and at the Graduate School of Business.

Chaired by Laura Arrillaga-Andreessen, the Advisory Board currently includes Herb Allen III, Laura Arnold, Roy Bahat, Ted Janus, Kathy Kwan, Carter McClelland, Felipe Medina, Kim Meredith, Jeff Raikes, Lizzy Danhakl Reed, David Siegel, Darren Walker, and Yilan Zhao. Members of the Advisory Board are appointed through a selection process that includes PACS faculty directors, Advisory Board Chair, executive director, and consultation with the Office of Development at Stanford University.

PACS central administration provides administrative support to the programs and *SSIR* . It raises funds and stewards gifts for the programs and activities for which it has primary responsibility, and it allocates general funds among the programs.[1]

The Critical Role of PACS Central Administration

Beyond its administrative and fundraising functions, PACS central administration ("PACS Central") provides the connective tissue that links the programs together and bears much of the responsibility for representing PACS to the world beyond Stanford. Its communications go beyond public relations for the Center. Rather, they further PACS mission by explaining developments, innovations, nuances, and complexities of civil society and philanthropy. PACS Central, including the faculty co-directors and senior staff, plays important roles in such communications as well as fulfilling the resource needs identified earlier by the different research and program areas:

- It maintains quality control by periodically reviewing the programs.

- It engages in succession planning in the programs, including the sunsetting of existing programs and the addition of new programs.

- It facilitates interaction among the programs through meetings of their program directors and staff.

- It engages in outreach to interested constituencies through publications, a website, convenings, social media, and other means.

- As the Center increases its global outreach, it facilitates the presentation of PACS work to audiences in a variety of languages.[2]

- It ensures that PACS is a productive, inclusive, non-partisan, and fulfilling workplace for all its employees in which respectful discourse is prioritized.

- It ensures that PACS lives up to its core values.

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[1] The budgeting process takes account of the fact that, by virtue of their constituents, some programs are able to raise their own operating funds while others depend on allocations of unrestricted funds. Central PACS appropriately charges 10-15% of its core operational expenses to each of the programs, depending on their size, which helps defray administrative expenses.
[2] Global outreach is so important that PACS has added a global program coordinator to the staff.