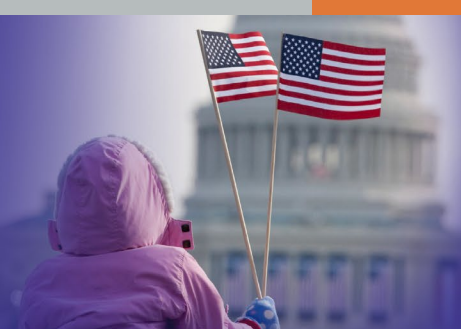


# PACE Strategic Plan

2020-2022



PACE's strategic direction for 2020-2022 builds on our strong tradition of cultivating fellowship and learning, and deepens it by facilitating collaborations that make our learning an active, participatory, and actionable process — both for our members and for the field of civic philanthropy.

## VISION

Americans are informed and empowered to contribute to the health and vibrancy of the country's democracy and civic life.

## MISSION

PACE is a philanthropic laboratory for funders seeking to maximize their individual and collective impact on democracy and civic life in America. The PACE community achieves this through learning, experimenting, collaborating, and modeling vibrant civic space.

## PRINCIPLES

**The Power of the Collective:** the PACE community can do more together than individual members can do alone.

**Experimentation:** the PACE community actively experiments together, seeking to counter philanthropy's tendency to get mired in habits and antiquated models of what works – and to embrace philanthropy's unique ability to take risks.

**Learning Outside of the Bubble:** the PACE community strives to transcend the “usual suspects,” as staying within one's bubble significantly hinders learning, experimentation, and ultimately, the power of the community to advance civic philanthropy.

**Responsible Philanthropy:** philanthropy can easily get wrapped up in its own power and reinforce the systemic inequities it is trying to address, including ones that disenfranchise or discriminate by race, gender, class, or other identities. PACE actively recognizes, and strives to address, the power imbalances that exist in philanthropy.

**Diversity:** a diversity of voices and actors is critical to enriching the conversation, sparking innovation, and addressing the most critical challenges in civic engagement and democracy. PACE strives to populate our membership, partnerships, and leadership with diversity that spans identity, geography, ideology, and types of foundations.

## STRATEGIC OBJECTIVES

PACE has four objectives related to the impact we seek to have on the world, which we advance through engagement with our membership and in the wider field of civic philanthropy.

### MEMBERSHIP OBJECTIVES

To increase and deepen **relationships** within and beyond the traditional democracy and civic philanthropy community

To enhance and evolve philanthropic **practice**, influenced by research, learning and experiments

### MEMBERSHIP + CIVIC PHILANTHROPY OBJECTIVES

To bolster **knowledge** of landscape, grantmaking practices, and experiments in civic philanthropy

To increase **collaborations** within and beyond the PACE network aimed at creatively addressing gaps in civic philanthropy

## VEHICLES

PACE has five primary vehicles for impact, three of which focus on our membership, and two targeted to both our membership and the wider civic philanthropy field:

### MEMBERSHIP



**Community Curation:** PACE actively cultivates relationships between funders of diverse identities, geographies, and political perspectives through in-person and virtual forums.



**Learning Labs:** PACE curates on-site learning experiences to allow members to collectively wrestle with and learn from civic engagement models, drawing through-lines from history and place to current experiments in civic engagement in America.



**Collective Experiments:** PACE seeds and coordinates initiatives that pool funds or galvanize other collective efforts, and publicly shares learnings from these experiments. These Collective Experiments are initiatives members commit to in order to advance the practice and/or impact of civic philanthropy.

### MEMBERSHIP + CIVIC PHILANTHROPY FIELD



**Civic Philanthropy Research:** PACE conducts and partners on occasional research on the state of civic philanthropy in America. This research allows PACE to take stock of civic philanthropy, explore where funding is going, and highlight under-addressed and/or under-resourced areas.



**Learning Out Loud:** From writing about take-aways and recommendations resulting from our Learning Labs and Collective Experiments, to highlighting what individual members are learning through their grantmaking and programming, PACE actively, consistently, and iteratively talks about what we are learning in a public fashion. These efforts aim to seed conversations, learning, and action among anyone who has an interest in civic engagement and democracy in the United States.

*For questions about this new strategic direction and to become involved with PACE, email our Executive Director, Kristen Cambell at [Kristen@PACEfunders.org](mailto:Kristen@PACEfunders.org).*