



BUILDING A BRIGHTER FUTURE

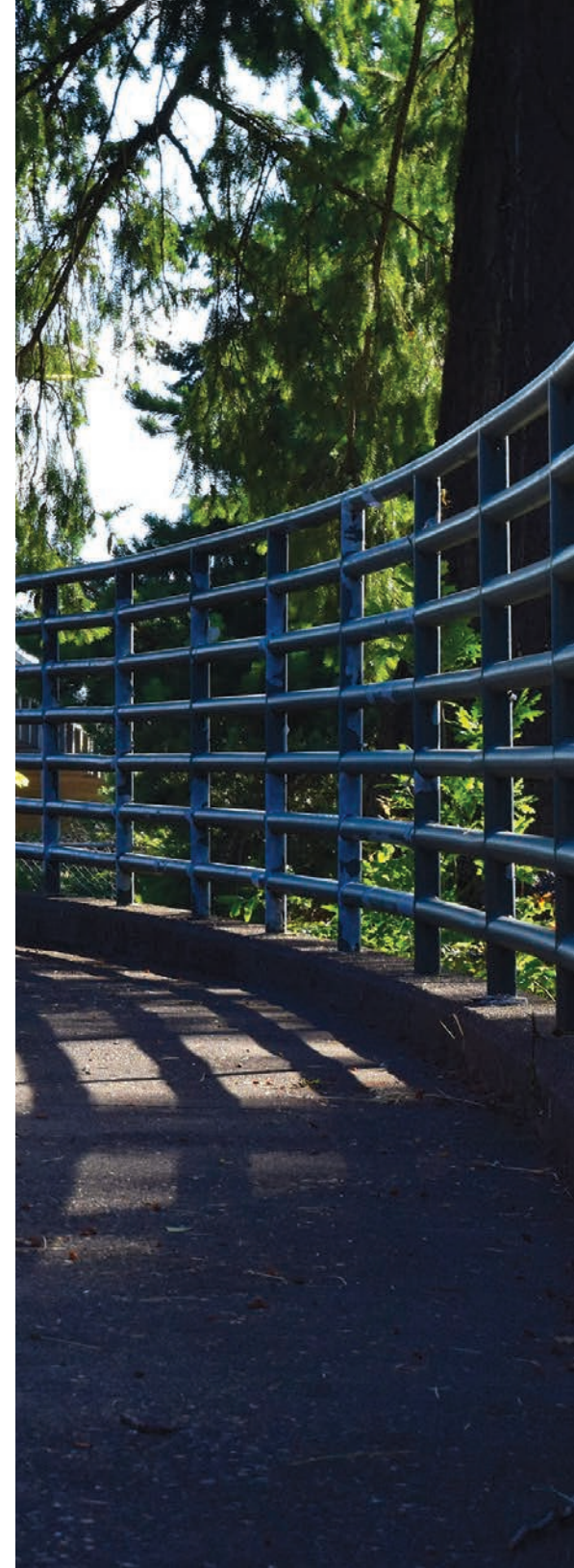
Portland Community College Foundation

Strategic Plan — 2022-2027

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To Our Community

Forty years ago, a visionary group of faculty, staff and community members came together to ask how they could better support the students attending Portland Community College (PCC). Through their collective work, the Portland Community College Foundation was incorporated in December 1982. What began as an organization committed to providing scholarships to hundreds of students has evolved into a foundation with nearly \$27 million in assets providing direct student aid to thousands of students annually, as well as wrap-around support services, workforce development programs and key skills training.

In these past four decades, thousands of PCC alumni, faculty, staff, retirees, corporations, foundations and community supporters have mobilized to support PCC. Through their generous support, the trajectories of students' lives have been forever changed — creating a pathway to opportunity not only for those who attend PCC, but for their families and our region as a whole when economic mobility becomes possible.

In the past few years, many of us have watched the wealth gap widen in our community. Students are being pushed out of PCC's service district as the cost of living and lack of affordable housing continue to rise. We must make a PCC education more accessible for all students.

In 2021, the PCC Foundation launched its first Strategic Planning Committee to consider how we could better deliver on PCC's commitment to equitable student success during this pivotal time in our region. Using the College's "Discovering New Possibilities" strategic plan as a guide, we refined our mission, vision and values and developed strategic goals and priorities, centering student success.

The PCC Foundation has set forth a bold vision: **to provide 100 percent of unmet student need within the next 50 years.** We are committed to ensuring that a pathway toward a viable future is available to all those in our community. This following five-year strategic plan is the launching point to realize this vision. We have identified five priority areas that will help us reach our overall vision: people; development; marketing and advocacy; finance and operations; and metrics. We invite you to learn more about each of these focus areas throughout this strategic plan.

We believe our region has an already promising future that we can further contribute to — a future where all individuals have access to education and hope for security and success. With this kind of future, everyone in the region can thrive. The path to opportunity begins at PCC and we are committed to creating brighter futures for all of us.

With gratitude,



Kim Morgan
*Vice President, PCC Foundation Board
Co-Chair, Strategic Planning Committee*



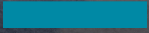
Françoise Bourdonnec
*Trustee, PCC Foundation Board
Co-Chair, Strategic Planning Committee*



Christina Kline
*Executive Director
PCC Foundation*



One Together, Together One



Message from PCC Leadership

Dear Friends,
Portland Community College, Oregon's largest postsecondary institution serving 50,000 students, sees a future of limitless potential and possibilities.

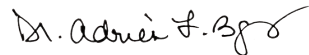
Its vision builds on the past five decades of **OPPORTUNITY** that PCC has delivered to students, colleagues, business and industry and communities across the College's 1,500 square mile service district.

The PCC Foundation, a separate nonprofit organization from the College, is pivotal to achieving this dream. Through the **PARTNERSHIP** between the Foundation and PCC, nearly \$50 million was raised from 2015 to 2020 through the Foundation's first-ever comprehensive fundraising campaign, to benefit PCC students.

The campaign's success is owed to our stalwart **DONORS**, who tirelessly support PCC's mission to remove barriers to education. In doing so, our greater Portland community becomes a place where everyone can thrive through education — and this serves to contribute to Oregon's economic vitality as our graduates become vital, contributing members of the regional workforce.

What follows is the Foundation's strategic plan — "Building A Brighter Future" — to support the College's commitment to **EQUITABLE STUDENT SUCCESS** for all our students. The plan articulates the enduring values and strategic intentions of both the Foundation and PCC, creating a blueprint for the next five years.

Working together — or as I like to say, "**ONE TOGETHER, TOGETHER ONE**" — we will transform our vision from potential to reality . . . and transform the lives of our students in that process. We invite you to join us on this journey.



Adrien Bennings, Ph.D.
President
Portland Community College



Who We Are



Our Mission

Removing barriers to education at Portland Community College through the power of partnerships

Our Vision

A community where anyone can thrive through education

Our Values

Every person deserves the opportunity and support necessary to achieve their educational goals

We actively seek out and invest in prospective and current students, especially those who experience systemic barriers

We boldly and creatively respond to address the needs of our students and community

We are transparent, fiscally responsible and ethical in our communication, interactions and intentions with our stakeholders



A community where anyone
can thrive through education

Our History



The college begins as an adult education program for the local public school system, operating out of the former Failing Elementary School since 1959 and renamed Portland Community College in 1961.



The Cascade Center (now the PCC Cascade Campus) opens with 400 students on the former Cascade College property in Northeast Portland.



PCC Director of Development, Vera Katz, the first woman to serve as Oregon House Speaker and three-term Mayor of Portland, helps create

the PCC Foundation as a separate nonprofit organization. As the Foundation's first Executive Director, she shaped the vision and charted its course to support PCC students for generations to come.



PCC opens the Northeast Metropolitan Workforce Training Center.



1961 — 1968 — 1970 — 1976 — 1982 — 1992 — 1998 — 2002



PCC opens the first phase of the Mt. Sylvania Campus with an acetylene-torch-cutting-a-chain ceremony performed by Dr. Amo DeBernardis (Dr. De) and then Oregon Governor Tom McCall.



PCC Rock Creek Campus opens to serve Washington County.



Local residents vote for a \$61.4 million bond measure to expand facilities at all campuses to address a 25% enrollment growth since 1986.



Hillsboro Center opens. Groundbreaking for a new Southeast Center begins.



PCC's new Willow Creek Center in Beaverton earns LEED Platinum designation, paving the way for sustainability at PCC.



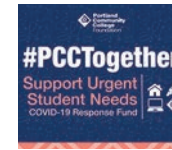
Foundation exceeded \$1 million mark in awarded PCC scholarships.



The college champions both the transformation of the Southeast Campus into its fourth comprehensive campus and launches the Swan Island Trades Center.



A generous gift from the Oregon Immigrant and Refugee Funders Collaborative — a partnership between The Collins Foundation, Seeding Justice, the Oregon Community Foundation, Pride Foundation and Meyer Memorial Trust — helps launch Oregon's first DREAMers Resource Center at PCC Rock Creek to provide mentorship and emergency funding for students of all immigration statuses.



The PCC Foundation Board allocates \$750,000 of reserves to support COVID-19 Response Fund, helping thousands of students with emergency aid at the start of the pandemic.



The Carolyn Moore Writer's Estate is donated to the PCC Foundation. The Carolyn Moore Writing Residency is the first and only program of its kind to be hosted by a community college in the United States.



The PCC Foundation receives its largest cash gifts in Foundation history (Anne Naito-Campbell and Willamette Dental Group, \$1 million each).



The *Campaign for Opportunity* closes, raising more than \$46 million for PCC students, far exceeding its original goal of \$25 million.

2009 — 2011 — 2014 — 2015 — 2017 — 2018 — 2020 — 2021



OPPORTUNITY — THEN. NOW. ALWAYS.

PCC celebrates 50 years as an institution and 1.3 million Oregonians impacted through the educational opportunities PCC provides.



Future Connect program is founded through an innovative partnership with City of Portland.



PCC Foundation launches its first-ever comprehensive fundraising campaign, the *Campaign for Opportunity*, with a goal of raising \$25 million towards closing the equity gap and opening the door to a more sustainable future for individuals, families and Oregon.



PCC Foundation endowment assets increase by 56 percent between 2013 and 2018.



Future Connect program celebrates 10 years and more than 3,000 students served.



Foundation changes its policies allowing students to use awarded funds beyond tuition, fees and books.

Environmental Conditions Summary



Portland Community College has long been a bridge to opportunity for its students, and the PCC Foundation supports the College's commitment to equitable student success. We strive for a day when anyone in the PCC district can access and complete their educational journey at PCC — free of the financial or systemic barriers that stand in the way of crossing this bridge.

The College has identified current and emerging external conditions that pose challenges to PCC's desire to advance equitable student success. These environmental conditions, as well as PCC's potential strategic responses, helped guide the PCC Foundation in developing the strategic priorities included in this five-year plan.

- The cost of living and lack of affordable housing in the Portland metro region continue to rise, putting the true cost of college out of reach for many current and prospective PCC students — or pushing them out of the PCC service area entirely.
- Students balance the rising cost of food, housing, transportation, health care, child care and other basic needs support when they consider pursuing an education at PCC.
- More than half of PCC student survey respondents face food and housing insecurity, and more than 15 percent are, or have experienced being, houseless in the past year. PCC expects the demand for emergency student aid and basic needs support to continue or increase in the foreseeable future.
- Students commute longer distances as they move farther away to find affordable housing, creating a systemic “transportation” divide for those most vulnerable to displacement.



Environmental Conditions Summary



PCC continues to redefine its systems of educational delivery in response to an increased demand for online education, requiring an investment in new technology and reimagined campus spaces.

- PCC's shift to remote operations due to the COVID-19 pandemic required expanded reliance on technology to deliver online instruction. Because PCC students often do not have equal access to the technology tools and broadband required for remote learning, the PCC Foundation made an investment in technology support — and the need is expected to continue.
- Recent surveys indicate that 44 percent of PCC students would prefer to continue their education completely online. PCC is currently working to address this shift in student preference, which will require additional investment to reimagine time, place and systems of educational delivery to create a more learner-centric ecosystem.
- The shift to online instruction, along with rapidly changing pedagogy, forced faculty to pivot while navigating culturally responsive educational delivery. PCC is committed to investing in its faculty and staff through expanded professional development and training for distance education, which will require additional funding.
- PCC is working to adapt its buildings, classrooms and other physical spaces as more students return to campuses and work centers for in-person instruction, requiring additional investment.

PCC enrollment continues to decline due to the high opportunity cost of going to school, the economic uncertainty created by the COVID-19 pandemic and the coming “birth dearth.”

- Oregon community college enrollment fell by almost one-quarter from 2019 to 2020, more than five times the amount at public universities. During that time PCC enrollment dropped by 21.2 percent, or more than 7,000 students. PCC student financial aid applications also declined markedly in 2021 and PCC leaders are planning for a continued decrease in enrollment during the near term.
- Starting in 2025, high school graduating classes are expected to become smaller due to the “birth dearth” resulting from families having fewer children amid the economic disruptions of the Great Recession. This demographic decline will occur at the same time retirements escalate, reducing the total number of people in the workforce. PCC is responding to these shifts by expanding workforce training programs and certification pathways that are tailored for adult students.

PCC's government funding is not guaranteed and can be materially affected by elections, budget crises and policy changes at the federal, state and local levels.

- Federal administration policy priorities can shift quickly, with a transformational impact on PCC's level of funding support. Through 2024, the Biden administration appears generally poised to strengthen community college funding. Federal immigration reform, if adopted, would create new laws that impact PCC's programs and services supporting undocumented and international students. Tax code changes, if adopted, could generate additional revenue for higher education yet also affect donor giving behavior among high-wealth households.
- State funding for higher education is determined every two years by Oregon's governor and the Oregon Legislature, requiring PCC to invest significant time and resources to maintain current service levels. PCC regularly receives less funding from Oregon than the state's four-year universities while serving more students with higher financial need. Oregon's next gubernatorial election will not include an incumbent candidate, creating additional uncertainty around the state's prioritization of funding support for higher education.
- Key PCC programs, including Future Connect, are heavily dependent on local government funding at the county and city levels, which can be reduced or eliminated during an economic downturn.
- PCC relies on voter-approved bond campaigns to fund construction and maintenance of new and current college facilities, address campus safety and update technology.

Rising costs, declining tuition revenue and uncertain public funding highlight the critical importance of philanthropy and partnerships in supporting PCC students. The PCC Foundation stands ready to support Portland Community College and its students for generations to come. Board and staff are collectively reimagining the Foundation's current business model to identify areas for growth that could exponentially increase revenue and allow the Foundation to provide more impactful support for PCC and its students. The Foundation will continue to evaluate and respond to emerging trends in philanthropy and ensure alignment with student need and donor preferences, exploring new charitable and planned giving vehicles, generational giving patterns and shifts in grantmaking priorities by regional and national funders.

Key Sources:

"Macro Challenges and Strategic Responses," Portland Community College (2021)

"Discovering New Possibilities: Strategic Planning, 2020-2025," Portland Community College

"Oregon Community Colleges #RealCollege Survey Report," The Hope Center for College, Community and Justice (2019)

"Strategic Roadmap: Oregon Post-Secondary Education and Training," Oregon Higher Education Coordinating Commission (2021)

"Greater Portland Economic Recovery Plan," Greater Portland Economic Development District and Oregon Metro (2021)

"Enrollment Reporting by Term, PCC Institutional Effectiveness" (2019-2021)

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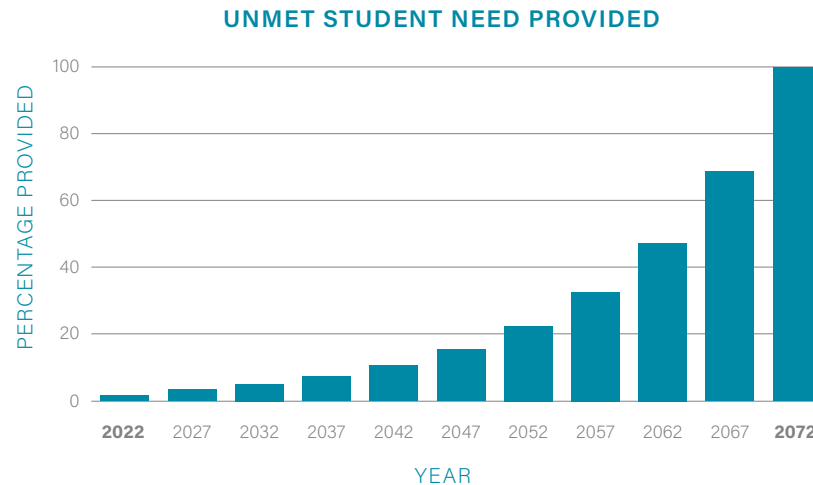
Strategic Vision



The PCC Foundation continues to develop as an organization that advances its vision of **creating a community where anyone can thrive through education**. We will actively seek out and invest in not only current students, but also those who might not have considered a college education. Ultimately, we are committed to making a college education possible for everyone in our community.

We are setting a bold goal of providing 100 percent of unmet student need by 2072.

For the 2021-22 academic year, total unmet student need was estimated at \$146 million, which includes the total cost of education: housing, childcare, transportation, tuition, fees and books. The Foundation provided \$2.6 million in direct aid to students in 2021-22. **By 2027, we aim to double our current impact for students with the ultimate goal of providing 100% student need through exponential growth throughout the next 50 years.**



We recognize that our ability to provide 100 percent of unmet need is three-pronged. First, we will continue to increase the funds available to students through scholarships and other grants. Second, we will continue to advocate for public support for PCC, thus lessening the direct costs and burden placed on students. And finally, we will leverage existing relationships and explore opportunities to build new community partnerships with a host of service providers and community-based organizations to ensure that our students receive the wrap-around support they require to be successful.



What if we could provide 100%
of unmet student need by 2072?

Strategic Priorities

People

Create a culture of growth among our board and staff to promote lifelong learning and advocacy for equity and justice.

- Create an organizational equity statement for board, staff and volunteers to strengthen our partnerships with students and the community
- Recruit, retain and support a mission-oriented board, staff and volunteer network who are committed to growth and professional development and who reflect the diversity of PCC's student body
- Continue to develop and support a culture where all board, volunteer and staff members feel regularly acknowledged, inspired, engaged and supported by each other and the Foundation

Success looks like:

- Serving as an advocate for equity and justice, actively responding to the needs of our students, college and the Foundation
- Developing competencies in the principles of intercultural communication, systemic racism, social oppression and culturally responsive practices to better support students and each other
- Feeling a sense of belonging



Belle Cantor is a senior program officer for education with the Oregon Community Foundation (OCF). The PCC Foundation has been a long-time recipient of grant making from OCF with funds supporting scholarships, wrap-around services and workforce development programs.



Daniel Passera is the first recipient of the Gus Waterford Memorial Scholarship for Fire Protection Technology students at PCC. He recently graduated as valedictorian of the Clark-Cowlitz Fire & Rescue Firefighter Academy.

Development

Cultivate and sustain thriving partnerships that significantly increase revenue to address unmet student need.

- Increase annual giving to \$13 million by 2027
- Grow the number of individual donors and funding partners, such as workforce and corporate organizations through acquisition, renewal and retention
- Engage more deeply with donors to create sustainable funding partnerships

Success looks like:

- Completing second comprehensive campaign with total revenues of \$55 million
- Growing the endowment to \$30 million
- Strengthening a sense of belonging with our donors and partners

Strategic Priorities

Marketing & Advocacy

Position the PCC Foundation as the premier philanthropic investment to expand opportunity in the region.

- Center PCC as the bridge to opportunity and connect donors to students through inspired and authentic communications and events
- Engage with community leaders and students to better understand unmet student need and participate in a community-centric conversation with partners
- Prioritize advocacy work that materially addresses unmet student need

Success looks like:

- Telling all stories with authenticity, focusing on the dignity and voice of our students, alumni and supporters
- Hearing that more current and prospective students recognize the PCC Foundation as a partner to help fund and support their education
- Increasing public funding for Oregon's community college students to support unmet student need



Ashley Hansen is one of PCC's program specialists in the Office of Student Life & Leadership. In this role she supports the Panther Pantries, our campus food pantries that are free for all students. The pantries are supported by a partnership between the PCC Foundation and the Oregon Food Bank.



Yuliza Leon Del Toro recently graduated from PCC with a major in criminal justice and is now attending Portland State University to become a criminal defense attorney. She is the fourth member of her family to participate in Future Connect, a scholarship and support program for students who identify as first-generation or low-income.

Strategic Priorities



Finance & Operations

Develop an operational framework to reach revenue goals and equitably deliver financial support.

- Gather and center student feedback and lived experiences and leverage them to remove barriers to accessing and using Foundation resources
- Encourage sustainable growth and effectively direct and steward the Foundation's resources for long-term impact
- Continuously improve organizational processes to assess and respond to new, emerging and complex philanthropic opportunities

Success looks like:

- Delivering greater depths of support for students' PCC education
- Utilizing learned tools and information to prioritize funding initiatives and allocate resources
- Improving systems to enable informed decisions that support equitable student success

Strategic Priorities

Metrics

Develop and support a culture of measurement and assessment built on an equity framework that continuously improves and positively impacts student success.

- Analyze student engagement with Foundation systems and evaluate student outcomes against philanthropic investments
- Develop standards and tools for qualitative assessment to receive input from our stakeholders
- Set, adopt, measure and report on corresponding key performance indicators

Success looks like:

- Improving systems to better serve students, especially those who face systemic barriers, and inform funding priorities and decisions
- Sharing definitions and measurements among board and staff for qualitative concepts such as partnerships, belonging and engagement
- Making decisions within an equity framework, acknowledging the intersections of purpose, power, place, process and people



Anya DeCarlo recently graduated from PCC. She is currently at Portland State University, majoring in biology with a minor in math and working her way toward a Ph.D. In 2020, Anya received grocery gift cards as part of the PCC Foundation's emergency response effort to the COVID-19 pandemic.

Key Measurements

Fundraising Growth

5-Year Average **\$9M**

2027 Target **\$13M**

Endowment Growth

As of 6/30/2022 **\$16.3M**

2027 Target **\$30M**

The endowment includes both principal and earnings account figures. The principal represents gifts that are held in perpetuity and are invested to produce spendable payout to carry out the specified purpose of the endowment. Spending from principal is not allowed. Spending from endowment earnings is determined annually by the PCC Foundation Board of Directors and is used to support scholarships and programs.



Scholarships Awarded



\$2.1M (2021-22)



\$3.2M (2027-28)

Program Support Provided



\$3.1M (2021-22)



\$5M (2027-28)

**Program support includes wrap-around services through coaching and mentorship, workforce development programs, skills training, in-kind equipment and more.*

Appendices



PCC Strategic Plan: Discovering New Possibilities

The 2020-2025: Discovering New Possibilities Strategic Plan prepares Portland Community College for the future of higher education. It addresses both the long-term impacts of the pandemic on academic life and positions the college to adapt to future enrollment and demographic shifts. PCC's strategic plan and associated projects reflect its commitment to equitable student success, to fulfill the mission of delivering access to quality education in a collaborative culture of diversity, equity and inclusion.

The revised strategic plan builds upon the college's Yes to Equitable Student Success (YESS) efforts, a framework that establishes inclusive systems and quality support for students throughout their journey at PCC. This alignment will ensure a comprehensive and coordinated approach to help students achieve their goals and improve equitable student outcomes. Building on the foundations of YESS and the college reorganization, the strategic plan ushers in a culture shift at PCC. The 2020-2025 plan takes YESS, the reorganization and its strategic goals and threads them together throughout its everyday work.

Discovering New Possibilities Core Themes

- Belonging: Transform our learning culture toward creating a sense of belonging and well-being for every student
- Delivery: Redefine time, place and systems of educational delivery to create a more learner-centric ecosystem
- Workforce: Respond to community and workforce needs by developing a culture of agility
- Enterprise: Cultivate a long-term sustainable college enterprise

Transform Our Learning Culture Toward Creating a Sense of Belonging and Well-being for Every Student

Redefine Time, Place, and Systems of Educational Delivery to Create a More Learner-Centric Ecosystem

BELONGING

DELIVERY

ENTERPRISE

WORKFORCE

Cultivate a Long-term Sustainable College Enterprise

Respond to Community and Workforce Needs by Developing a Culture of Agility

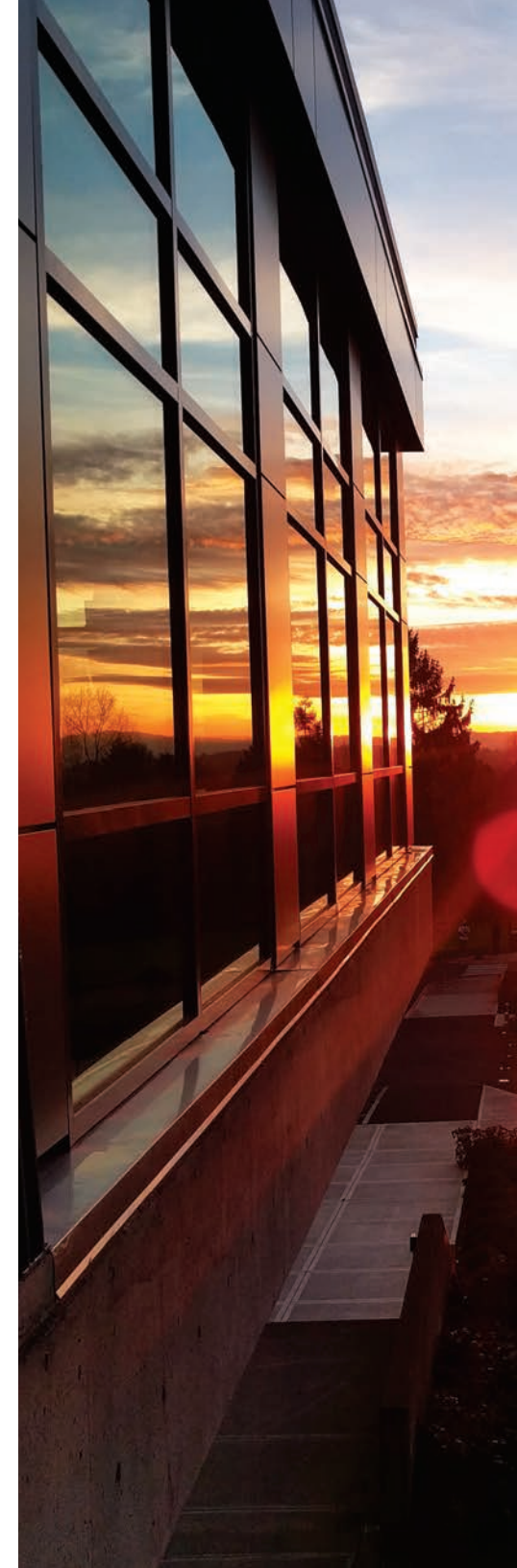
Appendices

Equity Framework

Through the support and guidance of Dr. Traci Fordham, PCC's Interim Chief Diversity Officer, the Strategic Planning Committee adopted PCC's Equity and Empowerment Guide for Deliberation and Decision-Making as part of its process.

This Equity Framework *centers PCC students and the student experience using the 5 Ps:*

- Purpose – Why do we work toward equitable student success?
- People – Who is positively affected by our work and who is excluded?
- Place – How have resources been historically distributed?
- Process – How are our business systems contributing to equity and inclusion?
- Power – How could our efforts better integrate the voices and priorities of those we serve?





With Gratitude

Thank you to our Strategic Planning Committee for their leadership, thoughtfulness and dedication to this process.

Françoise Bourdonnec, *Committee Co-Chair*

Kim Morgan, *Committee Co-Chair*

Wendy Berner

Jans Dykhouse

Tony Erickson

Christina Kline

Marion Levitan

Jennifer Monnig

Thach Nguyen

Rowena Paz Norman

Dick Stenson

Ernest Stephens

Haley Stupasky

This report has been designed by Wendy Wright, a 2019 graduate of PCC's Graphic Design program and current team member for the PCC Foundation



To support equitable student success, visit pcc.edu/foundation

PCC Foundation | PO Box 19000 | Portland, OR 97280 | pccfoundation@pcc.edu | 971-722-4382