

BUILDING A BRIGHTER FUTURE

Portland Community College Foundation — Strategic Plan 2022–2027



More than 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 1981. Today, in partnership with individuals, foundations and corporations, we expand access to PCC, strengthen support for students and ignite the regional workforce.

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

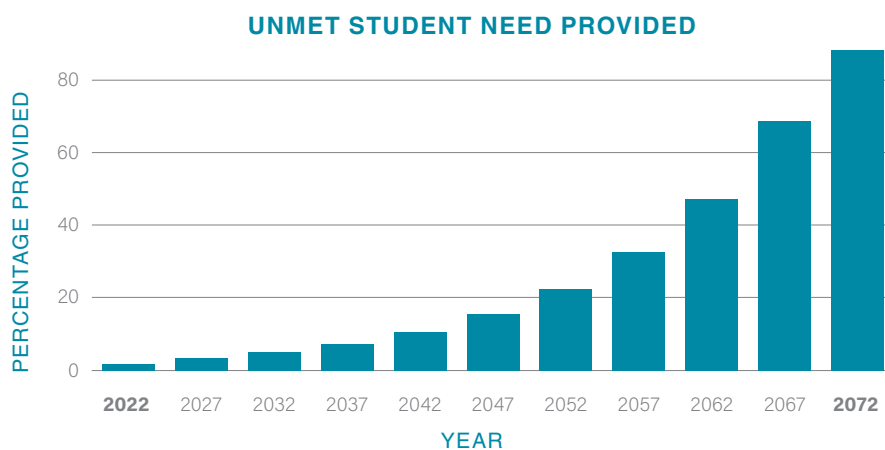
Every person deserves the opportunity and support necessary to achieve their educational goals.

- 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 collaborators.

STRATEGIC VISION

We have set 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 will meet our strategic vision by increasing funds available to students through scholarships; continuing to advocate for public support to PCC, lessening the direct costs and burden placed on students; and expanding community partnerships with service providers to ensure students receive the wrap-around support they require to be successful.*

People

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

Grounded in equity and justice, we will recruit, retain and support a mission-oriented board, staff and volunteer network who reflect the diversity of PCC's student body. We will support a culture where our board and staff feel regularly acknowledged, inspired, engaged and supported.

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

Development

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

We will grow our number of funding partners through acquisition, renewal and retention with a focus on engaging more deeply with donors to create sustainable funding partnerships. We will work to increase annual revenues to \$13 million by 2027.

Success looks like:

- Completing a 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

Marketing & Advocacy

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

Informed by our students, we will create inspired and authentic communications and events that center PCC as a bridge to opportunity and set the stage for community-centric conversations with partners. We will also 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

Finance & Operations

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

We will encourage sustainable growth and effectively steward the Foundation's resources for long-term impact while continuously improving organizational processes to assess and respond to new, emerging and complex opportunities. We will continue to gather and center student feedback to remove barriers to accessing and using Foundation resources.

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

Metrics

Develop and support a culture of measurement and assessment built on an equity framework to continuously improve and impact student success.

We will analyze student engagement with Foundation systems and evaluate student outcomes against philanthropic investments. Additionally, we will develop standards and tools for qualitative assessment to receive input from our collaborators.

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

Key Impacts

Through implementation of our strategic plan, we will be able to expand support to PCC students 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.*