STRATEGIC PLAN

2025-2028

(Fiscal Year 2026 – Fiscal Year 2028)

Fueling Momentum, Deepening Roots

June 2025

EXECUTIVE SUMMARY

The Patricia Reser Center for the Arts enters its next chapter with clarity of purpose and an audacious vision. This 2025–2028 Strategic Plan is our roadmap towards becoming *an essential part of the fabric of our community*—a resilient cultural cornerstone of the region.

Rooted in our mission to foster joy, imagination, connection, and understanding for all in our diverse community, this plan galvanizes our commitment to deepening The Reser's roots as we enter our fourth through sixth years. Our aim is not merely to curate extraordinary experiences—but to meaningfully enrich the lives of everyone we serve while living into our core values.

Vision for Impact

We boldly imagine a future where The Reser is *indispensable*—not just loved but needed and relied upon. A place that residents turn to for joy and reflection, and where community is convened in times of celebration, complexity, and change. Becoming indispensable is not a destination, but a perpetual pursuit. It means showing up, listening deeply, and forging trust.

Key Themes

Throughout our planning process with Board staff, three key themes consistently rose to the surface:

- **Building Capacity** — Strengthening our people, systems, and infrastructure to thrive sustainably
- **Diversification** — Expanding voices, offerings, and revenue streams.
- **Deeper Engagement** — Fostering authentic, lasting relationships with our community.

These themes are not just ideas—they are threads woven through every part of the plan.

A Framework for Progress and Adaptation

This plan outlines five strategic priority areas that support our long-term vision. Within each, we have defined flexible strategic directions and high-impact initiatives that will guide our work and investment over the next three years. Designed with adaptability in mind, the plan allows us to evolve with insight and respond with intention as conditions shift.

Progress will be tracked through clear milestones, quarterly updates, and annual reviews. In the final year of this plan, we will begin the next round of strategic planning—grounded in expanded community input.

Built for Resilience, Designed for Relevance

This plan recognizes that sustainability comes not just from great programming, but from integration with the ecosystems in our community. The Reser is ready. With this strategic plan, we accelerate our momentum as a vital partner, a cultural catalyst, and a home in the heart of Beaverton.

MISSION

We believe in the inherent magnificence of the arts and their extraordinary impact on everyday life. The mission of Patricia Reser Center for the Arts is to foster joy, imagination, connection, and understanding in our diverse community by presenting artistic, cultural, educational, and entertainment opportunities for all.

VISION

Patricia Reser Center for the Arts unites us as artists, enthusiasts, individuals, and communities, linking us all with a sense of shared purpose and a touch of the sublime. The Reser is the cultural heart of a flourishing community centered in Beaverton, Oregon. It continuously enhances the cultural life of our region, bringing people together in a space that's warm and welcoming, and where the art we present invites discovery, wonder, and flights of imagination. This place eliminates barriers and thrives on access, shared experience, and open hearts. The Reser honors the cultures and customs of its diverse community and, using the awesome power of the arts, creates opportunities for deeper understanding and authentic connections between people.

COMMITMENTS TO THE COMMUNITY

We present artistic, cultural, educational, and entertainment experiences of quality and relevance, performances and exhibitions that reflect the diverse interests and passions of the people we serve. We present national and international artists and attractions; provide a performance home for regional arts organizations; promote the interests of artists; engage and develop new audiences; encourage participation in the arts; create opportunities for arts education; enhance the reputation of Beaverton as a regional destination; and strive always to be a genuine and indispensable contributor to the quality of life in our community. We seek to counter privilege with equity and access and engage thoughtfully with the cultural aspirations of our entire community.
We keep these commitments with a level of integrity, care, professionalism, and prudent management that honors the City of Beaverton for its extraordinary support and earns The Reser widespread recognition for the excellence of its programs and services.

CORE VALUES

1. Stewardship: On behalf of communities past, present and future, we work to ensure The Reser remains a sustainable, accessible home for the arts
2. Intention: We make decisions with care and thoughtfulness, considering the impact before we act.
3. Ingenuity: We approach our work with creativity, flexibility and an open mind.
4. Humility: We acknowledge when we don't have all the answers and work together to

learn and grow.
5. Excellence: We cultivate and recognize greatness.
6. Connection: Every interaction is an opportunity to appreciate and illuminate our shared humanity
7. Artistry: We champion creativity, self-expression, and craft.
8. Magic: We set the stage for transformation and wonder to blossom

STRATEGIC VISION

We imagine a future when The Reser is an *indispensable* part of our community.

When we are successful, most people in our surrounding communities will feel:

"The Reser *is a force for good* in my community."
"The Reser does good for me and my loved ones. I support it so that it thrives."
"I cannot imagine a world without The Reser."

These sentiments will be shared by individuals from many communities, socio-economic backgrounds, and identities - not only arts enthusiasts. The Reser will not only be valuable and beloved, but *indispensable* as defined below.

Indispensable (adjective): absolutely necessary; essential; too important not to have; not subject to being set aside or neglected. [1]

How do we work to make The Reser indispensable? And how do we know we are making progress?

To answer the question, it's helpful to look at the work of respected arts leader and educator Kenneth Foster, who has written extensively on creating sustainable arts organizations in an ever-changing world:

> "Contrary to much conventional wisdom in the field, organizations are not made sustainable simply through the creation of inspired programs or excellent performances, vital as they are. Being a 'great' orchestra or 'excellent' dance company [or arts center] is an important achievement, but it does not ensure sustainability…They survive and thrive only when they are able to fully engage with the external world…It is not a foregone conclusion that this will happen unless the organization commits itself to engaging with the other ecosystems within which it exists and can interact. Theatre companies do not survive only because they have great actors, directors and designers. They survive because they have something meaningful to say to their communities. The best ones are so fully integrated into the lives of their communities, so thoroughly interacting with other ecosystems, that we cannot imagine the community without them."[2]

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[1] Merriam Webster Dictionary https://www.merriam-webster.com/dictionary/indispensable, Cambridge Dictionary, https://dictionary.cambridge.org/us/dictionary/english/indispensable)
[2] Kenneth Foster, Arts and Cultural Leadership: Creating Sustainable Arts Organizations *(New York: Routledge, 2022).*

The strategic vision is purposefully audacious, designed to orient the work of The Reser outward, facing and serving the community and various ecosystems within it. Such a vision is never fully achieved. It is not a checkbox that can be ticked off to claim the work is done. We can claim progress but never completion. It is a horizon that recedes as we approach it.
How do we know we are making progress towards this strategic vision?
Indicators of progress towards becoming indispensable:

- Number of new patrons in our database (expanding reach)
- The nature and number of new *mutually beneficial* partnerships (are we connecting with other parts of the ecosystem?)
- The volume and diversity of users—including individuals, organizations, and businesses—engaging with the facility (expanding reach, service), along with their level of satisfaction.
- The types of events hosted. (Are attracting high profile events and more of them every year? Are they important events in our community? Is The Reser "the place to be"?)
- Sentiment of audiences and supporters via surveys and observations
- Are our organizational leaders being asked for their expertise, advice and influence?
- Press and Visibility: Are we receiving important press coverage? What is the tenor and tone of conversation about The Reser in the press and in our community?
- Are we a magnet and sanctuary for convening important dialogue in our community? Does the community think of us as a place to turn to during times of crisis? Are we relevant? Are we a resource?

The Reser holds power in its ability to gather, educate, inspire—and most importantly—convene. When this power is exercised with intentional inclusivity, it becomes a catalyst for building a stronger, more vibrant community.

But this power is not a given. It must be continually earned through authentic engagement and deep trust with the community we serve. This strategic vision is our anchor—one that grounds us in humility and commits us to service above all else.
The priority work areas, strategic directions and actions listed in this document will support our progress towards the strategic vision.

PURPOSE AND BACKROUND

The purpose of this document is to serve as commitment for the Board and staff to the strategic vision, priority areas and directions, and projects within. It is an internal-facing document meant to track progress, provide references and hold us accountable in moving the plan forward.
This plan is intended as a three-year plan, from FY26 through FY28 to move the organization closer towards the strategic vision. In the last year of the plan, we will work on the next plan with input from more stakeholders in the community. The time frame gives the opportunity to invest in the five key priority areas prior to changing course. However, while this plan sets out key areas and initiatives, it allows for the flexibility to change in response to new information inside and outside

the organization. The framework for this planning is taken from Kenneth Foster's book noted above. It favors setting strategic directions and evolving initiatives in key areas to support the strategic vision, rather than strict pre-determined plans.

After setting the strategic vision, the Board and staff identified five key areas of the organization, called priority areas:

Priority Area 1: Infrastructure and Capacity
Priority Area 2: Artistic Programming and Offerings
Priority Area 3: Revenue Generation
Priority Area 4: Education
Priority Area 5: Community Engagement

These work areas were prioritized for their critical role in advancing the strategic vision. A decision was made during the process to separate Education as a work area due to its importance in this phase of the organization's life. While Education is structurally part of programming—as is typical in the sector—it was intentionally separated to ensure focused attention. For each area, broad strategic directions were developed. These function as flexible pathways rather than fixed strategies. These will be reviewed annually to ensure they remain relevant in a changing world. Though frequent changes to the five strategic directions aren't expected in the next three years, regular review allows The Reser to adapt. Collectively, these directions help answer the question, "How will we make progress toward our strategic vision?" Answer: By advancing along these five pathways and supporting strategic initiatives.

Next, to support each priority area and advance the strategic vision, we have outlined a set of key initiatives. Throughout this plan, the term "initiatives" will be used to describe efforts that will drive progress—beginning in FY26, with some slated to launch in FY27 or FY28. "Initiatives" is used interchangeably with "strategic initiatives," "actions," and "projects". Many of these initiatives are expected to span multiple years, with some requiring a phased approach over the full three-year period to achieve meaningful results. Each year, we will assess progress using defined milestones and a mix of qualitative and quantitative metrics tailored to each initiative. Based on these evaluations, we will determine whether to, as Kenneth Foster suggests, "pivot or persevere"—deciding whether an initiative warrants continued investment or should be adapted or replaced considering new information and learning.

This document outlines milestones to track progress. Detailed action plans—with specific steps and evaluation metrics—will be developed and managed by the Executive Director and staff and reported quarterly to the Board. A dashboard will be developed for tracking progress visually. Additionally, The Reser's three-year financial plan will be updated by fall 2025 to incorporate FY27 and FY28 projections.

Please note that the strategic directions and initiatives presented in this plan are grounded in our situational analysis—an assessment of our strengths, weaknesses, opportunities, and challenges (SWOC), provided in Appendix A. They are shaped by the central question: *How can we leverage our strengths to maximize opportunities while addressing weaknesses and mitigating challenges?* This plan does not attempt to catalog all the organization's ongoing functions and activities. Rather, it focuses on initiatives and programs intended to catalyze meaningful change and advance our strategic vision. Core operational work—such as, for example, maintaining the facility, marketing and storytelling, supporting community renters, and delivering exhibits, performances, and educational programs—remains essential to our success. (The plan includes a few exceptions to this rule because it was important to call out the maintenance – at current levels - of a few initiatives related to the volunteer program, education, and community engagement.)

Implementing many of the actions in this plan will require effort beyond the day-to-day responsibilities of staff. While some initiatives are new and will demand additional time and resources, we are actively considering the capacity and support needed to carry them out effectively. Importantly, many of these efforts are designed to build long-term capacity—once integrated, they will enhance our ability to operate more efficiently and sustainably in the future.

STRATEGIC PLAN OVERVIEW

Strategic Vision

The Reser is an indispensable part of our community.

Key Priority Areas	Infrastructure and Capacity	Artistic Programming / Offerings	Revenue Generation	Education	Community Engagement
Strategic Directions	Establishing a resilient infrastructure of Staff, Board, and systems to support the evolving work of the organization.	Presenting and hosting compelling and varied performances, exhibits, and events to engage a broad audience base and to differentiate The Reser.	Growing and diversifying sources of earned and contributed revenue, focusing on increasing margins.	Providing more opportunities for awakening creativity through active learning.	Broadening and diversifying access to The Reser in collaboration with community partners who increasingly see The Reser as an invested partner.

Strategic Initiatives

Document processes and procedures (A)	Diversify Reser Presents offerings (A)	Evaluate and grow membership program (A)	Increase & diversity classes (A)	Expand ticket access programs - unused ticket inventory (A)
Identify and move forward on next phase IDEAL Work (A)	Evaluate scope and number of Gallery exhibits (S)	Reboot and Grow Individual Giving (A)	Consistently provide at least one artist visit to school each year (A)	Consistently plan to provide at least one community artist residency each year (A)
Develop Board capacity (A)	Increase wrap-around experiences (I)	Build corporate sponsorship program (I)	Pilot & grow Arts for Healing in Schools (I)	Establish more meaningful relationships with specific ethnic communities(A)
Optimize space usage (A)	Evaluate scope and number of Gallery exhibits	Increase & diversify classes (A)	Grow job training opportunites (A)	Establish more meaningful relationships with specific ethnic communities(A)
Maintain volunteer program & support (S)	Launch social experiences (I)	Reduce costs via in-kind sponsorships (I)	Maintain current level of education events (S)	Launch free activations of Lobby (I)
Increase Employee Engagement	Launch lower cost programming (I)			
Cross train more staff (S)				

STRATEGIC PRIORITY AREAS, DIRECTIONS, and INITIAITVES - Detail Charts

Priority Area 1: Infrastructure and Capacity Strategic Direction: Establishing a resilient infrastructure of staff, Board, volunteers and systems to support the evolving work of the organization.				
Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
A. Document more processes, procedures, and legacy documents. These vary widely across the organization.	Consistency, alignment, resilience for turnover.	Codified policies and procedures to serve as a guide for succession planning; easily located resources	FY26	• Identify short list for each department for FY26 phase. • Prioritize first phase from long list, draft, distribute to staff.
B. Identify and move forward in the next phase of IDEAL work	IDEAL principles into action, aligning staff and Board	Progress towards becoming anti-racist org, diverse, inclusive org.	FY26	• Reconnect with consultants. • Communicate values in action internally (conversations and training) and externally. • Identify next phase of progress on becoming an anti-racist org
C. Develop Board capacity	Growing support, and influence in community	Highly effective and engaged Board, with deep and varied representation and experience	FY26	• Plan strategies and outcomes with committees of the Board. • Implement plans.
D. Optimize space usage	Increase usage of ancillary spaces, especially for education classes	Opportunities for scheduling more consistent activity throughout The Reser	FY26	• Study current usage patterns. • Formulate desired usage windows for different activities. • Use to inform scheduling of more classes and community programs
F. Increase employee engagement	Retention, health and well-being, productivity	Engaged and productive employees, less likely to experience burnout	FY25 (already launched)	• Capture baseline of engagement through survey. • Identify areas of improvement. • Devise actions to address. • Optimize benefits and prof dev
				•

Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
E. Cross train additional staff	Redundancy, staff growth	Deep bench for critical, time sensitive functions	FY27	• Identify more opportunities and areas. • Develop plans for cross-training
F. Maintain volunteer program and support	Key function and connection point for community members	Engaged volunteers, all time slots filled	n/a	
G. Develop the next strategic plan with input from external/community stakeholders	Continuity, direction	Next strategic plan	FY28	• Assess progress of current FY26-28 plan. • Engage consultant, devise outreach plan and timeline. • Formulate plan. • Adopt plan

Priority Area 2: Artistic Programming and Offerings
Strategic Direction: Presenting and hosting compelling and varied performances, exhibits, and events to engage a broad audience base and to differentiate The Reser.

Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
A. Diversify Reser Presents (RP) Offerings	Engage more audiences, stronger series representative of more artforms and genres	PRCA's artistic identity continues to be seen as cutting edge, and appeals to a wider swath of the population	FY25 (already launched; Rhythm and Revolution is one of many examples)	• Identify strategic experiments with more genres for future seasons.

Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
B. Increase wrap-around experiences (experiences pre or post-performance times in ancillary or lobby spaces)	Increase time spent at PRCA, with more active engagement, connection and context while attending performance; ideas range from a pre-concert lecture, star gazing (Nat Geo), a free-style student dance/performance, etc.	Deeper engagement with audiences	FY26 (partial with Rhythm and Revolution), more opportunities in FY27	• Execute wrap-around events in FY26 • Establish short list of ideas, project planning for growth in FY27 • Conduct strategic experiments
C. Evaluate scope and number of Gallery exhibits	To ensure we can support and sustain the Gallery.	All Gallery programs are well-supported without overloading staff	FY26, initial discussions have begun	• Assess current scope • Devise guidelines for presenting a Gallery season that can be supported
D. Launch “social experiences” (working title): experiences/gatherings that are not based on viewing a performance (e.g. culinary experience, party in the lobby, OMSI after dark)	Diversify offerings to attract more/different range of community members	People see PRCA increasingly as a social, fun gathering spot in addition to performances	FY27	• Planning in FY26 • Strategic experiments in FY27

Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
E. Launch lower cost programming (e.g. free monthly weekend morning activation in lobby for kids; ticketed lab activations for $10)	Diversify offerings to attract more/different range of community members	Consistent offerings, more access, many attendees as entry into our "cycle" of support and growth	FY27, dependent on space optimization study since lobby usage impacts staffing and other events	• Consider cost/benefit in FY26 • Explore feasibility in FY26

Priority Area 3: Revenue Generation
Strategic Direction: Growing and diversifying sources of earned and contributed revenue.

Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
A. Evaluate and grow membership program.	Build base of support and engagement	Large and diverse based of engaged members who continually see themselves as a key support group; members increase giving over time	FY25 (evaluation started)	• Capture learnings and insights, analyze • Implement changes as necessary • Growth in number and revenue
B. Reboot and Grow individual giving.	Build base of support and engagement	Large and diverse based of individual supporters to engage with and sustain the organization	FY25 (analysis launched)	• Analyze individual supporters giving list and patterns • Devise program for growing support • Implement in late FY26

Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
C. Build corporate sponsorship program (separate from main sponsorship program).	To attract more corporate sponsors	Increase in corporate sponsorships	FY27 (see milestones)	• FY26 – separate sponsorship program (for individuals and corporations) • Target more corporations in FY26 and implement outreach strategies in FY27
D. Increase and diversify classes.	More opportunities for learning, connections, and PRCA as a resource; net revenue	Attract more/new community members, positive impact on learning of registrants, Increased net revenue from classes	FY25 (already increased)	• Increased classes on site dependent on space optimization study • Plan and implement more for FY27 • Increased average attendance per class
E. Reduce costs via more in-kind sponsorships.	Reduce expenses, engage more donors	More in-kind sponsorships	FY27	• Target costs, and identify businesses • Secure sponsons

Priority Area 4: Education Strategic Direction: Providing opportunities for awakening creativity through active learning.				
Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
A. Increase and diversify classes	More opportunities for learning, connections, and PRCA as a resource; net revenue	Attract more/new community members, positive impact on learning of registrants, Increased net revenue from classes	FY25 (already launched)	• Increase classes dependent on space optimization study. • Plan and implement more classes for FY27. • Increased average attendance per class
B. Consistently provide at least one artist visit to school each year	Positive impact on students, relationships with schools	Schools see PRCA as a resource and partner in education	N/a	• Coordination between Reser Presents and education, schools • Increased funding support • Diversification of school partners
C. Pilot and grow Arts for Healing Kids in schools.	Positive impact on students, relationships with schools	Schools see PRCA as a resource and partner in the area of music therapy	FY25 (already launched)	• Evaluate FY25 pilot, maintain 1 school in FY26, identify 1-2 partners for FY27 growth • Partner feedback and evaluation • Secure additional funding for growth
D. Grow job training opportunities.	PRCA as regional resource for preparing the next generation of arts workers	Consistent pipeline of workers who land jobs in the arts nationally	FY25 (already launched); invest in growth in FY27	• Build capacity for the growth of program/to systematize to take on more pre-professional trainees in more departments. • Assessment and feasibility in FY26.
E. Maintain current level of education events. (3 Family Shows, Kids NYE, Musical Playground)	Growing success of signature events, including free events	Reaching more people with these programs, and growing program organically	n/a	n/a

Priority Area 5: Strategic Direction: Broadening and diversifying access to The Reser in collaboration with community partners who increasingly see The Reser as an invested partner.				
Strategic Initiative	Purpose	Outcomes (long-term)	Project launch timeline	Milestones indicating project progress
A. Expand ticket access programs	Welcome more under-recognized communities, utilizing open seats; offer free tickets	Connect with more orgs in the ecosystem; PRCA as provider	FY26	• Define desired outcomes, scope of expansion • Evaluate impact on staff capacity across the org, and beneficiaries • Launch expanded version of project
B. Consistently plan to provide at least one community artist residency each year.	PRCA and the arts seen as a community benefit/partner; link PRCA and the arts to larger social causes; the arts are relevant and part of the conversation.	Visibility with important community residency that garners attention to PRCA and the arts, while providing increased impact to participants.	FY26 (Residency identified for FY26, Divinity Roxx)	• Plan details of residency, innovate with new partners • Plan residency for 26-27 during FY26
C. Establish more meaningful relationships with specific ethnic communities (This area can be defined by activations in any one or more of our core areas of service – rentals, Reser Presents, Gallery, education.)	Relationship building and more relevance	Increased number of communities who see The Reser as a partner and home	FY27 (new communities to add to existing communities)	• Plan outreach to one new community for each year starting FY27. Plan includes introductions and connections via our network.
D. Launch more free activities in lobby	Create access; PRCA as a place for more people (assuming activations target new audiences)	Several free activations throughout the year to provide value to wider audience	FY28 (Dependent on space optimization and when lobby isn't being used for events)	• By FY27 assess feasibility and budgetary impacts • By late FY27, devise efficient model to reduce impact on staff capacity

Appendix A

Situational Analysis, 2024-25

Strengths	Weaknesses	Opportunities	Challenges

• New Facility
• Staff commitment to success
• Depth of experience on management staff / strong E.D.
• Positive, committed Board
• Record of financial success and fiscal responsibility
• Cash Reserve
• Endowment
• City TLT support – strong funding base for new organization
• (Reser Presents) Programming is intentional/quality
• Attracted a wide swath of patrons
• Location – City of Beaverton – Metro PDX
• Community pride
• Good customer feedback
• Returning rental clients
• Strong brand/reputation
• Intentional mission driven appropriate to rental/what goes on our stage
	• Lack of diverse funding
	• Lack of full understanding of mission in action by all staff
	• Staff is at or over capacity in some areas
	• Work culture: Staff territorialism, siloing, misalignment
	• Collaboration between divisions needs improvement
	• Less than ideal efficiency in sharing of information (gatekeeping/assumptions)
	• Inefficiencies in system of processes
	• Organization slowness in decision making
	• Newness/lack of experience as an organization
		• Demand for cultural gathering spaces/rentals
		• Demand for Family/intergenerational events (vs. shows) (active/passive)
		• (Potential) desire for more educational programming
		• Increased partnership with City for community engagement to activate ancillary spaces
		• Increased partnership with businesses to activate ancillary spaces
		• Take leadership position in redefining the relevance of an arts and culture center in the community
		• ^ advocacy for funding
		• ^ local consortium
		• ^Our programming – becoming “mainstream” and influencing culture of community
		• Increased individual giving
		• More alignment of donor interests in programming; tracking donor interest
		• Engage community in more RP programming / community orientation – Input
		• Utilize Staff community/local industry connections
		• Arts organizations’ desire to expand outside Portland
			• Rising costs and inflation
			• Arts and culture viewed as a luxury for the elite.
			• Risk of only being seen as an entertainment venue
			• Potential of perception that programming is becoming stale (Not programming for younger generations)
			• Changing world - demographic
			• Potential for audience taste changing.
			• Competition - crowded presenting landscape - results in competition for talent.
			• Risk of losing key renters
			• Competition for part time staff
			• Growth of technology
			    ○ Expensive to keep up.
			    ○ Evolving growing and outpacing
			• Weather / climate events
			• Transition of wealth to Gen X has not happened.

Appendix B

Planning Process and Acknowledgements

This strategic plan was developed through a collaborative process led by the Executive Director, with significant contributions from the Board of Trustees, the senior leadership team, and staff. Special thanks go to the Executive Committee of the Board, who served as the Strategic Planning Committee; Cadence Petros, who provided expert guidance as facilitator and advisor; and the senior leadership team for their ongoing leadership and insight.

The process began in March 2024 with a joint summit of the Board and senior leadership team, followed by a series of staff engagement sessions. Additional discussions with the Board took place in fall 2025, after which the senior leadership team refined the framework and shaped the strategic directions and initiatives. The Executive Director drafted the final plan in close collaboration with the Executive Committee.

Board of Trustees	Senior Leadership Team
Pat Reser, Chair* Cadence Petros, Vice Chair* Ulla Raeth, Treasurer* Robyn Shuey, Secretary* Lacey Beaty*** Adrienne Chaillé Myong-Hui Murphy Usha Ramanujam Mini Sharma-Ogle* Gidu Sriram *Executive Committee ***City of Beaverton representative	Chris Ayzoukian, Executive Director Vonessa Martin, Managing Director Shaun Albrechtson, Director, Programming and Operations December Carson, Director, Marketing and Patrons Services Miranda King, Director, Programming Heather Ohta, Director, Donor Engagement