

# Pillar 1: Financial Resilience

*Building a diversified, resilient funding portfolio to sustain equitable STEM learning across rural Eastern Oregon.*

## **Core Sustainability Goal:**

GO STEM will build and maintain a diversified, resilient funding portfolio that ensures continuity and adaptability in delivering STEM and Career-Connected Learning (CCL) opportunities across rural Eastern Oregon.

## **Current State:**

- Revenue: \$2.25M (90% government grants, 10% foundations/industry)
- Strengths: Strong fiscal oversight via EOU and Advisory Board; \$8M+ in grants since 2020

## **Strategic Actions:**

- Create tiered fundraising strategy
- Develop CRM system for donor tracking
- Launch fundraising toolkit and outreach materials
- Establish reserve fund by FY27

## **Outcomes by 2027:**

- Increased internal fundraising capacity
- Diversified funding streams (state, federal, foundation, industry, donors)
- Established reserve fund for financial stability
- Strengthened partnerships and donor relationships

## **Measuring Success:**

- Development lead hired (0.5 FTE)
- Tiered fundraising plan completed
- CRM system implemented
- Reserve fund established
- % of funds supporting underserved communities

## **Collective Impact in Action:**

Financial resilience fuels collaboration — empowering GO STEM and its partners to co-create equitable, future-ready STEM ecosystems.

# Pillar 2: Partnership Expansion and Stewardship

*Building trust, alignment, and shared ownership for a thriving rural STEM ecosystem.*

## **Core Sustainability Goal:**

Expand and steward strategic partnerships across education, workforce, industry, and culturally specific organizations to build a resilient, equity-centered STEM and Career-Connected Learning (CCL) ecosystem in rural Eastern Oregon.

## **Current State:**

- 165+ active partners across schools, higher education, workforce boards, nonprofits, and industry
- Strong models: Educator Externships and Mobile Maker Lab
- Strengths: GO-STEM acts as a regional connector, fostering trust and collaboration

## **Strategic Actions:**

- Create a visual partnership map and validate it with partner input
- Develop a Partnership Development & Stewardship Toolkit
- Launch targeted outreach to underrepresented and emerging partners

## **Outcomes by 2027:**

- Clearer partnership landscape through asset mapping
- Improved trust and engagement among partners
- Formalized partnership agreements and shared communication resources
- Co-created programs reflecting local needs and cultural relevance
- Expanded network of multi-sector partners ready to co-lead initiatives

## **Measuring Success:**

- Updated partnership map validated by stakeholders
- Number of formalized partnerships (MOUs, joint proposals)
- Partner feedback on collaboration quality and mutual benefit
- Equity indicators: % of partnerships with culturally specific, rural-serving, or youth-led organizations

## **Collective Impact in Action:**

The Environmental Education Certificate Program at Eastern Oregon University—co-developed by GO-STEM, Oregon State University's Outdoor School, and RedTwig Education—demonstrates shared ownership, cross-sector collaboration, and community-rooted design.

# Pillar 3: Programmatic Innovation and Reach

*Innovation today builds the STEM leaders of tomorrow.*

## **Core Sustainability Goal:**

Empower rural learners through innovative, future-focused STEM and Career-Connected Learning (CCL). GO STEM will expand its programmatic reach and innovation capacity to ensure that STEM opportunities are digitally relevant, aligned with emerging workforce needs, and accessible to all learners.

## **Current State:**

- Mobile Maker Lab (MML) and Portable Planetarium reach all 7 counties
- Over 38,000 learners engaged through hands-on STEM experiences since 2023
- Strong curriculum design and facilitation expertise

## **Strategic Actions:**

- Develop new curriculum in emerging STEM fields (AI, agri-tech, robotics)
- Integrate digital tools and hybrid learning models
- Train educators in digital facilitation

## **Outcomes by 2027:**

- Expanded Reach: More rural and underserved learners engaged
- Digital Integration: Hybrid and mobile learning models in place
- Youth Empowerment: Youth advisory roles established
- Sustainability: Innovation embedded as a core organizational practice

## **Measuring Success:**

- Number of youth engaged in digital and career-connected activities
- Partner and educator satisfaction with program relevance
- Growth in digital literacy and workforce readiness (tracked via pre/post assessments)
- Expansion into new rural and underserved communities
- Equity indicators: % of programs serving underrepresented learners

## **Collective Impact in Action:**

The Mobile Maker Lab (MML) is one of GO STEM's flagship initiatives and a clear embodiment of Programmatic Innovation and Reach. It is a fully operational mobile STEM classroom that travels across seven rural Eastern Oregon counties—Wallowa, Harney, Grant, Morrow, Union, Baker, and Umatilla—bringing hands-on, standards-aligned STEM learning directly to students and educators who might otherwise have limited access to such opportunities.

# Pillar 4: Community Engagement and Cultural Relevance

*STEM that reflects who we are, where we live, and who we serve.*

## **Core Sustainability Goal:**

GO STEM will deepen community engagement and ensure cultural relevance by centering youth voice, honoring place-based knowledge, and integrating arts and social-emotional learning into STEM programming across rural Eastern Oregon.

## **Current State:**

- 148+ community events (2023–2025)
- Advisory Board representing education, industry, and community leaders
- Place-based partnerships such as the Grande Ronde Watershed Community Science Project

## **Strategic Actions:**

- Elevate the youth voice
- Expand culturally relevant partnerships
- Build community-engaged research
- Integrate Arts and Social-Emotional Learning (SEL)

## **Outcomes by 2027:**

- Youth actively participating in program design and storytelling
- Increased engagement and retention among underserved learners
- Formal partnerships with culturally specific organizations
- Arts and SEL integrated across major programs
- Research collaborations producing community-informed insights

## **Measuring Success:**

- Youth participation in co-design sessions
- Arts-integrated and SEL-infused programs piloted
- Engagement and retention data disaggregated by geography and demographics
- Partner feedback on trust and representation
- Formalized culturally specific partnerships
- Research collaborations documented

## **Collective Impact in Action:**

GO STEM supports this participant-driven science initiative, engaging youth in monitoring the Qapqápnim Wéele / Grande Ronde watershed while integrating Indigenous ways of knowing with western science practices.

# Pillar 5: Evaluation and Continuous Improvement

*Measure what matters. Learn continuously. Improve collectively.*

## **Core Sustainability Goal:**

GO STEM will strengthen evaluation systems to measure impact, surface equity gaps, and support continuous improvement through data, reflection, and storytelling.

## **Current State:**

- Comprehensive Evaluation Tool List
- Statewide STEM Hub shared surveys
- Participation tracking across programs
- Annual outcome reviews shared with partners
- Data-informed program refinements (e.g., Mobile Maker Lab expansion)

## **Strategic Actions:**

- Align and strengthen tools
- Expand qualitative methods
- Analyze and act on data
- Institutionalize Reporting

## **Outcomes by 2027:**

- Shared equity-centered evaluation framework adopted across programs
- Annual Impact Report published with disaggregated data
- Increased qualitative storytelling integrated into reporting
- Clear identification of access gaps across geography and demographics
- Regular partner learning sessions to co-design program adjustments

## **Measuring Success:**

- Evaluation framework adopted and used across programs
- Disaggregated data reports by geography and demographics
- Testimonials and qualitative stories collected and published
- Partner participation in learning and reflection sessions
- Equity gaps identified and targeted with strategic adjustments
- Impact reports distributed to partners and funders

## **Collective Impact in Action:**

GO STEM has mapped Mobile Maker Lab visits across the seven-county region to identify equity gaps and underserved communities. Similarly, Educator Externship participation data is used to identify access gaps and adjust outreach strategies.

# Pillar 6: Communications and Advocacy

*Amplify rural voices. Elevate STEM impact. Influence systems.*

## **Core Sustainability Goal:**

GO STEM will build a strategic communications and advocacy infrastructure to amplify impact, elevate youth and community voice, and position GO STEM as a trusted regional leader in equity-centered STEM and Career-Connected Learning (CCL).

## **Current State:**

- Active social media presence (Facebook, Instagram, LinkedIn)
- Monthly regional newsletters
- GO STEM website with program highlights
- Authentic student and educator storytelling
- Participation in community events and regional convenings

## **Strategic Actions:**

- Develop strategic communication plan
- Strengthen brand identity
- Elevate youth & community voice
- Expand advocacy infrastructure

## **Outcomes by 2027:**

- Comprehensive Communications & Advocacy Plan fully implemented
- Increased regional media visibility
- Youth and community voices consistently featured in public messaging
- Stronger alignment between communications, fundraising, and evaluation
- Advocacy messaging influencing regional STEM conversations

## **Measuring Success:**

- Communications plan developed and actively used
- Website engagement and analytics growth
- Newsletter open and click-through rates
- Social media reach and engagement metrics
- Number and diversity of community voices featured
- Advocacy materials used in funding proposals and policy conversations

## **Collective Impact in Action:**

GO STEM's monthly newsletter highlights program successes, regional partnerships, youth engagement, and workforce initiatives across seven counties.

# Pillar 7: Governance and Accountability

*Strong systems. Shared leadership. Sustainable impact.*

## **Core Sustainability Goal:**

GO STEM will strengthen internal infrastructure, leadership capacity, and governance systems to support strategic alignment, transparent decision-making, and long-term organizational resilience.

## **Current State:**

- Advisory Board meeting bi-monthly
- Annual Executive Director evaluation
- Strong fiscal oversight through EOU
- Collaborative leadership culture
- Active cross-sector representation

## **Strategic Actions:**

- Clarify roles & decision-making
- Strengthen leadership development
- Formalize governance systems
- Expand representation & shared ownership

## **Outcomes by 2027:**

- Formalized decision-making framework adopted organization-wide
- Clear onboarding and leadership development pathways
- Increased diversity and representation in leadership roles
- Improved cross-team coordination and operational clarity
- Governance systems embedded into strategic planning and reporting

## **Measuring Success:**

- Documented organizational roles and decision map
- Updated governance and advisory board guidelines
- Professional development sessions delivered and applied
- Leadership representation aligned with community demographics
- Staff and partner feedback on transparency and clarity
- Documented accountability systems and reporting practices

## **Collective Impact in Action:**

GO STEM's Advisory Board includes representatives from education, industry, and community sectors, reflecting the populations served. The Board provides strategic guidance and conducts annual evaluations of the Executive Director.