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**Docket Item:**

HECC Process and Timeline for 2015-2020 Strategic Plan

**Process and Timeline:**

August 13<sup>th</sup> Commission meeting

1. The context for higher education policymaking over the next 5-10 years
  - a. Discussion: trends in investment, instructional delivery, labor market needs, federal policy, legislative requirements (*background materials/readings will be provided*).
2. Oregon goals, measures, outcomes, and reporting
  - a. Staff presentation: Oregon goals, Oregon results, potential tools to monitor and guide system-wide performance.
  - b. Discussion: What refinement, if any, do state goals require? What should be next steps for the development of a state progress “dashboard”?
3. Oregon higher education governance and finance structures
  - a. Staff presentation
  - b. Discussion
4. Key opportunities for the next 5-10 years
  - a. Staff presentation: A conceptual framework for understanding how student outcomes are influenced (“levers”).
    - i. Who/what are the key influencers on learner outcomes?
    - ii. What are the HECC’s key levers for influencing learner outcomes?
  - b. Discussion: Responses to conceptual framework on levers.
  - c. Staff presentation: 10-year budget framework update.
  - d. Discussion: What does the 10-year budget framework tell us about opportunities for high-leverage investment and impact on student success? K-12, colleges, universities, privates.
5. Critical issues that the Commission must address in 2015-16
  - a. Staff presentation: critical issues and processes currently underway to address them.
  - b. Discussion: Are these the right issues? Right processes? What’s missing? Steps for next directions?

September 10<sup>th</sup> Commission meeting

1. Review and revise draft outline of 2015-2020 strategic plan. Vote to endorse direction.
2. Focused discussion of key areas for continued consideration.
3. Ensure that processes and timelines are in place for resolution of 2015-16 critical issues.

October 8<sup>th</sup> Commission meeting

1. Review and revise written draft of 2015-2020 strategic plan. Vote to endorse direction.
2. Resolve final areas that have required continued consideration. Vote(s) to endorse direction.

November 12<sup>th</sup> Commission meeting (or earlier by special meeting).

1. Adopt final 2015-2020 strategic plan.

**Strategic Planning Meeting Summary:**

HECC Planning Session  
February 13, 2015, 8:30-12:00  
Oregon State University, Corvallis, OR

Overview

The HECC came together in a planning session to reflect on progress on the current strategic plan; discuss significant issues for consideration in the revision of the strategic plan; and identify new issues for inclusion in the next strategic plan.

Ten-year plan

We heard from Brian Fox and discussed the ten-year plan. The group reflected on what they heard and wanted to lift up moving forward:

- Success measures are critical;
- High school focus is key;
- Look at the diversity of obstacles facing people;
- Think about tuition for completion;
- Consider life pathways;
- Focus on youth adulthood pathway;
- Focus on getting data;
- Determine how to best communicate with others - who we are, what we're trying to do and our success measures;
- Understand completion rates;
- Define the middle 40.

Environmental factors

We brainstormed a list of key environmental factors that the HECC should consider as it looks towards the future:

- Political environment – makes it hard to work on big ideas;
- Existing programs – let's capitalize on those;
- Shifting demographics and demographic destiny;
- Consider types of funding besides state funding (e.g. tuition, scholarships);
- Potential change in leadership/durability of current structure;
- National level conversations echo what we've been working on – there is opportunity there;
- Revolution in teaching and learning;
- Economy – if economy dips, tax revenues dip;
- We need to work with our partners – seventeen community colleges and seven universities – collaboratively.

Discussion of “propelling questions”

These questions originated from leadership team and evolved in discussion with the board. We broke into small groups to discuss them and came back together and identified themes that we should consider moving forward.

*Connections: How can we improve and reward partnerships and connections between our postsecondary institutions and our K-12 high schools to reduce the need for remediation and to better prepare students for postsecondary success?*

- Think about the plumbing of alignment – consider the right state-level structure;
- Support what works;
- Consider and build on best practices (e.g. Woodburn);

- Involve student, parents and teachers in the college culture. Target middle schools, CBOs, university centers;
- Rely on the convening role of HECC;
- Consider how to utilize teacher training;
- Consider the remediation aspect - how to mind the gaps/fill the gaps;
- Look at short “boot camps” to help students brush up after gap between high school and college;
- Think about HECC’s levers – what are we uniquely suited to do?

*Pathways: Given what we have seen in the student pathways data for the high school class of 2006, how can the HECC best promote student success across these many pathways, without adopting a one-size-fits-all approach to student experiences? What are the best ways to approach this when we have limited authority related to institutions?*

- Look at dual enrollment - are we creating a bidding system?
- Consider applied baccalaureate at two years and beyond. How do you connect a career program to a baccalaureate;
- Create broader highways for university majors;
- Address and recognize cultural issues;
- Think about what can be scaled and what can be done with limited resources (e.g. academic call center, portal);
- Illustrate the pathways – communicate so pathways are understandable and help with decisions;
- Consider key support systems;
- Need to create excitement/interest/drive to learn;
- Pathways need to be clear for different populations.

*Non-Traditional Students: Assuming we are successful in promoting success for students who transition directly from high school to college, what other strategies can be used to encourage and support the “non-pipeline” students?*

- Consider access points for non-traditional students;
- Consider what can be learned from for-profits around marketing/high-touch approach;
- Think about how to support students so they can act with greater intentionality in decisions;
- Consider how to address living expenses and family responsibilities (e.g. online education, GI Bill of Rights);
- Consider role of employers;
- Help non-traditional student find a package for a career that’s appropriate for them;
- Think about role of public universities;
- Think about Hispanic-serving institutions, given changing demographics;
- Track use of “non-traditional” - it means different things in different places.

*Financial capacity and feasibility: How do we use resources more efficiently? How do we present information to policymakers and others to demonstrate the value of the investment?*

- 40/40/20 is an aspiration, but we need to ask whether it is achievable with current resources;
- We need to demonstrate the value of the additional investment;
- Promote what we are doing and accomplishing;
- If we want more graduates - focus on students, buy more scholarships, look at tuition design;
- Communication plan is key (e.g. communicate about the investment and how it is a multiplier);
- Document and disseminate results;
- Use the convening role of HECC;
- Look at tuition structure and design;
- Focus where we have control;
- Look at other dollars available;

- Leverage dollars (Pell, federal pipeline programs).

Considerations for next strategic plan and moving forward

- *Focus on communications:* Needs to be a focus, needs to be intentional and we should look for partnerships.
- *Use convening strength:* Hold larger conversations with partners about vision and plan. Identify and leverage resources.
- *Differentiate between our strategic direction and our strategic plan:* Consider long-term vision and short-term strategies.
- *Align strategic plan with budget.*
- *Define/redefine our relationship with 40/40/20:* Have conversation(s) about our understanding of the goal and how we talk about it. Need to consider what we can do with the resources we have.
- *Consider and showcase indicators of success:* Focus on short-term progress and success.

Next steps:

- Staff will continue to develop and complete documents in preparation for revising plan, especially following legislative session. Focusing on legislative session right now;
- Set aside (but must have) discussion of 40/40/20 goal. Consider drivers and tensions. Consider shared responsibility;
- Look for an actionable list of items by summer.