

HECC Strategic Plan Discussion Series  
*Strategy 4: Student Support*

**Background:** Starting in January, 2017, the Commission will engage in a series of discussions designed to prepare for potential revisions to its 2016-2020 Strategic Plan, tentatively scheduled to be considered by the Commission at its August, 2017 meeting. These discussions will provide an opportunity for the Commission to reflect upon the strategies it adopted for the current version of the plan, levers associated with moving the plan forward, and opportunities for potential revisions. Commission staff will identify successes and barriers to completion of the strategies currently within the plan.

At its May meeting, the Commission will focus on strategies contained within the fourth section of the Strategic Plan, which calls for the HECC to strengthen the ability of campuses and communities to support student safety, success, and completion. The Strategic Plan notes that “the work to improve student outcomes must be led, developed, and implemented by institutions and community organizations that serve students most directly,” and that the HECC’s role should be “to facilitate, incentivize, and support those activities.” It commits the Commission to pursuing **five primary strategies related to student support** (these constitute the five columns in the table below):

1. Implement, monitor, and adjust HECC funding allocation formulas to create incentives for institutions to invest in student safety and success.
2. Consider the creation of a strategic fund within the Public University Support Fund (PUSF) for the support of statewide, collaborative, university-led initiatives to improve student success.
3. In partnership with institutions, support the development of center(s) to research, develop, and disseminate best practices for student safety and success.
4. Work with the Legislature and other partners to ensure that funding proposals focused on access and affordability are complemented by funding dedicated to student safety and success; and
5. Engage students, families, and community groups as partners in efforts to improve student safety and success.

The Strategic Plan notes that the tools/levers at our disposal for this work are significant, and include the following:

- Making recommendations to the Legislature and Governor on state budget and policy.
- Adopting formulas for the allocation of state resources to public colleges and universities.

- Making strategic grants to test, scale, and support promising practices at the institutional level.
- Convening experts and stakeholders to share promising practices and build partnerships among community organizations, student organizations, and campus and national experts.
- Ensuring that the community beyond higher education institutions is also engaged in helping build a culture of college-going and success. These entities include businesses, community and family organizations, workforce entities, and the preK-12 system.
- Using research and data to help Oregonians understand the value and successful pathways to higher education and the labor market.
- Creating tools and engaging students and families to help them navigate the higher education system more successfully.
- Annual evaluations of public universities, which may include reporting on student success initiatives and outcomes.

HECC Strategic Plan Discussion Series

Strategy 4: Student Support (“Strengthen the ability of campuses and communities to support student safety, success, and completion.”)

	Strategy: Funding Formula Incentives for Student Safety and Success	Strategy: Consider Creating a PUSF Strategic Fund	Strategy: Support Development of Centers for Best Practice	Strategy: Ensure Funding Proposals for Access are Complemented by Funding for Success	Strategy: Engage Students, Families, and Communities as Partners
<b>HECC Offices*</b>	University Coordination, CCWD, OSAC	University Coordination	CCWD, University Coordination	All	All
<b>Partners**</b>	Public institutions, students	Public universities	Community colleges, OCCA, Public universities	Public institutions	Students, Families, Community- based organizations, public institutions, ODE
<b>Measurable Successes</b>	Commission adoption of an outcomes- and equity- weighted funding formula for public universities (SSCM).		HECC staff has helped to launch a new “Oregon Student Success Center” (OSSC), housed at the Oregon Community College Association.  Various HECC reports that relate to student success (eg AI/AN issues, math attainment, transfer, course placement)	Implementation and report on student success funding attached to the Oregon Promise (HB 4076, 2016).	Continued development of Government-to-Government relationship with tribes.  Convening and leading of equity advisory committee to advise on equity strategies for the Commission (but it is institutionally-focused).

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<b>Activities Underway</b>	<p>Legislative consideration of proposed state investment in campus physical security</p> <p>Focused review of cost-weighting factors within SSCM.</p>		<p>HECC staff (CCWD) helps shape and guide the work of the OSSC.</p>	<p>Legislative presentations that stress the importance of student success as a component of affordability.</p>	<p>Draft consultation plan with Native American tribes, currently under review.</p>
<b>Challenges</b>	<p>Community colleges representatives remain, on the whole, disinclined to make formula changes that could benefit some institutions at the expense of others.</p>	<p>Likely concern from universities about restrictions/conditions on the use of the Public University Support Fund.</p>	<p>Large universities in particular are less likely to perceive benefits from joining a statewide effort along these lines.</p> <p>Likelihood of minimal state funding in 2017-19 budget for direct student support efforts.</p>	<p>Popular and political focus remains on access (eg tuition limits, scholarship programs) without similar levels of attention to student success.</p>	<p>Staff (and Commissioner) capacity to do this work in a way that is genuine.</p> <p>Identifying the areas of HECC focus where this outreach is most important.</p>
<b>Potential Opportunities</b>	<p>There continues to be legislative (and potentially other) interest in creating stronger state financial incentives for community colleges to offer higher-cost certificate/degrees (eg CTE).</p> <p>We could explore ways to modify student grants (OOG, OrP) to better support student success/completion.</p>	<p>This remains a potential funding source for high-priority, low-cost activities that benefit from a statewide approach, such as Open Education Resources and transfer pathways.</p>	<p>Potential state/HECC funding for the OSSC.</p> <p>Potential replication of the OSSC model for public universities.</p> <p>Implement Student Safety Work Group recommendations for coordinated training and response to safety issues.</p>	<p>Continue to emphasize student success <u>data</u>, with a particular focus on underrepresented groups.</p>	<p>HECC-led community forums.</p> <p>Additional HECC meetings outside of Salem, with better community notice/engagement.</p> <p>Stronger staff partnership with community groups and other organizations.</p>

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<b>Questions for the Commission</b>	How much urgency should be attached to this priority, especially in view of potential resistance?	How much urgency should be attached to this priority, especially in view of potential resistance?			For what specific areas of HECC work is this engagement most appropriate and practical?  Should this strategy remain housed within Category 4 (Student Success), or does it apply equally to other areas of the plan?

\*HECC Offices: Workforce Investment (OWI), Community Colleges and Workforce Development (CCWD), Private Post-Secondary (PPS), University Coordination, Student Access and Completion (OSAC), Research and Data (R&D)

\*\*State Agency Partners: Oregon Department of Education (ODE), Chief Education Office (CEdO), Oregon Employment Department, Department of Human Services (DHS), Bureau of Labor and Industries (BOLI)