

2017 HECC Strategic Plan Update *Background, Process, and Objectives*

Background:

At the reconstituted Commission's second meeting in November, 2013, it adopted a Vision Statement¹ and [Equity Lens](#) that remain in place today. In March, 2014, the Commission adopted its [first Strategic Plan](#). That plan, developed before the HECC had assumed its full responsibilities, attempted to define the HECC's new role and describe a series of [concrete action steps](#) for the Commission and staff to undertake during the "startup" phase of 2014-15. In mid-2015, the Commission embarked on a comprehensive new strategic planning process that resulted in the Commission's February, 2016 adoption of the current [2016-2020 Strategic Plan](#). Over the half-year process of developing the Plan, the Commission and its staff reached out to and received feedback from hundreds of individual and group stakeholders, discussed the plan at every monthly meeting, and reviewed multiple drafts. The current 2016-2020 Strategic Plan takes a longer, five-year view, and is organized into six main categories of work that reflect the primary emphases of the Commission: goal-setting, funding, pathways, student support, affordability, and economic and community impact.

Importantly, the Commission's strategic plans have never attempted to reflect or direct the entirety of the work that the HECC agency and its staff perform. HECC's agency portfolio is the result of influence and direction from sources other than the Commission, including state and federal law and budgets, the Governor, the Chief Education Office, the Oregon Workforce Investment Board (OWIB), and the Oregon Youth Conservation Corps Advisory Committee. In this context the Commission's Strategic Plan is a significant but not exclusive driver of the agency's strategic direction and work plans. Perhaps the Plan's most important function is to attempt to build a common statewide agenda for the improvement of postsecondary education and training by articulating a compelling set of values, principles, and priorities in service of state goals.

When the Commission adopted its current strategic plan, it emphasized the need to "work with its partners to make updates to this plan" as conditions changed and potential adjustments were identified. In mid-2016, Commissioners also emphasized their desire to maximize the amount of its regular meeting time that would be focused on providing strategic leadership for higher education. Accordingly, at the Commission's January, February, April, and June 2017 meetings, staff provided updates and facilitated Commission discussions about progress on and potential modifications to the 2016-2020 Strategic Plan. The Commission and staff identified the Commission's August, 2017 meeting as an appropriate point in time for the Commission to re-consider the plan comprehensively and potentially adopt updates.

¹"We will foster and sustain the best, most rewarding pathways to opportunity and success for all Oregonians through an accessible, affordable and coordinated network for educational achievement beyond a high school diploma."

Proposal:

Based on the Commission's discussions earlier this year, staff recommends that in 2017 the Strategic Plan be supplemented by a concise "Roadmap" that will orient the Commission, stakeholders, and staff to the Commission's Vision, Mission, Values, and primary thematic points of strategic emphasis. To a significant extent, the staff-proposed Roadmap mirrors the themes and categories that the Commission established in the Plan it adopted last year. However, the proposed Roadmap also shifts and adds some points of emphasis, reflecting additional consideration and new developments (including those that result from the 2017 legislative session). Finally, the proposed Roadmap attempts to *simplify* and *streamline* the Commission's strategic leadership in order to arrive at a document that is compelling for the public, clear for stakeholders, and flexible enough for staff to develop, implement, and adjust specific work-plans while remaining true to the Commission's vision.

The proposed Roadmap would not replace the longer Strategic Plan adopted in 2016, but would represent a summary, simplification, and, in some respects, a reframing of the Plan. Many if not most of the more specific items included in Plan would remain priorities for staff and for the Commission. But adopting the Roadmap could also result in some new directions and shifting points of emphasis.

Staff recommends that at its August 2017 meeting, the Commission discuss and modify the proposed Roadmap, and approve direction for staff to undertake additional consultation with stakeholders between August and December, 2017. The goal should be to give final Commission approval to the Roadmap no later than at its December meeting. The Roadmap would become the subject of annual reviews and updates by the Commission in subsequent years, with a more comprehensive renewal of the Strategic Plan in 2020-2021.