

Docket Item:

Agency-level mapping and planning update.

Summary:

From Executive Direct Performance Goals for 2016:

- Lead HECC Staff in developing an Agency Plan, aligned with the Strategic Plan but more tactical in nature, that prioritizes our work and establishes metrics by which our success can be judged.
- Help HECC staff develop and internalize a set of core values that drive our work and our understanding of success.

In many studies by the Gallup organization and others, job satisfaction and effectiveness are highly correlated with employees feeling connected to their organizational mission and understanding how their job supports and furthers that mission. HECC leadership is committed to creating an active, supportive, and highly effective workplace. To that end, we are creating a system to ensure each employee can easily understand how their unique role contributes to the overall mission and vision of the HECC.

The Commission's strategic plan provides an excellent policy-level document to describe the "big picture" goals and focus areas for the Commission; however, translating that plan into the functional (i.e. "tactical") focus of most agency program-level workers has proved challenging. To address this gap, over the course of the past year, the HECC leadership team has been working on an Agency Strategic Plan that is consistent with the Commission's plan, but more directly connected to the day-to-day work of the Agency. Further, when complete, the Agency plan will link to a performance management/evaluation system and office-level performance metrics.

This integration will create an aligned set of documents that are consistent from the highest policy level (the Commission's Strategic Plan) to the most detailed, operational level (individual position descriptions and performance evaluations).

The HECC leadership team has been working on developing the documents that will form the foundation for the Agency's plan. Two of those documents are included as examples: A SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis showing the assets and liabilities the organization anticipates addressing, and a Functions Chart showing the contributions each of the offices makes to the organization's broader set of functions.

Other documents under development include a mission/vision statement unique to

the Agency but supportive of the Commission's mission/vision; a statement of employee values, Agency priorities/strategic themes consistent with Commission Strategic Plan; a performance management template unique to each employee; ten-year goals for each office, and shorter-term goals and supporting metrics established to complete each ten-year goal.

Docket Material:

HECC Leadership Team roster

Strengths/Weaknesses/Opportunities/Threats (SWOT)

Functions Chart

HECC Leadership Team - 2017

Executive Director –	Ben Cannon
Assistant to the Executive Director –	Vacant (formerly Kelly Dickinson and Kyra Mathews)
Deputy Executive Director –	Bob Brew
Director of Communications –	Endi Hartigan
Director of Culture & Inclusion –	Cheryl Myers
Director of Human Resources -	Susie Hosie
Director of Legislative & Policy Affairs –	Kyle Thomas
Office of Community College & Workforce Development	
Director-	Patrick Crane
Deputy Director -	Donna Lewelling
Office of Operations	
Director -	David Zerbe
Office of Private Postsecondary Education	
Director -	Juan Baez-Arevalo
Office of Research & Data	
Director -	Amy Cox
Office of Student Access & Completion	
Director-	Vacant
State Grants & Government Affairs Manager -	Susan Degen
Scholarships & Access Programs Manager-	Holly Willeford
Office of University Coordination	
Director of Academic Planning & Policy -	Veronica Dujon
Director of University Budget & Finance-	Andrew Rogers
Office of Workforce Investments	
Director-	Karen Humelbaugh
Core Programs & Initiatives Manager	Kurt Tackman

Our Statement of Purpose

We believe that accessing and succeeding in higher education should be an opportunity that is publicly supported and equitably available to each and every Oregonian, because an educated populace is critical to economic prosperity and mobility, thriving and healthy communities, and an active and empowered democracy.

Our job at the HECC is to foster that opportunity by working with learners, schools, community partners and other stakeholders to ensure accessible, affordable, quality higher education opportunities that lead to successful futures for Oregonians and their communities.

Strengths, weaknesses, opportunities and threats on our planning horizon:

Strengths

- Focused and driven by our mission, values and Equity Lens
- Committed, competent, and adaptable co-workers
- A dedicated and engaged Commission
- Relationships that extend and strengthen our effectiveness
- Credibility based on honesty, transparency, and neutrality
- An appropriate balance of leading through influence and authority

Weaknesses

- Subject to forces/sources of authority that are outside our influence
- Authorities and responsibilities are, in some cases, unclear or evolving
- Insufficient resources to fully meet our mission and vision
- Relatively young and newly consolidated agency

Opportunities

- Strengthen our reputation as a data-driven, research-based organization
- Expand our reach and partnerships within and outside State government
- Work with Legislature and partners to more clearly define/refine the Agency's role(s)
- Broaden our outreach efforts to reach and inform more learners about opportunities
- Improve coordination and alignment across offices within the Agency, and between our two policy boards (OWIB & HECC)

Threats

- Erosion of resources for higher education and workforce could lead to inefficient and ineffective provision of services
- Lack of universal support for higher education and/or HECC could lead to resistance
- If Agency staff are not flexible, adapting to new challenges could be hampered
- Shifting national and state political landscape could affect HECC in unexpected ways
- Higher education institutions face myriad pressures (demographics, market, fiscal, technological). Failure to adapt could create instability in the higher education landscape

HECC FUNCTIONS CHART

<i>Office</i> <i>Function Type</i>	Executive Office	Community Colleges & Workforce Development	University Coordination	Student Access & Completion	Workforce Investments	Private Post-Secondary	Research/ Data	Operations
Policy and planning	<ul style="list-style-type: none"> • Communications • Leg. coordination • Equity • Strategic Plan 	<ul style="list-style-type: none"> • Budget policy • CCSF distribution formula • Strategic Fund • Policy reports and analysis • Budget development 	<ul style="list-style-type: none"> • Budget policy • PUSF distribution formula • Policy reports and analysis • University evaluations • Interstate Passport 	<ul style="list-style-type: none"> • Budget policy • Access/affordability policy and planning 	<ul style="list-style-type: none"> • State workforce system goals and planning (OWIB) • Local workforce system goals and planning (LWIBs) 	<ul style="list-style-type: none"> • Consumer protection rulemaking 	<ul style="list-style-type: none"> • Reports and analysis • Higher education goals and measurement 	
Program administration		<ul style="list-style-type: none"> • GED • Adult Basic Skills • CTE-Perkins 	<ul style="list-style-type: none"> • OERs • MSC • Bond proceed administration 	<ul style="list-style-type: none"> • Oregon Promise • OOG and other pub. scholarships • Private Scholars. • FAFSA+ • ASPIRE • C3 	<ul style="list-style-type: none"> • OYCC • Adult and dislocated worker training • Youth workforce programs 	<ul style="list-style-type: none"> • School closure rapid response • Transcripts 		<ul style="list-style-type: none"> • Bond proceed administration (CCs)
Regulation		<ul style="list-style-type: none"> • Academic program and course approvals 	<ul style="list-style-type: none"> • Academic program approval 			<ul style="list-style-type: none"> • PCS school licensure • ODA school authorization • SARA oversight • VA program oversight • Student complaints 	<ul style="list-style-type: none"> • Data reporting protocols 	
Internal Support	<ul style="list-style-type: none"> • HR • Leadership Team • All staff • Commission administration/support 						<ul style="list-style-type: none"> • Data management 	<ul style="list-style-type: none"> • Procurement • IT • Accounting/ payroll • Budget