



## Values

- Postsecondary education, including higher education and workforce training, is critical to ensuring the economic, civic, and social well-being of our state and its residents.
- Everyone has the ability to learn, and we have an ethical and moral responsibility to ensure optimal learning environments.
- We define postsecondary education broadly including the diverse array of education credential options after high school (from apprenticeships to doctorates).
- We are committed to improving the postsecondary success of students who have been historically underserved, including students of color, English language learners, economically disadvantaged students, LGBTQ students, and students with disabilities. We will apply the HECC's [Equity Lens](#) to this mission.
- Increasing access to postsecondary education and training is critical, but so too is increasing the success rates of learners who are enrolled.
- Our Commission and agency must be publicly transparent, inclusive, and collaborative. We have a particular responsibility to bring underrepresented stakeholders, students, and partners to the table.
- Planning and strategies for postsecondary education and training should reflect the state's specific talent and workforce needs.
- Competition among Oregon public postsecondary institutions can be beneficial, but we should avoid unnecessary duplication in order to promote smooth pathways for learners and the efficient use of taxpayer dollars.
- As a coordinating commission, we are mindful that we do not govern institutions that directly serve Oregon learners. We lead through a careful, rigorous approach of our specific statutory responsibilities, and by our leadership roles, including convening, championing successes, and guiding statewide strategies.

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# OREGON HIGHER EDUCATION Strategic Framework 2017 - 2021

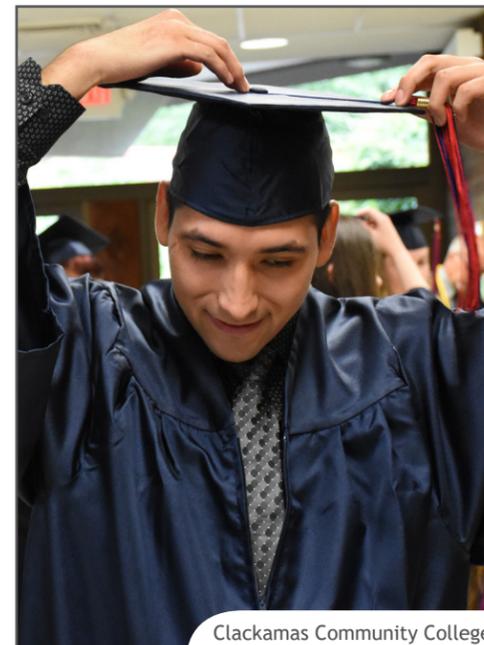
HIGHER EDUCATION COORDINATING COMMISSION | FALL 2017

*For more detail, including specific projects and authorities the Higher Education Coordinating Commission will use to achieve these goals, see the Commission's full [2016-2020 Strategic Plan](#).*

## Mission

The mission of the Higher Education Coordinating Commission, derived from our [chartering statutes](#), is to:

1. Dramatically and equitably improve postsecondary educational attainment levels;
2. Improve Oregon's economic competitiveness and quality of life; and
3. Ensure that Oregon students have affordable access to colleges and universities.



## Vision

The Higher Education Coordinating Commission (HECC) envisions a future in which all Oregonians—and especially those whom our systems have underserved and marginalized—benefit from the transformational power of high-quality postsecondary education and training. It is a future where innovative colleges, universities, and training providers, both public and private, enable Oregonians to reach their highest potentials, build trajectories to rewarding, family-wage careers, and break patterns of intergenerational poverty. It is a future where postsecondary education fuels a resilient economy by anticipating workforce needs and by fostering innovation, research, and knowledge. In the future we envision, all Oregonians enjoy the myriad benefits of postsecondary education and training: higher earnings, lower unemployment rates, self-sufficiency, civic involvement, better health, and more. Our communities thrive as a result.

## About the HECC

As the single state entity responsible for ensuring pathways to higher educational success for Oregonians statewide, the State of Oregon's Higher Education Coordinating Commission (HECC) sets state policy and funding strategies, administers numerous programs and over \$1.2 billion annually of public funding, and convenes partners working across the public and private higher education arena to achieve state goals. The HECC is dedicated to fostering and sustaining high quality, rewarding pathways to postsecondary opportunity and success for all Oregonians through an accessible, affordable, and coordinated network of college and career training programs.

[www.Oregon.gov/HigherEd](http://www.Oregon.gov/HigherEd)

## 1 Reporting

### TRACK, ANALYZE, AND PUBLICIZE PROGRESS TOWARD STATE GOALS

Through advanced data analysis, evaluation, and reporting, HECC will build public and institutional commitment to meeting achievement goals and closing equity gaps.

Achieving Oregon’s higher education and workforce goals will require shared ownership for specific outcomes, timely data about our progress, and a better understanding of what works and what doesn’t. To address these needs, the HECC will work with institutional leaders and community partners to identify the specific contributions each entity can make to achieving state goals. The Commission and agency will monitor state and institutional progress, producing research and reports that drive shared accountability, better decision-making, and course corrections when needed.

Annual, high-profile HECC reports will provide a snapshot of statewide progress for all Oregon learners, with a particular focus on populations that are underrepresented. Drilling deeper, HECC will produce annual profiles of postsecondary institutions and of local regions that depict progress towards higher education and workforce goals, situating it within the economic and social context for HECC’s work. Over time, the agency will produce research briefs and topic reports that analyze specific dimensions of the state’s higher education and workforce investments. Finally, HECC will evaluate individual programs and initiatives to inform progress, opportunities, or adjustments needed.

## 2 Funding

### DEVELOP AND PROMOTE A PUBLIC HIGHER EDUCATION FUNDING MODEL LINKED TO STUDENT SUCCESS

HECC will develop and promote an approach to state funding that reflects a rigorous understanding of the relationship between public investment and learner outcomes.

To achieve state attainment goals, higher education and workforce must be sufficiently funded. Likewise, how the state distributes its resources should reflect our emphasis on student success and equity. HECC will present budgets to the Governor and Legislature that represent the most efficient way that public investment in higher education and workforce can increase quality and improve student outcomes.

This approach to state funding will require a view that transcends the boundaries of traditional support funds for institutions. We will consider other public investments—including capital expenditures, workforce training, and student financial aid—as components of a comprehensive approach. We will account for the way that student demographics, educational pathways, and teaching and learning are changing. We will look beyond Oregon’s borders to examine how the cost of high-quality education should be shared between the state, the federal government, and students without placing undue financial burdens on families. Finally, we will incorporate mechanisms to ensure state goals are attainable throughout the full economic cycle of recession and recovery.



Western Oregon University

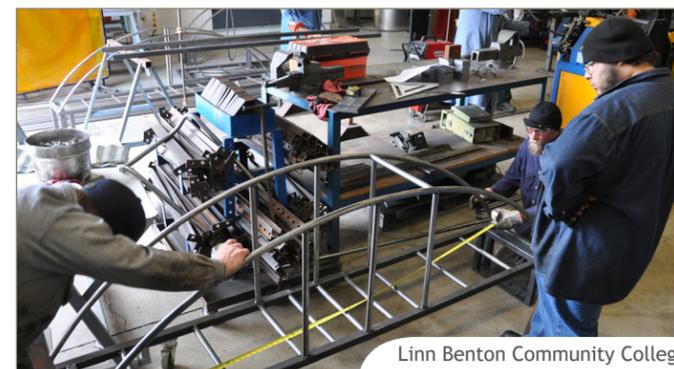
## 3 Pathways

### PROMOTE AND ADOPT CLEAR PATHWAYS FOR LEARNER TRANSITIONS AND SUCCESS

HECC will promote clear onramps to education and training, reduce barriers for transfer students, and link graduates with careers.

Existing educational pathways are not serving Oregonians equitably or well. To dramatically expand postsecondary educational attainment, Oregon needs to smooth pathways to success for all students, especially nontraditional and underrepresented populations.

The HECC will use two primary strategies for this work. First, we will collaborate with postsecondary institutions to create better onramps to education and training. Oregonians need comprehensive, relevant education and career advising at entry and transition points in the system. Second, we will partner with institutions to eliminate unnecessary impediments to student progress towards completion, especially transfer credit loss and redundant coursework. Oregonians should be able to seamlessly track and transport their credits, skills, and abilities between education or training providers, and ultimately to employers, to meet their educational and professional goals.



Linn Benton Community College

## 4 Outreach

### ENSURE ALL OREGONIANS HAVE ACCESS TO AFFORDABLE, RELEVANT OPTIONS FOR POSTSECONDARY EDUCATION

HECC will develop a comprehensive outreach plan to connect all Oregonians with affordable options for postsecondary education and training.

Today, too few Oregonians receive relevant and comprehensible information about options for affordable postsecondary education and training. Current state outreach efforts are limited in reach and breadth, and do not reach all regions or populations equitably. To significantly improve the successful transition of Oregon’s youth and adult population to postsecondary education, while closing gaps in access, achievement, completion and employment, we need to more comprehensively connect Oregonians with affordable options for postsecondary education and training.

In partnership with K-12, nonprofit, and regional partners, HECC will develop and advocate for a plan that broadly expands access to effective college/career planning tools and services. This plan will apply the Equity Lens as a guide for expanding our network of partnerships and services to areas of the state that have the least amount of postsecondary participation, infrastructure, and support networks. In doing so, we will expand upon existing agency strengths—including K-12 partnerships, financial aid and planning resources, FAFSA completion efforts, mentorship, adult training, and workforce development. If implemented, we will open doors of opportunity for thousands of youth and adults who have been least engaged in postsecondary education and training, including those who are under- or un-employed.