



STRATEGIC INITIATIVES TRACKER  
By Strategic Action Area

A. REPORTING TO STEER PROGRESS

Completed Items

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| 1. Develop and public annual institutional snapshots of student progress, affordability, and equity.            | <i>Completed April 2018.<br/>Published to the HECC website <a href="#">here</a></i>                                     |
| 2. Develop a dashboard of state progress towards higher education and workforce goals.                          | <i>Completed March 2018<br/>Published to the HECC website <a href="#">here</a></i>                                      |
| 3. Determine whether SOU and EOU have met conditions established upon the creation of their Boards of Trustees. | <i>Completed May 2018<br/>See transmission letter <a href="#">here</a></i>  |
| 4. Establish a goal for adult post-secondary attainment (HB 2311, 2017).  | <i>Completed December 2019.<br/>See <a href="#">background information</a> and <a href="#">administrative rule</a>.</i> |

1. Develop and publish annual county-by-county reports of educational and workforce attainment

**Timeline:** ~~June October 2018~~  
*April 2019*

**Status:** On track, with some delay

**Assigned to:** Office of Research & Data

**Strategic Goals:** Student Success, Equity, Affordability, Economic and Community Impact

**Commission Role:** To ensure that county reports reflect HECC/state goals and priorities; to use the data to inform policymaking and recommendations.

**Notes:** Staff presented draft reports for feedback to the Commission at its November, 2018 meeting. Final reports will be presented to the Commission in April, 2019. Recent delays are the result of waiting for data from the state's longitudinal data system (Chief Education Office)

## B. FUNDING FOR SUCCESS

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### 1. Develop long-term strategic funding model to meet state goals

**Timeline:** ~~December 2018.~~  
February 2019.

**Status:** Delayed.

**Assigned to:** Office of Executive Director (with support from other offices and HCM Strategists).

**Strategic Goals:** Student Success, Equity, Affordability, Economic and Community Impact

**Commission Role:** To provide feedback/direction to staff on the work as it proceeds; to endorse the final product; and to use the model to shape future budget requests, distribution determinations, and advocacy.

**Notes:** HECC staff has convened a workgroup that includes external partners (institutional and community leaders) for the purpose of advising staff on this effort. The workgroup has met five times, with a focus on (a) identifying the gaps between current attainment and our goals; (b) determining the overall cost of closing those gaps; and (c) weighing alternatives for how the state investment should be delivered to meet the goals. A report outline has been developed and the workgroup will review initial drafting at its January 10 meeting.

### 2. Develop 10-year university capital plan for state investment

**Timeline:** ~~December, 2018~~  
September 2019

**Status:** Delayed. Contract with consultant was significantly delayed but is in the final stages of execution.

**Assigned to:** Office of Postsecondary Finance and Capital (with support from a contractor to be determined by RFP).

**Strategic Goals:** Student Success, Equity, Affordability, Economic and Community Impact

**Commission Role:** To provide feedback/direction to staff on the work as it proceeds; to endorse the final product; and to use the plan to shape future capital requests and advocacy.

**Notes:** The RFP for consulting support closed in September, with applicants scored by a review panel that included HECC staff and university representatives. The anticipated contractor will meet with the HECC's F&A Subcommittee on February 6, 2019.

## C. STREAMLINING LEARNER PATHWAYS

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1. Implement HB 2998 in support of developing Foundational Curriculum, major-specific transfer agreements

**Timeline:** *Initial report due January 2018; first USTA due December 1, 2018; second due April 1, 2019*

**Status:** On track

**Assigned to:** Office of Community Colleges and Workforce Development, Office of Academic Policy and Authorization

**Strategic Goals:** Student Success, Equity, Affordability

**Commission Role:** To provide feedback/direction to staff and institutions to ensure that the work meets state goals for transferability; to adopt final reports to Legislature.

**Notes:** The Oregon Transfer and Articulation Committee (OTAC) will have its next meeting on February 15, 2019. One of the agenda items is a discussion of possible models for implementing Major Transfer Maps statewide, specifically whether they will work better for students as associate degrees, statewide agreements, or both. HECC staff have been working with community college and university academic leadership on resolving challenges of aligning content with English and Education MTMs as they arise. HECC staff have also prepared a document identifying implementation challenges, contained in the February HECC meeting materials, and have been soliciting feedback on the document from community college and university faculty and administrators. HECC introduced legislation in the House, and staff expects companion legislation to be introduced in the Senate, that codifies an ongoing role for OTAC related to guiding transfer work and lays the groundwork for a student and advising focused transfer map navigation tool.

2. Maximize opportunity for students to receive high quality, transferable accelerated learning while in high school

**Timeline:** *2018-2019*

**Status:** On track

**Assigned to:** Office of Community Colleges and Workforce Development, Office of Academic Policy and Authorization

**Strategic Goals:** Student Success, Equity, Affordability

**Commission Role:** To receive reports from HECC staff and institutions; to monitor implementation of HECC accelerated learning standards; to make modifications to the standards if/as necessary; to advance other policies as necessary.

**Notes:** First cycle of peer review of high school based college credit partnerships completed for six institutions and Commission updated with results and summary of process in November 2018. Launch of second peer review cycle with eight institutions to prepare self-studies in 2018-2019.

## D. EXPANDING OPPORTUNITY THROUGH OUTREACH

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1. Develop and advocate for an outreach plan to better connect Oregonians with college and career

**Timeline:** *August, 2018 (development)*

**Status:** On track

2. Increase postsecondary completion for underrepresented adults

**Timeline:** *2019-2020*

**Status:** On track

**Assigned to:** Office of Student Access and Completion

**Strategic Goals:** Student Success, Equity, Affordability

**Commission Role:** To guide the development of an outreach plan that it will incorporate into HECC's budget and policy requests for 2019; to ensure that the outreach plan proposed by staff meets Commission goals.

**Notes:** HECC-OSAC staff reported to the Commission on the development of this proposal at the HECC's April 2018 meeting. In August, the Commission approved POP 202, a \$4.7 M funding request for "Expanding Opportunities Through Outreach" within its Agency Request Budget. This POP was partially funded in the Governor's investment package presented with her GRB. Details will be presented to the HECC at its February 7<sup>th</sup> meeting.

**Assigned to:** Office of Community College and Workforce Development, Office of Student Access and Completion, Office of Research and Data

**Strategic Goals:** Student Success, Equity, Affordability, Economic and Community Impact

**Commission Role:** To provide feedback/direction to staff on the work as it proceeds; to endorse the final product; to use the strategy for future planning and advocacy.

**Notes:** With support through the Lumina Foundation TIE Grant, the HECC will conduct the following activities designed to increase access and attainment for returning adults: 1) developing a dataset of some-college-no-degree Oregon residents using available data from HECC, Department of Motor Vehicles, and the Oregon Employment Department, 2) contracting with a research entity to conduct qualitative research with communities of color on barriers to credential completion, and 3) using the dataset and research to develop an engagement strategy to encourage adults of color to complete credentials of value.

## ROUTINE COMMISSION-LED PROJECTS/PROGRAMS ALIGNED WITH STRATEGIC PLAN

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### **Approve evaluations of public universities** *(annually, January/February)*

- The Commission will consider approval of the OSU, PSU, UO evaluations in February, 2019. SOU, EOU, OIT, WOU will be evaluated in January, 2020.
- Commission considerations: How should evaluations evolve to become more useful?

### **Approve Agency Request Budget** *(biennially, due September 1 of even-numbered years)*

- The HECC gave final approval to its 2019 Agency Request Budget in August, 2018.

### **Advance Recommended Legislative Concepts** *(biennially, due December 31 of even-numbered years)*

- The Commission reviewed potential 2019 legislative concepts beginning at its April, 2018 meeting and continuing through October. The Commission will give final HECC approval to these concepts in December, 2018.

## PARTNER HECC BOARD UPDATES

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### **Oregon Workforce and Talent and Development Board (WTDB)**

- The WTDB expects to hire a consultant to assist with strategic planning in February 2019. The project will result in a new strategic plan that is based on the recently completed 2018 Talent Assessment and input from the WTDB and workforce stakeholders. It will be updated biennially to respond to the pace of change related to workforce issues and assist the WTDB in providing intentional legislative and policy recommendations to the Governor on state workforce opportunities and investments.
- The WTDB is planning a Technology Sector Conference to be held in 2019. The WTDB recently hosted a successful healthcare conference that brought together industry leaders to discuss challenges and opportunities related to workforce issues unique to healthcare. The Technology Conference will have a similar framework and agenda focusing on that industry's unique challenges and opportunities.
- Ten projects totaling \$875,395 were awarded to local workforce development boards through the first WTDB Strategic Innovation Grants. These projects will focus on education and training to acquire in-demand skills and credentials identified and prioritized by an industry sector partnership in their local area. In addition, each project must incorporate work experience opportunities such as internships, apprenticeships, work-based learning, on-the-job training efforts, and others. Projects all address low income, Supplemental Nutrition Assistance Program (SNAP- historically referred to as food stamps), Temporary Assistance for Needy Families (TANF- historically referred to as welfare), traditionally underserved, and rural populations.

### **Oregon Youth Conservation Corps (OYCC) Advisory Committee**

- This year the Oregon Youth Conservation Corps (OYCC) is earmarking Summer Conservation Corps grants for each of Oregon's nine federally recognized tribes. These will be matching grants like our regular summer grants but will not be constrained to work being completed in a specific county. Rather they will fall within tribal land boundaries regardless of county.
- Outreach occurred to the Coquille Indian Tribe and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw to participate in the expansion of OYCC's Youth River Stewards Program. The

inaugural trip is set to take place in Coos Bay this September. All tribal outreach is a component of the goal of serving more youth as well as expanding tribal involvement with OYCC.

- OYCC is actively working with new partners to create new partnerships to find new funding, resources, and gear for Corpsmembers across the state. The World Forestry Center, Associated Oregon Loggers, Oregon Forest Resources Institute, HydroFlask, and The Ford Family Foundation are some of the new partnerships that have been formed. Other private and public entities have been targeted for outreach.

### **Oregon Volunteers (OV) State Commission**

- In support of the commitment to equity and diversity, and in an effort to align with the HECC Equity Lens, OV Commission has begun to plan a series of equity-focused skill-building sessions for the Commission members, to culminate in a Commission retreat in the Summer of 2019, which will address 1) formal adoption of the equity principles, 2) application of the lens to the annual review of the State Service Plan for 2018-2020 and 3) development of guiding equity policy for future funding and programmatic activities of the OV Commission.
- OV Commission has adopted a new recruitment plan aimed to identify priority sectors and representation sought in Commission membership.
- At the January 2019 OV Commission meeting, members were presented information on a mapping project. This project aims to illustrate the intersections of national service members/service sites, commission representation, community need, and poverty rates, as a means to better inform where programming, placement and outreach is lacking within the state, as well as identifying funding priorities and planning grant opportunities.

### **STEM Investment Council**

- On January 1, the HECC's Julia Steinberger was appointed as the Director of the STEM Investment Council. This will be a job rotation for Julia from the Office of Community Colleges and Workforce Development to the Office of Workforce Investment and lasts through the end of the biennium.
- At its February 1<sup>st</sup> meeting, the STEM Council reviewed a draft report for the Legislature on the Council, the activities of the Regional STEM Hubs, and the STEM Innovation Grants. The Council will present the final report to the HECC upon its completion.
- The STEM Council also began to discuss the 2019-21 STEM Innovation Grants and the types of activities those grants should fund, should the legislatively adopted budget continue funding the grant program.