



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. Updated April 2019.<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 and administrative rule</a>.</i> |

Ongoing Items

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

**Timeline:** ~~June October 2018~~  
May 2020

**Status:** Delay, awaiting Statewide Longitudinal Data System

**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. Continued delays are the result of waiting for data from the state’s longitudinal data system.

2. Collaborate with Opportunity Insights to investigate impact of postsecondary education and training on upward mobility of Oregonians

**Timeline:** *July 2019 through December 2020*

**Status:** On track

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

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

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

**Notes:** Collaboration with Opportunity Insights is underway. Opportunity Insights and staff presented initial findings to the Commission at its October 2019 meeting.

3. Develop and publish summary fact sheets on policy areas

**Timeline:** *November 2019 through February 2020*

**Status:** On track

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

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

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

**Notes:** These are one-to-two page documents summarizing what we know about the following high-priority policy areas:

- The many forms of postsecondary education and training
- Accelerated learning
- Transfer
- Earnings outcomes by field
- Adult attainment

## B. FUNDING FOR SUCCESS

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### Completed Items

1. Develop 10-year university capital plan for state investment

*Completed October 2019. Available via the HECC website [here](#)*

### Ongoing Items

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

**Timeline:** *December 2018.  
August 2019.*

**Status:** Contractor is polishing a report for final staff and workgroup review. Results are intended to guide 2021 budget and strategic plan development.

**Assigned to:** Office of Executive Director (with support from other offices and a contractor, 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 convened a workgroup that includes external partners (institutional and community leaders) for the purpose of advising staff on this effort. The workgroup met seven 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 draft was reviewed at the HECC's April 11, 2019 meeting.

## C. STREAMLINING LEARNER PATHWAYS

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### Ongoing Items

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

**Timeline:** *Third MTM due December 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) met on October 18, 2019. The group approved the Major Transfer Map for Elementary Education. This is the third MTM that has been approved. A MOU for the Biology MTM has been circulated to university provosts and community college presidents with the expectation we will have signed MOUs for all three MTM by the end of the year. The MTMs for 2020 will include: Computer Science, Criminal Justice, and Business (which will continue its work).

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

**Timeline:** *2019-2020*

**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:** Second cycle of peer review completed in October. Commission will receive update in November 2019 with results. All outcomes of peer review and subsequent HECC approval for partnerships are posted to HECC website. Process for handling transfer questions regarding high school earned credit established for public institutions.

## D. EXPANDING OPPORTUNITY THROUGH OUTREACH

### Ongoing Items

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

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

**Status:** Funding request to the legislature was not included in the agency's adopted budget.

2. Increase postsecondary completion for underrepresented adults

**Timeline:** Focus group research complete by February 2020; dataset of some-college-no-credential Oregon residents complete in spring 2020.

**Status:** Some delay.

**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. Funding was not included in the 2019-21 Legislatively Approved Budget

**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:** Outreach to recruit participants for focus groups around the state started in September 2019. The research team from Portland State University and Southern Oregon University will present their findings to the Commission at their February 2020 meeting. A new Research Analyst was hired in July 2019 and he is now trained on HECC's student data systems. We hope to have a complete dataset of some-college-no-credential Oregonians, including address and wage information, by spring 2020.

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

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

- The Commission approved the OSU, PSU, UO evaluations in February, 2019, and subsequently submitted them to the Legislature.
- The Commission will review summary findings from draft evaluations for WOU, EOU, SOU, and OIT in December, 2019 for final approval in February, 2020.

### **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.
- The HECC will begin reviewing 2021 Agency Request Budget options in spring, 2020.

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

- The Commission gave final approval to its 2019 Legislative Concepts in December, 2018. They were introduced to the Legislature by the Governor on behalf of the Commission.
- The Commission will begin reviewing 2021 Legislative Concepts in early 2020.