Portland State University

Oregon State University

Chemeketa Community College

Values and Beliefs

- 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.
- We are committed to partnership to foster a steamlined, student-focused, equitable PK-20 education system.
- 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 to our specific statutory responsibilities, and by convening, championing successes, and guiding statewide strategies.

OREGON HIGHER EDUCATION

Strategic Framework

2017 - 2021

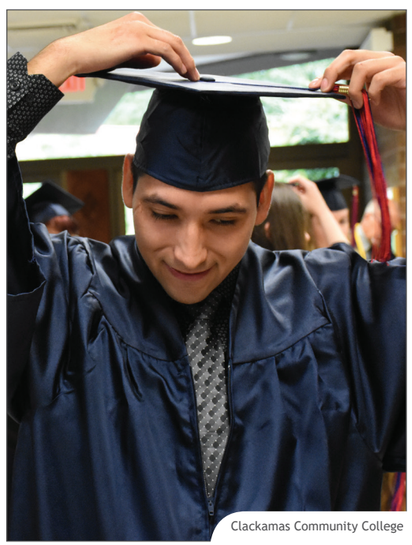
HIGHER EDUCATION COORDINATING COMMISSION | FALL 2017

For more detail, including specific projects, goals, and authorities of the Higher Education Coordinating Commission, 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.



Clackamas Community College

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 public and private colleges, universities, and training providers help Oregonians to reach their highest potentials, build trajectories to family-wage careers, foster a more just society, 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 well-lived lives thanks to 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

Strategic Action Areas *How will the Commission influence outcomes?*

A REPORTING to Steer Progress

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, and a better understanding of what works and what does not work. 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 HECC reports will provide snapshots of statewide progress for all Oregon learners, with a particular focus on underserved populations. Drilling deeper, HECC will produce annual profiles of postsecondary institutions and of local regions that depict progress towards state 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.

B FUNDING for Success

HECC will develop an approach to state funding higher education and workforce that is directly linked to student success.

To achieve state attainment goals, higher education and workforce must be sufficiently funded. Likewise, the state's distribution processes for its resources should reflect our emphasis on student success and equity. The HECC will propose budgets to the Governor and Legislature that reflect the most efficient way 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 explore mechanisms for ensuring state goals are attainable throughout the full economic cycle of recession and recovery.

C Streamlining Learner PATHWAYS

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.

In partnership with institutions, the HECC will promote better onramps to education and training through comprehensive, relevant education and career advising at entry and transition points. We will partner with secondary and postsecondary institutions to eliminate unnecessary impediments to student access and progress towards completion, especially transfer credit loss and redundant coursework. Finally, we will ensure that Oregonians are 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.

D Expanding Opportunity through OUTREACH

HECC will develop a comprehensive outreach plan to ensure all Oregonians have access to affordable, relevant options for postsecondary training.

Too few Oregonians today receive relevant and comprehensive information about options for affordable postsecondary education and training. 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 must better connect Oregonians with affordable options for postsecondary education and training.

In partnership with PK-12, nonprofit, and regional partners, HECC will develop and advocate for a plan that 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. When 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 unemployed or underemployed.

Strategic Goals *How will we know we are succeeding?*

The 4 STRATEGIC ACTION AREAS are aimed to achieve the Commission's STRATEGIC GOALS, drawn from the 2016-2020 HECC Strategic Plan.

STUDENT SUCCESS | EQUITY | AFFORDABILITY | ECONOMIC & COMMUNITY IMPACT

Chemeketa Community College

Western Oregon University

Chemeketa Community College

Linn Benton Community College

Portland State University