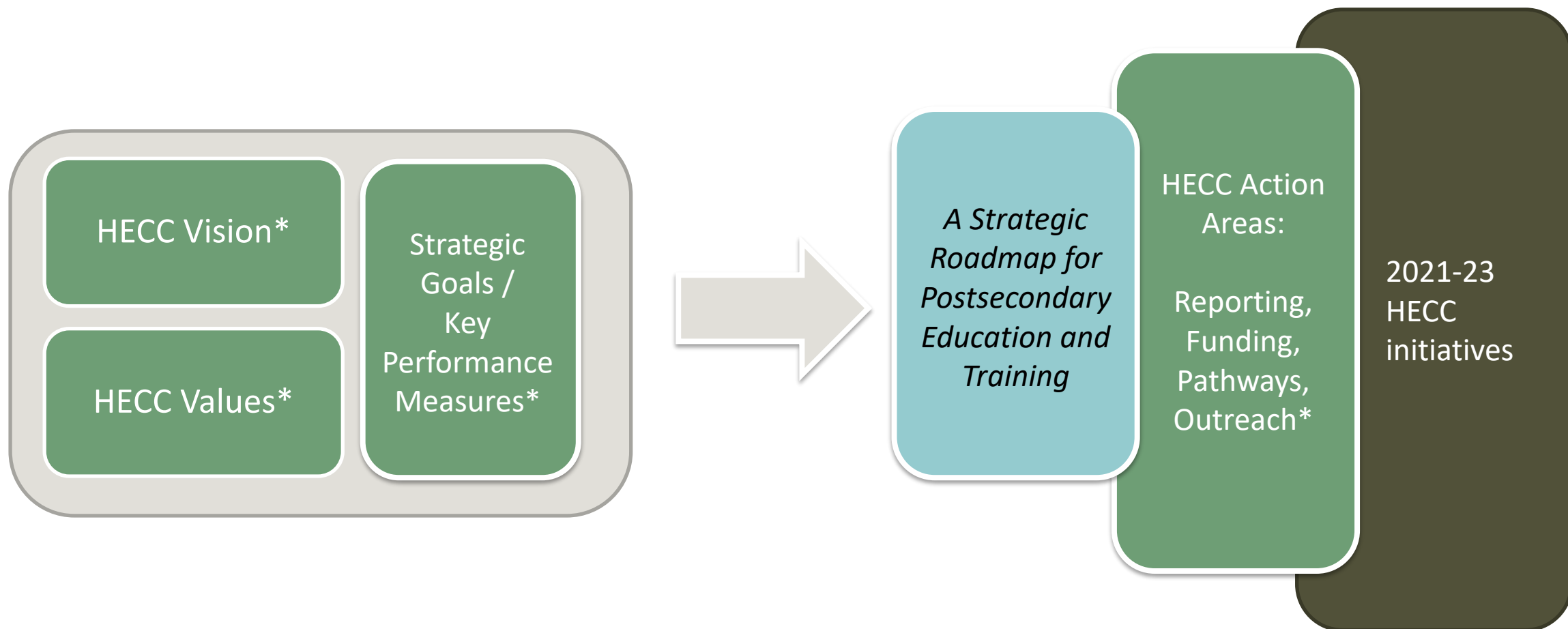


Underlying Framework for Developing HECC Initiatives, 2021-23



*Established in the [HECC Strategic Framework, 2017-21](#)

HECC Vision Statement (from the 2017-21 Strategic Framework)

“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.”

HECC Values and Beliefs (from the 2017-21 Strategic Framework)

- 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 streamlined, 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.

HECC Strategic Goals (from the 2017-21 Strategic Framework)

1. Student Success (KPMs 1, 3, 4, 5, 7)
2. Equity (KPMs 2, 6, 8, 10, 12, 14)
3. Affordability (KPM 9)
4. Economic and Community Impact (KMPs 11, 13)

Postsecondary Education and Training Strategic Roadmap

Under development.

See draft document, attached.

HECC Strategic Action Areas (from the 2017-21 Strategic Framework)

- A. Reporting to Steer Progress
- B. Funding for Success
- C. Streamlining Learner Pathways
- D. Expanding Opportunity Through Outreach

HECC Initiatives, 2021-23

TBD