



# Higher Education Coordinating Commission

## Annual IT Strategic Plan Progress Report, 2026

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# HECC IT Strategic Plan

## Annual Progress Report, 2026

### Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>STRATEGIC OBJECTIVES .....</b>	<b>4</b>
<b>METRICS AND TARGETS .....</b>	<b>5</b>
<b>INITIATIVES .....</b>	<b>6</b>
Business-Supporting IT Initiatives.....	6
IT Excellence Initiative .....	6
IT Initiative Supporting Innovation.....	7
<b>RESOURCE ALLOCATION .....</b>	<b>8</b>
<b>RISKS AND MITIGATION STRATEGIES.....</b>	<b>8</b>
<b>NEXT STEPS AND CONCLUSION.....</b>	<b>8</b>

## EXECUTIVE SUMMARY

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During the 2025–2026 reporting period, the Higher Education Coordinating Commission (HECC) advanced major IT modernization efforts, data governance, operational excellence, and security posture initiatives aligned with its 2025–2028 IT Strategic Plan.

This progress report offers a comprehensive overview using targeted metrics as outlined in the IT strategic plan. Certain metrics, such as customer satisfaction, depend on surveys that have not been completed yet for the reporting period. Overall, staff contributions have delivered significant business value to HECC and achieved their intended outcomes.

Specific progress includes enhancements to several business-supporting platforms, cloud modernization, cybersecurity maturity, and the establishment of an enterprise data governance structures. The agency improved delivery capabilities through strengthened DevOps processes, structured project management oversight, and data governance activation.

Key challenges—such as vendor transitions, resource constraints, and pending business decisions—were actively mitigated through adaptive project planning and close coordination with executive leadership, EIS and third-party vendors that are supporting these efforts.

The agency IT division’s report is the reflection of its staff dedication, hard work, pursuing innovative ideas and approaches as well as progress made towards advancing modernization efforts. The IT division and the agency remains committed to continue making progress towards achieving its technology strategic goals and the realization of benefits it affords our customers, Oregonians.

## STRATEGIC OBJECTIVES

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Strategic Objectives	Progress made towards each objective
Achieve IT Operational Excellence	In this reporting period, HECC advanced operational maturity through enhanced Service Desk processes, improved intake management, and consistent project governance. DevOps capabilities were strengthened through the implementation of CI/CD pipelines, automated deployment processes, and cloud-based development infrastructure supporting new system development work. Governance improvements—including PMO onboarding, project stage-gate reviews, and standardized reporting—brought stronger visibility and accountability to portfolio management and delivery.
Effective Data and Analytics	The Data Governance Committee (DGC) met regularly throughout 2026 and advanced the development of a Data Equity Framework. HECC conducted an enterprise data architecture assessment to shape future modernization work. Power BI was deployed as HECC’s central analytics platform, enabling improved reporting, data accessibility, and reduction of manual reporting activities. Unified analytics initiatives progressed through ORSAA roadmap alignment and agency-wide data integration planning activities research was conducted with various interested parties including EIS Data Office.
Improve Security Posture	HECC improved enterprise security through continuous vulnerability management, setup fully hybrid joined devices, updated incident response playbooks, and alignment with State of Oregon cybersecurity standards. Mandatory agency-wide cybersecurity training participation increased, and phishing simulation failure rates dropped significantly. The agency continues to make improvement on addressing the findings of the EIS-CSS security assessment in 2025 that is based on CIS Controls.
Project Portfolio Management (PPM)	HECC laid the foundation for a modern PPM structure through PMO governance, project onboarding tools, and embedded modernization program oversight. With Microsoft retiring Project Online in 2026, HECC began transitioning toward a right-sized M365 Planner and Roadmaps approach. Further maturation of intake, prioritization, and capacity planning processes will occur in 2027.

## METRICS AND TARGETS

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IT Goals	Business Facing Objectives	Target Metrics	Outcome
Achieve IT Operational Excellence	<ul style="list-style-type: none"> <li>• Customer Satisfaction</li> <li>• Project success rates</li> <li>• Application reliability and stability</li> </ul>	<ul style="list-style-type: none"> <li>• Establish baseline and Improve response time by 5% YoY</li> <li>• Establish baseline and Reduce support calls by 5% YoY</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey is scheduled for this week.</li> </ul>
Effective Data and Analytics	<ul style="list-style-type: none"> <li>• Alignment of data collection to business needs</li> <li>• Database consolidation</li> <li>• Single source of truth</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate existing databases to Azure within 12 months</li> <li>• Data governance process set up within 12 months</li> </ul>	<ul style="list-style-type: none"> <li>• The data governance body is in the process of developing detailed metrics.</li> </ul>
Improve Agency Security Posture	<ul style="list-style-type: none"> <li>• Cyber Security Improvement</li> <li>• Cyber Security Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the agency CIS control implementation goal from 40% to 80%</li> <li>• 100% HECC employees complete the cybersecurity awareness training and increase of detection rate</li> </ul>	<ul style="list-style-type: none"> <li>• HECC is on track to complete the CIS control implementation in 2027</li> </ul>
Project Portfolio Management (PPM)	<ul style="list-style-type: none"> <li>• Establish Project Portfolio Management Office</li> </ul>	<ul style="list-style-type: none"> <li>• Project Portfolio Management processes established within the next 24 months</li> </ul>	<ul style="list-style-type: none"> <li>• HECC is creating a continuous improvement services division tasked in establishing PPM best practices and processes</li> </ul>

## INITIATIVES

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### **BUSINESS-SUPPORTING IT INITIATIVES**

*a. Establish Platform Architecture and Development Environment:*

Significant advancements were made through substantial updates to critical systems such as environment setup, CI/CD pipelines, permission settings, and the finalized workflow for external user applications. Moreover, the agency will be working with Microsoft and EIS to improve its Cloud environment architecture and landing zone in the coming year. Key development related projects are moving forward smoothly, reflected by their GREEN status, and these systems are expected to launch on schedule by October 1, 2026.

*b. Support the replacement of ETPL, FAMIS, and PCS Vets*

The agency is pursuing a COTS solution for both the PCS Vets and FAMIS systems. The PPS/PCS Vets modernization effort has obtained Stage Gate 2 endorsement, and the RFP is approved for release by both DOJ/EIS. Weekly and monthly reporting structures, risk logs, and governance controls ensured transparency and alignment despite vendor transition challenges. Work on FAMIS replacement is on track, and tangible deliverables are expected to occur after the PCS Vets replacement work is completed.

*c. Improve Data Architecture and Governance*

HECC advanced the development of a Data Equity Framework, enhanced cross-office data management practices, and aligned architecture planning with modernization needs. The agency strengthened accountability through formal Data Governance Committee processes, procedures and policies.

### **IT EXCELLENCE INITIATIVE**

*a. Strengthen IT Strategy and Governance*

HECC continues to contract with InfoTech Research Group to further assist with the agency IT strategic plan update as well as conduct annual survey to gauge the agency improvements towards key measurement metrics. These surveys are scheduled to occur in June, 2026 and result will be reflected in the next year progress report. The agency governance committee continues to meet quarterly shaping and prioritizing the agency IT division work and focus. The committee focus for the upcoming year includes among other topics the development, and adoption of agency AI policy.

*b. Grow DevOps Capability, Skillsets, and Resource Plan*

The agency initiated a phased DevOps implementation roadmap which started with CI/CD pipeline enhancements and environment automation. Working with Microsoft, we launched targeted training sessions to strengthen internal skillsets in cloud-native tools, infrastructure as code, and agile practices. Migrated the development environment to Azure and conducted a capability assessment to identify skill gaps and inform our upskilling and recruitment strategy working with Infotech Advisory Group. Furthermore, we are in the process of refining our resource plan to ensure that we have the right mix for internal talent and external support to meet business needs.

c. *Improve the Agency Security Posture*

The agency worked in aligning our cybersecurity effort with the State of Oregon security standards and enhanced incident response capabilities through tabletop exercises, and playbook updates. Using State security apparatus, we established a continuous vulnerability assessment and patching cycle, improving remediation timelines and all agency devices were hybrid-joined to the State. The agency participated in the mandatory cybersecurity training across the agency and increased our phishing simulation resilience where the failure rate reduced from 5% to less than 1.9% today. In addition, the agency has improved the EIS/CSS security assessment results to 52.5% in 2025.

d. *Implement Unified Data Analytics Solution*

Successfully implemented and deployed PowerBi as a centralized analytics platform that integrates data from key operational systems, enabling cross-functional insights. Rolled out self-service dashboards and reporting tools to empower business units with real-time insights and reduce reliance on manual reporting. The agency also established a data governance committee to ensure that data quality, consistency, and compliance aligns with the State of Oregon standards as well as federal rules and laws.

e. *Establish Project Portfolio Management Structure*

HECC laid the foundation for a modern PPM structure through PMO governance, project onboarding tools, and embedded modernization program oversight. With Microsoft retiring Project Online in 2026, HECC began transitioning toward a right-sized M365 Planner and Roadmaps approach. Further maturation of intake, prioritization, and capacity planning processes will occur in 2027.

## **IT INITIATIVE SUPPORTING INNOVATION**

a. *Advance HECC's Mission Through Artificial Intelligence*

HECC expanded its AI readiness efforts through advisory sessions with Info-Tech, exploration of AI governance frameworks, and identification of agency use cases aligned with statewide guidance. Ongoing work will focus on implementation governance and pilot projects in 2027.

## RESOURCE ALLOCATION

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HECC continues to maximize limited IT staffing and budgetary resources across modernization, cloud operations, security compliance, and enterprise governance. Resource prioritization has remained focused on modernization and mission-critical technologies, with future staffing needs identified in project capacity planning.

## RISKS AND MITIGATION STRATEGIES

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The following are the top three risks the agency considers may impact the plan objectives and strategies in place to mitigate them:

Risk	Description	Mitigation Plan
Related to modernization	RFP approval delays and vendor transitions impacted modernization schedules.	Close coordination with DOJ/EIS and adaptive planning.
Business Decision Delays	Business decision delays slowing workflow development	Implement escalation mechanisms and put in place governance review process.
Data quality and integration issues	Inconsistent or siloed data undermines insights.	Establish a robust data governance program; use data profiling tools; enforce standards for data stewardship and integration

## NEXT STEPS AND CONCLUSION

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In 2027, HECC will further mature enterprise governance, introduce agency-wide performance dashboards, baseline operational and security metrics, finalize PPM processes, advance modernization across program areas, and implement foundational AI governance structures. The agency remains committed to secure, efficient, and mission-aligned technology investments that deliver measurable value to Oregon learners and institutions.