

Vision:

The Higher Education Coordinating Commission envisions an Oregon where a coordinated network of postsecondary education and training partners fosters a thriving economic, civic, and cultural future for all people.

Mission:

Through services and supports, strategic outreach, coordination, funding, policy leadership, and reporting, HECC will:

- *Change systems to ensure equitable postsecondary success for all Oregonians.*
- *Anticipate and meet workforce, economic, and societal needs; and*
- *Strengthen Oregon's collective future by fostering research, innovation, learning, and civic and cultural contributions.*

Values:

- **Collaboration:** we believe that collaboration is essential for achieving common goals and driving positive change. When we are collaborating, we share information, optimize resources, seek, and give feedback, and foster inclusive participation to allow diverse perspectives to be heard and valued.
- **Integrity:** we believe that integrity guides our actions and decision-making. When we are demonstrating integrity we operate with transparency, honesty, humility, trust ourselves and others to do the right thing and follow through on our commitments to ensure that there is a clear connection between our values, words, and actions.
- **Equity:** we believe that equity is crucial in ensuring fairness and equal opportunities for all individuals. When our work is rooted in equity, we share power and leadership, meaningfully engage our communities, and intentionally analyze data to create meaningful access and pathways to growth.
- **Empathy:** we believe that empathy plays a key role in understanding and valuing the experiences of others. When we are empathic, we strive to bring a human interaction amidst the bureaucracy and are sensitive of the beliefs and experiences of others to inform our decisions.
- **Creativity and Innovation:** we believe that creativity and innovation are catalysts for finding unique solutions and pushing boundaries. When we are creative and innovative, we are not constrained by the systems or our current ways of working. We strive for excellence to continuously improve and leverage information to solve problems in unexpected ways.

Goal 1: Relevance: Ensure that postsecondary educational experiences are relevant to learners' aspirations, and employer and community needs.

- **Outcomes:**
 - Decrease disparities in workforce and community/civic participation.
 - Increase social mobility and workforce participation.
- **Strategies:**
 - **Supply Relevant Programs:** Partner with employers, institutions, and training providers to ensure credentialing pathways and training programs focus on critical skills and workforce needs
 - **Drive Funding for Equity:** Focus funding formulas to deliver on equity outcomes, including culturally relevant practices.
 - **Enhance civic engagement:** Develop the programs needed to expand civic participation and community engagement as part of essential learning.
 - **Expand Learner Aspirations:** Encourage institutions to incorporate expanding a learner's experience as part of their overall curriculum.

Goal 2: Alignment: Align Oregon's education and training systems to create seamless pathways for learners.

- **Outcomes**
 - Increase the % of high school students entering post-secondary education and training within X years.
 - Increase number of HS graduates ready to enter college-level education.
 - Decrease credit loss for transfer students and/or their time to degree.
 - Increase employment rates for education and training completers.
- **Strategies**
 - **Support Students' High School to Postsecondary Education Transition:** In collaboration with partners, establish a shared goal for postsecondary participation by recent HS graduates and develop practices, programs, and policies to meet it.
 - **Connect Curriculum Across the Education Continuum:** Partner with ODE, K12, colleges and universities to align curricular standards in support of seamless transitions.
 - **Enhance Post-secondary to Employment Transition:** Identify, encourage, and incentivize programs that support education to career transitions.

Goal 3: Affordable Access: Make success in postsecondary education and training affordable for all Oregonians.

- **Outcomes**
 - Reduce unmet need (cost of attendance compared to amount required to borrow).
 - Increased participation and completion rates in post-secondary training and education.
- **Strategies**
 - **Grow State Investment in Students:** Increase and promote the availability of financial aid and broaden applicability to include training programs and other alternative programs.
 - **Invest in Wraparound Services:** Increase investment in wraparound services such as housing, childcare, mental health, and food security.
 - **Support Efficient Institutions:** Fully and equitably resource institutions while collaborating to improve efficiency.

Goal 4: Belonging: Elevate student voices and support inclusivity and learner belonging in all postsecondary learning settings.

- **Outcomes**
 - Parity of student experience across groups as demonstrated by disaggregated student satisfaction survey data.
 - Completion demographics match the state overall (and district/geographic area at community level).
- **Strategies**
 - **Elevate Student Voices:** Gather and utilize student feedback at institution and the HECC to understand and shape institutional and state policies and initiatives that support belonging.
 - **Invest in Student Belonging:** Develop, promote, and fund models and programs that support student belonging and wellbeing (including mental health/wellness) in curricular and co/extracurricular spaces.
 - **Connect through Pathways - Learners:** Build learner's sense of awareness and connection through clearly communicated pathways and career opportunities.
 - **Connect through Pathways – Providers:** Investigate and deploy best practices for postsecondary education and training providers to enhance a learner's pathways and career opportunities.

Goal 5: Leadership: Strengthen HECC's role in driving economic development in Oregon.

- **Outcomes**
 - State economic development plans and strategies include postsecondary education as a key driver.
- **Strategies**
 - **Convene a Statewide Committee:** Establish a state-level steering committee to plan and coordinate state-wide solutions, investments and policy for economic development, research and innovation, workforce retention and mobility through postsecondary education.
 - **Support Business Recruitment and Retention:** Collaborate with Business Oregon and local economic development agencies to ensure postsecondary education is contributing to business recruitment and retention.
 - **Quantify Postsecondary Education's Economic Development Impact:** Align HECC and college/university Key Performance Measures (KPMs) with statewide economic impact goals and strategies.