

Docket Item: 7.0 – HECC Strategic Plan Implementation Update

Summary:

On October 10, 2024 the Higher Education Coordinating Commission adopted a new [Strategic Plan](#) that describes the vision, mission, goals, and strategies that the Commission intends to guide its work over the next three to five years.

Agency staff are beginning to implement the plan. Today’s presentation will update Commissioners on that process.

Description:

The new Strategic Plan contains five goals and 18 strategies. To accommodate the workload associated with launching so many potential new endeavors, HECC leadership has grouped the strategies into three categories: “begin now,” “begin mid-term” (ie starting in 6-12 months), and “begin later” (ie starting in 12-18 months).

Goal	Priority	#	Strategy
Relevance	Begin now	1	Foster Equitable Workforce Outcomes
	Begin now	2	Connect Postsecondary Education and Training to Workforce Needs
	Begin mid-term	3	Contribute to Solving Community Problems
	Begin later	4	Broaden Learners’ Understanding of Their Possibilities, Opportunities, and Responsibilities
Alignment	Begin now	5	Support Transitions for High School Students, GED® Completers, and Adults into Postsecondary Education and Training
	Begin now	6	Connect Learning Across the Education Continuum
	Begin mid-term	7	Strengthen Postsecondary to Employment Transitions
Affordable Access	Begin now	8	Grow State Investment in Learners and Institutions
	Begin mid-term	9	Help Learners Meet Their Basic Needs
	Begin now	10	Support Institutional Efficiency
Belonging	Begin now	11	Empower Students
	Begin mid-term	12	Invest in Belonging
	Begin later	13	Connect Learners to College and Career Pathways

	Begin later	14	Support Providers in Connecting Learners to Pathways
Leadership	Begin mid-term	15	Enhance Partnerships for Economic Development
	Begin now	16	Identify and Respond to Partner Needs
	Begin now	17	Support Business Recruitment and Retention
	Begin later	18	Quantify and Evaluate Postsecondary Education's Economic Development Impact

HECC leadership has identified executive-level “sponsors” for each of the five goals: Amy Cox, Jim Pinkard, Jennifer Purcell, Julia Steinberger (supported by Veronica Dujon), and Tom Riel. These individuals will lead the work to further specify the outcomes associated with their goal in order to inform the Commission and public on our progress over time. They will also be responsible for stewarding the work of Strategy Implementation Teams that will be created for each strategy, holding those teams accountable and ensuring that their efforts are connected to the executive leadership of the agency.

The Strategy Implementation Teams themselves will consist of three to five HECC staff who have subject matter expertise or other connections to the topic. At the outset of their work, these teams will assess what HECC is already doing in the area. Through outreach to other staff and external partners, the teams will identify what HECC should do differently to implement the strategy, even under the Commission’s current budget and authorities. Additionally, teams will consider whether the HECC should pursue revised budgets and/or authorities during future legislative sessions. By March 2025, the “begin now” teams will report their analysis and recommendations to agency leadership, which will determine what actions to undertake. Subsequently, the teams will become responsible for monitoring the implementation work, helping to prepare quarterly reports for executive leadership and the Commission. Besides monitoring, some teams may also be heavily involved in the implementation efforts themselves.

Coraggio Group is supporting HECC staff during the kickoff of the implementation phase of the Strategic Plan, including with planning and reporting tools that HECC staff will use over the life of the project. The first nine Strategy Implementation Teams will begin to meet in January 2025, with their plans likely due in March.

Staff Recommendation:

This item is informational only.