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**Docket Item:** 7.0 - Strategic Plan Implementation Update (Q2, 2025)**Summary**

The HECC's [Strategic Plan](#), adopted in October 2024, describes the vision, mission, goals, and strategies that the Commission intends to guide its work over the next three to five years.

In early 2025, agency leadership assigned approximately 40 HECC staff to one of eight Strategic Plan Implementation Teams. Each team was assigned one of the Plan's strategies and was tasked with developing recommendations for agency action that would help to advance it. As reported to the Commission in April 2025, teams spent their initial months cataloguing existing efforts, meeting with other agency staff and partners to identify barriers and opportunities, and beginning to discuss potential recommendations for agency action.

Since April, Strategic Plan Implementation Teams have finalized, prioritized, and presented to agency leadership their recommendations for action.

This second, quarterly informational update to the Commission describes activity the agency will undertake to advance the Strategic Plan, based on the teams' recommendations. These decisions were made in consideration of the agency's capacity and existing commitments, so are unable to reflect every worthy proposal.

Today's update focuses on the most significant areas of new work, and doesn't reflect all of the actions the agency is undertaking to advance the Plan. The Commission's comments, questions, and discussion will help to steer this work.

Over the next several months, agency leadership will determine when and how to launch new Strategic Plan Implementation Teams that will tackle remaining areas of the Plan. Commissioners are encouraged to identify areas that should be priorities for this phase of the work.

**Material**

To advance the HECC's Strategic Plan, the agency intends to initiate the following activities. Note that this list does not reflect activities *already* underway at HECC that are aligned with the HECC's strategic goals. Rather, it focuses on proposed areas of new or changed activity.



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*Linked to Strategic Plan Goal #1: Relevance.*

1. HECC will develop and publish graphical reports that express employment outcomes, including average earnings, by major and institution. Prototypes will be developed this Fall, with the complete series to be released and shared with institutional leaders and the public within the following year.
2. In partnership with other state agencies, employers, and education/training providers, HECC will create, update, and/or significantly expand access to 1-5 industry-related credentials by June, 2026.
3. By mid-2026, HECC will determine how short-term credentialing programs will qualify for the Workforce Pell Grant created by the recently-passed federal reconciliation bill.

*Linked to Strategic Plan Goal #2: Alignment.*

4. By June, 2026, HECC will analyze and report on the impacts of ASPIRE, set 5-year goals for the program, and develop a 2027 Policy Option Package for potential expansion of its capacity.
5. HECC will engage other agencies, the Governor's office, and partners in the development of a proposal for a state-level FAFSA/ORSAA completion requirement for high school seniors, to be considered by mid-2026.
6. HECC will work with a third-party entity to develop a proposal by mid-2026, including scope and cost, for a broad public information campaign (one-time or sustained) that would increase awareness about and engagement in postsecondary education.
7. HECC staff will work with the Transfer Council to advance the development of a common general education block, organized around learning outcomes, that would satisfy general education requirements for associates and bachelors' degrees at all 24 public institutions.

*Linked to Strategic Plan Goal #3: Affordable Access.*

8. Drawing from third-party analyses currently underway, HECC will support the expansion of shared administrative services amongst public higher education institutions.
9. HECC staff will develop policy options for expanding the number of shared



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academic programs/courses.

*Linked to Strategic Plan Goal #4: Belonging.*

10. In 2025-26, HECC will partner with Portland State University's "Oregon Kitchen Table" program to undertake an iterative community engagement process that will yield actionable insights about how to strengthen inclusivity, belonging, and success for Oregon postsecondary education students.

*Linked to Strategic Plan Goal #5: Leadership.*

11. By mid-2026, HECC staff will develop the policy and funding framework for a potential "Workforce Innovation Support Fund" that would allow the State of Oregon, through its partners, to rapidly respond to specific workforce needs.
12. In Fall, 2025 HECC will establish an "economic development strategy lead" staff position at the agency. Among other responsibilities, this position will work with local and state agencies, including Business Oregon, to connect employers that have workforce needs with HECC-related programs and institutions.

*Additional Items:*

13. In 2025-26, HECC will work with legislators, the Governor's office, the Commission, the WTDB, staff, and external partners to consider the development of new state goals for postsecondary education and training that could be recommended to the Legislature in 2027.
14. HECC will engage a consultant to work with agency leadership and staff to develop a plan for potential reorganization of the agency that would result in greater coordination, de-siloing, and more efficient service delivery, by early to mid-2026.

### **Staff Recommendation**

Informational item for discussion only.