
Docket Item: 6.0 - Strategic Plan Implementation Update (Q3, 2025)**Summary**

The HECC's [Strategic Plan](#) ("the 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 eight Strategic Plan Implementation Teams. Each team was assigned one of the Plan's strategies and developed recommendations for agency action that would help to advance it. In mid-2025, agency leadership launched a series of new or changed agency activities based on the recommendations received from those teams.

This third, quarterly informational update to the Commission describes progress the agency is making to advance those eight strategies.

Also, in October the agency began planning for implementation of an additional five strategies. As with the initial eight, Strategic Plan Implementation Teams involving 30 HECC staff are developing recommendations for agency action. This planning work will be completed by January, 2026. The five additional strategies are:

Strategy 3. Contribute to Solving Community Problems: Increase the proportion of postsecondary learners who work to solve public problems and can collaborate across different perspectives and experiences (*Linked to Goal #1: Relevance*).

Strategy 7. Strengthen Postsecondary to Employment Transitions: Identify, encourage, and incentivize programs that support education to career transition (*Linked to Goal #2: Alignment*).

Strategy 8. Grow State Investment in Learners and Institutions: By increasing financial aid for students and support for institutions, target state investments to ensure that low- and middle-income Oregon residents can afford postsecondary education and training (*Linked to Goal #3: Affordable Access*).

Strategy 9. Help Learners Meet Their Basic Needs: Increase public investment and coordination of services such as advising, counseling, housing, dependent care, mental health, and food security (*Linked to Goal #3: Affordable Access*).

Strategy 13. Connect Learners to College and Career Pathways: Build learners' awareness and connection through clearly communicated pathways and career



HIGHER EDUCATION COORDINATING COMMISSION

November 6, 2025

Docket Item #:6.0

opportunities that are linked to their interests (*Linked to Goal #4: Belonging*).

Today's update focuses primarily on work underway to advance the initial eight strategies. The Commission's comments, questions, and discussion will help to steer this work.

The accompanying materials provide a simplified view of Strategic Plan-related action that has been initiated since summer, 2025. This should not be considered a comprehensive account of HECC activity related to the strategies included within the Plan. Many longstanding agency activities are already aligned with the Plan. Rather, it focuses on activities that the agency has recently begun, or is doing differently, in connection with the Plan.

Material

6.0a - HECC Strategic Plan Implementation Report Q3 2025

Staff Recommendation

Informational item for discussion only.