

HECC STRATEGIC PLAN IMPLEMENTATION REPORT

Reporting Period: Q3, 2025

Date: October 31, 2025

Goal 1: Relevance

Goal Sponsor: Amy Cox

Strategy 1: Foster Equitable Workforce Outcomes

Description: Prioritize programs and experiences that connect underserved learners with sustainable wages, in-demand careers, and equitable advancement opportunities.

Action Item	Description	Work Completed	Work Underway/ Next Steps	Successes/Learnings Challenges/Needs	Status
1.1	Identify existing HECC mechanisms that support this Strategy, as well as ones that could be created. Consult the report of the Joint Legislative Task Force for Underrepresented Students Success in Higher Education (JTUSSHE).	Mapping work is complete.	Agency leadership to consider which, if any, existing activities need to be modified. Possible consideration of new initiatives in connection with 2027 legislative development cycle.	Many JTUSSHE recommendations do not have HECC work underway that supports them. Many would be costly to implement.	On track
1.2	Develop graphical reports that show employment/earnings outcomes by major/institution. Develop an approach for sharing these reports with institutional leaders.	Prototype reports drafted. Priority given to showing not only employment outcomes by major but also	Prototype reports will be workshopped by multiple offices within the agency, for eventual approval by agency leadership.	In addition to institutional reports, others are also needed, e.g., statewide, by underserved group, by major. Compiling reports that show major, earnings, representation	On track

		representation of underserved learners in programs.		of underserved groups in clear ways is a lot of data at even a general level. Communicating this in compelling but thoughtful ways is ongoing. Connection to underserved learners avoids ranking programs simply on earnings.	
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Strategy 2: Connect Postsecondary Education and Training to Workforce Needs

Description: Facilitate and streamline partnerships between employers and postsecondary education and training, prioritizing essential employability and in-demand technical skills.

Action Item	Description	Work Completed	Work Underway/ Next Steps	Successes/Learnings Challenges/Needs	Status
2.1	Establish a common approach to Talent Assessments, including common research questions and framework.	A framework has been drafted.	Internal vetting is underway.	Fitting the work into existing work has been difficult.	Nearly on track
2.2	Create, update, and/or significantly expand access for 1-5 industry-related credentials.	Work is being completed through the Industry Consortia. IC are developing Strategic Workplans for 2026-2028 that will identify high-priority credentials to create, update, &/or expand access to.	IC Workplans will be finalized in Q4 for adoption in Q1 2026.	Doing this work through the ICs maximizes relevance, buy-in, & probably implementation, as necessary parties are at the table. The same factors that support the work (working with ICs where necessary parties are present) can also make decisions & implementation take longer than staff-only work.	On track but at risk

Goal 2: Alignment

Goal Sponsor: Jim Pinkard

Strategy 5: Support transitions for high school students, GED completers, and adults into postsecondary education and training.

Description: In collaboration with partners, establish a shared goal for postsecondary participation and implement practices, programs, and policies to achieve it.

Action Item	Description	Work Completed	Work Underway/ Next Steps	Successes/Learnings Challenges/Needs	Status
5.1	Hold monthly, cross-office learning sessions for HECC staff who work on programs and initiatives that serve adult learners.	Draft workgroup charter completed.	First workgroup meeting by end of December.	Some staffing capacity challenges.	On track
5.2	By mid-2026, report on (a) existing ASPIRE activities and impact; (b) steps that ASPIRE has taken during 2025-26 to increase impact on learners despite resource constraints; and (c) 5 year goals for the development of the program. Development of a related 2027-29 POP.	A summary report has been completed.	Developing 5-year plan.	ASPIRE staff is facing reduced grants by 43% and increased caseloads as a result affecting their ability to support 5.2.	On track
5.3	A proposal for a state FAFSA completion requirement for high school seniors.	Workgroup member nominations received.	Workgroup to refine options and approach.	None reported.	On track

5.4	A plan for a broad public information campaign that increases awareness about and engagement in postsecondary education. Should include options for a sustained effort, and should emphasize lower-cost, high-visibility campaign options.	Several spring term classes have been identified as potential leads for this work.	Engage college students in collaborative activity.	None reported.	On track
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Strategy 6: Connect learning across the education continuum.

Description: Partner with K-12 and postsecondary education and training providers to align standards in support of straightforward transitions, including simplified transfer pathways.

Action Item	Description	Work Completed	Work Underway/Next Steps	Successes/Learnings Challenges/Needs	Status
6.1	Establishment of a transferable lower division block, likely organized around learning outcomes, that satisfies general education requirements at all 24 public institutions.	Planning for HECC and Transfer Council engagement of this work in 2026.	HECC December adoption of Vision Statement and review of updated HECC/Transfer Council work plan.	None reported.	On track
6.2	Analysis of HECC outreach efforts, with particular attention to gaps and opportunities.	Lead staff met to clarify expectations and map out a workplan.	Lead staff will provide a detailed workplan proposal by November.	None reported.	On track

Goal 3: Affordable Access

Goal Sponsor: Jennifer Purcell

Strategy 10: Support Institutional Efficiency

Description: Provide incentives and support for public education and training institutions to lower costs and increase quality through innovative models such as shared services and collaborative program delivery.

Action Item	Description	Work Completed	Work Underway/ Next Steps	Successes/Learnings Challenges/Needs	Status
10.1	By June 30, 2026, prepare detailed recommendations to agency leadership for using existing HECC authorities – or proposing new ones – that can expand the utilization of shared administrative services at public universities and community colleges.	Awaiting findings from state-funded community college and public university contracts for analyses of options for shared services. Continuing to explore models.	Community college shared services project findings and recommendations to be presented to the Commission in December.	Two HECC staff traveled to New Mexico to learn about a shared services model that included establishing a 501c3.	On track
10.2	By December 1, prepare detailed recommendations to agency leadership for policy incentives HECC could create (or ask the Legislature to create) for public institutions to work towards shared academic programs.	Updated team membership. Researching approaches in other states.	Research and prioritize detailed policy recommendations to present to agency leadership December 1.	Team members are actively researching program alignment strategies, shared program delivery, administrative efficiencies, and approaches to accelerated degree/credential pathways in other states, including MN, NM, CO, MT, KS, HI, WI. NCHEMS and SHEEO have also been helpful in examining what is happening across the national landscape.	On track

Goal 4: Belonging

Goal Sponsor: Julia Pontoni

Strategy 11: Empower Students

Description: Gather and utilize student feedback at the institutional level and the HECC to understand and shape institutional and state policies and initiatives that support belonging.

Action Item	Description	Work Completed	Work Underway/Next Steps	Successes/Learnings Challenges/Needs	Status
11.1	Through partnership with PSU's Oregon Kitchen Table, an analysis of rural, minority, and adult learners' perspectives on belonging, generating actionable insights to strengthen inclusivity and belonging across all Oregon institutions.	Much back-and-forth between HECC Procurement & PSU to execute a contract.	OKT will kick-off the project, identifying community connectors (community leaders, non-profits, CBOs, etc.) & conduct 15-25 community connector interviews/small group conversations.	Finalizing the contract with OKT has been difficult.	Delayed

Goal 5: Leadership

Goal Sponsor: Tom Riel

Strategy 16: Identify and Respond to Partner Needs

Description: Work with industry, education, labor, and community partners to identify barriers to equitable access and completion of postsecondary education and to inform recruitment, retention, and advancement strategies that are equitable and supportive of a diverse workforce.

Action Item	Description	Work Completed	Work Underway/Next Steps	Successes/Learnings Challenges/Needs	Status
16.1	Develop the policy framework for a “Workforce Innovation Support Fund” to be reflected in a potential 2027 POP/LC that would allow the State of Oregon, through its partners, to rapidly respond to specific workforce training needs. Consider lessons from Workforce Readiness Grants, OWI / LWDB funding, and the Governor’s continuing workforce priorities.	Staff team has been established, including several people who worked on the initial recommendations and additional voices who can assist with developing the framework.	Convene the team, follow the recently released Policy Option Package (POP) process and develop the POP.	A review of the different government workforce plans that exist, (state, local, county) has revealed that higher education input is missing from some of them.	On track. The timing of the POP process and this action coincide perfectly.

Strategy 17: Support Business Recruitment and Retention

Description: Collaborate with federal, state, and local economic development agencies to ensure postsecondary education and training are contributing to business recruitment and retention.

Action Item	Description	Work Completed	Work Underway/Next Steps	Successes/Learnings Challenges/Needs	Status
17.1	Establish a HECC position that will serve as the agency's liaison to Business Oregon and other economic development agencies.	Celia Nunez has been tapped to initially define this role. Jennifer Purcell has been working with her and was the strategy lead.	Review of landscape/alignment completed including HECC, Workforce Partners, State Agencies, Econ. Dev. Orgs, Regional & Institutional Partners, detailing work each is doing and contacts involved.	The budget environment may not allow a new position to be funded and this role may have to be filled with an existing staff.	On track.

Other New Strategic Activity (Cross-Goal, Cross-Strategy)

Sponsor: Ben Cannon

Action Item	Description	Work Completed	Work Underway/Next Steps	Successes/Learnings Challenges/Needs	Status
0.1	Develop and advance new state statutory goals for postsecondary education and training.	A workplan has been drafted and a steering plan identified. Testimony to legislative	Launch the steering committee; finalize a contract for outreach and engagement efforts.	The number in the goal doesn't matter that much. It's the drive toward a	On track.

		committee. HECC staff joined Rep. Hudson and representatives of AFT-Oregon and the Technology Association of Oregon at a national convening (Lumina-sponsored) on state goals.		number and the related initiatives that will matter. How can we make progress in an era of budget cuts? How do we get good data on non-degree credentials?	
0.2	Determine which short-term credential programs will qualify for the new Workforce Pell Grant	Project plan has been drafted and is receiving final internal vetting. Once approved, an intra-agency working group will be established.	Draft plan calls for high demand occupations to be identified by March 2026 and a Go/No Go decision made on fall implementation by July 2026 (pending federal regulations).	How much to engage WTDB? The timing of federal regulations represents a risk to the project.	On track.
0.3	Consider potential reorganization of HECC agency structure to better support Strategic Plan implementation and cross-sector activity.	Exec. Dir. has met at length with majority of exec. team members.	RFP to be released for consulting on culture change; change management.	Strong buy-in from agency leadership for this re-evaluation of structure. Culture matters more than structure.	On track.