



Docket Item: 7.0 - Strategic Plan Implementation Update

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 fall of 2025, agency leadership activated recommendations made by eight Strategy Implementation teams comprised of approximately 40 staff, as part of phase one of implementation targeting high priority areas. This fourth, quarterly informational update to the Commission describes progress the agency is making to advance these eight strategy areas and their accompanying activities.

Also in fall of 2025, the agency began planning for implementation of an additional five strategies as part of phase two of implementation. As with the initial eight, Strategic Plan Implementation Teams involving 30 HECC staff developed recommendations for agency action and presented to the agency Executive Team in January and February of 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 opportunities that are linked to their interests (*Linked to Goal #4: Belonging*).



HIGHER EDUCATION COORDINATING COMMISSION

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Today's update focuses on continuing work underway to advance the initial eight strategies, as well as new work begun to implement advancing recommendations for the additional five strategies activated in Q1 of 2026. The Commission's comments, questions, and discussion will help to steer this work.

There are five Strategies which have yet to be activated and await the initiation of a phase three implementation planning process, contingent on several factors, most notably staff bandwidth with ongoing implementation activities. Additionally, Strategy thirteen within phase two had no recommendations activated due to budget constraints. This strategy is currently on hold and will likely be reengaged in phase three.

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

7.0a - HECC Strategic Plan Implementation Report Q2 2026

Staff Recommendation

Informational item for discussion only.