



HECC Strategic Planning

Oregon Higher Education Coordinating Commission

Feedback Session | August 2024

Agenda

Welcome & Project Overview	5 minutes
Draft Vision, Mission and Values	10 minutes
Draft Goals, Outcomes and Strategies	40 minutes
Next Steps	5 minutes

About Coraggio

Since 2005, our consultants have been **helping leaders create exciting plans that boldly envision their community's future and foster the agile teams** necessary to get there.



Coraggio is part of a growing movement of businesses nationwide that believe and practice the Triple P bottom line of **People, Planet and Profit**.



We are honored to be recognized by our peers statewide as one of **Oregon's top 10 Most Admired Companies** for the past two years in a row in the business consulting category.



As a proud member of **Partners in Diversity**, and leaders in community prosperity, we understand the importance of including minority and women owned business enterprises.

Our Values

Courage

Passion

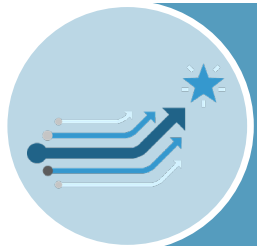
Collaboration

High Bar

Healthy Relationships

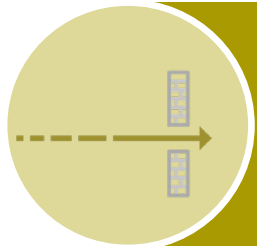
Services and Communities We've Served

We offer multi-disciplinary services:



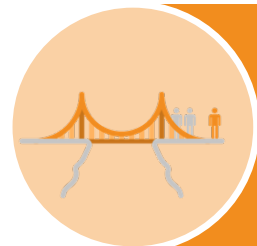
Strategy

We help our clients make their most important strategic decisions and then turn those decisions into action.



Change Management

We help leaders, and their organizations break through the complexities of organizational change.



Leadership & Culture

We help develop stronger leaders and healthier organizational cultures.

A few of our clients we've had the pleasure of serving:



UNIVERSITY OF OREGON



Project Timeline & Deliverables

Phases and Tasks		2024									
		01	02	03	04	05	06	07	08	09	10
Get Clear	Project Management Check-Ins										
	Planning Team Kickoff										
	Data Gathering										
	Equity Alignment Workshop										
	Needs Assessment										
	Interested Party Engagement										
	Survey										
	Virtual Focus Groups (4)										
	Commissioner Focus Groups (2)										
	Deliverable: Simplified Situation Assessment										
Get Focused	Strategic Clarity Retreat										
	Strategic Planning Work Sessions										
	Draft Strategic Plan										
	Outreach Engagement Sessions										
	Strategic Plan Revision Work Session										
	Deliverable: Final Strategic Plan										



Strategic Plan Elements

Strategic Clarity



Vision

What is the ideal future state we aspire to create?
What's possible because of the work we do?



Mission

What is our purpose as an organization? What value does HECC deliver to help achieve the vision?



Values

What are the fundamental beliefs that shape how we work together and serve our mission?

Strategic Focus & Action



Goals

What must be accomplished over the next 5 years?



Outcomes

How will we measure success?




Strategies

What finite duration discretionary projects or programs will we take on as we move our organization forward?

Community Agreements

- Step up, step back
- Be creative and think boldly
- Assume good intent but be responsible for impact
- Encourage curiosity and engagement
- Embrace healthy debate and create a brave space for diverse perspectives and ideas
- Don't let perfect be the enemy of good

A city skyline at night, with lights reflecting in water. The image is overlaid with a semi-transparent white box containing text. The text is in a bold, black, sans-serif font. The background shows a city skyline with various buildings and a bridge, with lights reflecting in the water below. The sky is dark blue, and the water is dark with many small, bright reflections.

Vision, Mission and Values

10 min.



What is the ideal future state we aspire to create?

Our vision statement should be...

- Aspirational
- Inspiring
- Bold

Keep in mind:

1. Everyone wants to be part of something big and grand.
2. It's important to give people a reason to follow you.



Mission

What is our purpose as an organization?

- Action-oriented
- Describes the primary focus of our work
- Solves *our part* of the challenge set by the Vision

Keep in mind:

1. Your mission should focus your organization on the work it does.
2. Your mission is the “bridge” that gets you from today’s current state to tomorrow’s desired reality.



Values

What underlying beliefs shape how we work together to carry out the mission?

- Describes real, not aspirational, behaviors and beliefs
- Defines how the organization will prioritize future initiatives

Keep in mind:

1. Your values should reflect behaviors during the best and worst days.
2. Your values shape how you work together to achieve the Mission and Vision.

Updated Vision & Mission:

Vision

The Higher Education Coordinating Commission envisions an Oregon where a coordinated network of postsecondary education and training partners fosters a thriving economic, civic, and cultural future for all people.

Mission

Through services and supports, strategic outreach, coordination, funding, policy leadership, and reporting, HECC will:

- *Change systems to ensure equitable postsecondary success for all Oregonians.*
- *Anticipate and meet workforce, economic, and societal needs; and*
- *Strengthen Oregon's collective future by fostering research, innovation, learning, and civic and cultural contributions.*

Updated Values

- **Collaboration:** we believe that collaboration is essential for achieving common goals and driving positive change. When we are collaborating, we share information, optimize resources, seek, and give feedback, and foster inclusive participation to allow diverse perspectives to be heard and valued.
- **Integrity:** we believe that integrity guides our actions and decision-making. When we are demonstrating integrity we operate with transparency, honesty, humility, trust ourselves and others to do the right thing and follow through on our commitments to ensure that there is a clear connection between our values, words, and actions.
- **Equity:** we believe that equity is crucial in ensuring fairness and equal opportunities for all individuals. When our work is rooted in equity, we share power and leadership, meaningfully engage our communities, and intentionally analyze data to create meaningful access and pathways to growth.
- **Empathy:** we believe that empathy plays a key role in understanding and valuing the experiences of others. When we are empathic, we strive to bring a human interaction amidst the bureaucracy and are sensitive of the beliefs and experiences of others to inform our decisions.
- **Creativity and Innovation:** we believe that creativity and innovation are catalysts for finding unique solutions and pushing boundaries. When we are creative and innovative, we are not constrained by the systems or our current ways of working. We strive for excellence to continuously improve and leverage information to solve problems in unexpected ways.

A photograph of a city skyline at dusk, with various skyscrapers and buildings illuminated. The scene is reflected in a body of water in the foreground. A large, semi-transparent white rectangle is overlaid on the image, and the word "Poll" is written in a bold, black, sans-serif font in the center of this rectangle. The background image shows a mix of modern and older architecture, with a bridge visible on the right side. The sky is a mix of blue and orange, suggesting the time is either early morning or late evening.

Poll

A city skyline at night, with lights reflecting in water. The image is overlaid with a semi-transparent white box containing text. The text is in a bold, sans-serif font. The background shows a city skyline with various buildings and a bridge, with lights reflecting in the water below. The sky is dark blue, and the water is dark with many small, bright reflections.

Goals, Outcomes and Strategies

40 min.

Strategic Goals: Maintaining the right altitude

 Goals What must be accomplished over the planning horizon? 50,000 ft	Maximize Minnesota's Visitor Economy
Outcomes How will we measure success? 25,000 ft	Increase tourism-related jobs by 2% annually.
Strategies What actions or projects do we need to take that are transformational in nature? 5,000 ft	Conduct a statewide tourism talent development needs/gap analysis.
Action Steps Specific activities that must be accomplished to complete the Action. On the ground	Partner with University of Minnesota to develop survey instrument.

Goal #1

Goal 1: Relevance: Ensure that postsecondary educational experiences are relevant to learners' aspirations, employer, and community needs.

Outcomes:

- Decrease disparities in workforce and community/civic participation.
- Increase social mobility and workforce participation.

Strategies:

- **Supply Relevant Programs:** Partner with employers, institutions, and training providers to ensure credentialing pathways and training programs focus on critical skills and workforce needs.
- **Drive Funding for Equity:** Focus funding formulas to deliver on equity outcomes, including culturally relevant practices.
- **Enhance civic engagement:** Develop the programs needed to expand civic participation and community engagement as part of essential learning.
- **Expand Learner Aspirations:** Encourage institutions to incorporate expanding a learner's experience as part of their overall curriculum.

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What do you like?

What do you wish was different?

Goal #2

Goal 2: Alignment: Align Oregon's education and training systems to create seamless pathways for learners.

Outcomes

- Increase the % of high school students entering post-secondary education and training within X years.
- Increase number of HS graduates ready to enter college-level education.
- Decrease credit loss for transfer students and/or their time to degree.
- Increase employment rates for education and training completers.

Strategies

- **Support Students' High School to Postsecondary Education Transition:** In collaboration with partners, establish a shared goal for postsecondary participation by recent HS graduates and develop practices, programs, and policies to meet it.
- **Connect Curriculum Across the Education Continuum:** Partner with ODE, K12, colleges and universities to align curricular standards in support of seamless transitions.
- **Enhance Post-secondary to Employment Transition:** Identify, encourage, and incentivize programs that support education to career transitions.

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Goal #3

Goal 3: Affordable Access: Make success in postsecondary education and training affordable for all Oregonians.

Outcomes

- Reduce unmet need (cost of attendance compared to amount required to borrow).
- Increased participation and completion rates in post-secondary training and education.

Strategies

- **Grow State Investment in Students:** Increase and promote the availability of financial aid and broaden applicability to include training programs and other alternative programs.
- **Invest in Wraparound Services:** Increase investment in wraparound services such as housing, childcare, mental health, and food security.
- **Support Efficient Institutions:** Fully and equitably resource institutions while collaborating to improve efficiency.

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Goal #4

Goal 4: Belonging: Elevate student voices and support inclusivity and learner belonging in all postsecondary learning settings.

Outcomes

- Parity of student experience across groups as demonstrated by disaggregated student satisfaction survey data.
- Completion demographics match the state overall (and district/geographic area at community level).

Strategies

- **Elevate Student Voices:** Gather and utilize student feedback at institution and the HECC to understand and shape institutional and state policies and initiatives that support belonging.
- **Invest in Student Belonging:** Develop, promote, and fund models and programs that support student belonging and wellbeing (including mental health/wellness) in curricular and co/extracurricular spaces.
- **Connect through Pathways - Learners:** Build learner's sense of awareness and connection through clearly communicated pathways and career opportunities.
- **Connect through Pathways – Providers:** Investigate and deploy best practices for postsecondary education and training providers to enhance a learner's pathways and career opportunities.

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Goal #5

Goal 5: Leadership: Strengthen HECC's role in driving economic development in Oregon.

Outcomes

- State economic development plans and strategies include postsecondary education as a key driver.

Strategies

- **Convene a Statewide Committee:** Establish a state-level steering committee to plan and coordinate state-wide solutions, investments and policy for economic development, research and innovation, workforce retention and mobility through postsecondary education.
- **Support Business Recruitment and Retention:** Collaborate with Business Oregon and local economic development agencies to ensure postsecondary education is contributing to business recruitment and retention.
- **Quantify Postsecondary Education's Economic Development Impact:** Align HECC and college/university Key Performance Measures (KPMs) with statewide economic impact goals and strategies.

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Next Steps

- Feedback Sessions with Parties of Interest
 - August 5,7,8,9
 - Coraggio to consolidate feedback
- Revision Session 9/9