

Higher Education Coordinating Commission 2014 Strategic Plan

Draft #6, 2/19/14

***We will foster and sustain the best, most rewarding pathways to opportunity and success
for all Oregonians through an accessible, affordable and coordinated network
for educational achievement beyond a high school diploma.***

-- Vision Statement, Higher Education Coordinating Commission, November 2013

Pathways to Progress

*A Strategy for Steering, Cheering and Persevering
To Achieve Oregon's Higher Education Goals*

Executive Summary

The pathways to educational success today reach far beyond the classrooms of the last century. Oregon envisions the creation of seamless pathways from pre-school through college and career training by which students can advance at their best pace, learn in their best environments and achieve to their full potential. The state’s 40-40-20 goals go even further, committing us to a future to be realized less than a generation from now, in which all Oregonians from all walks of life will complete their educations and gain the ability to contribute to our society and economy.

As the Higher Education Coordinating Commission, we have the responsibility of overseeing the critical segments of the pathways to educational success from the point at which students are completing their high school diplomas and moving forward to learning, training and mastering skills in college and career training programs. We undertake this responsibility at a time of significant challenge, change and urgency. Our success will require more than good intentions or the construct of aspirational goals; it will require reinvention, recommitment and reinvestment.

The New Governance Landscape

We are a coordinating commission for students, mindful of the state’s interest in their success as contributing members of society, rather than a governing board for colleges and universities concerned with their viability as institutions. Our goal is to build accessible and affordable pathways to opportunity and success for Oregonians that can be sustained by innovative and high-performing institutions of post-secondary education throughout the state.

Old Paradigm	New Paradigm
The public system is managed to sustain institutions	The public system is organized to maximize student success
Constraints in state budgeting encourage cost shifts to institutions and students that obfuscate issues of capacity and affordability	Impacts of constraints in state budgeting on institutions and students will be clarified
State provides resources to institutions based on enrollment	Increasingly, state provides resources to institutions to maximize learning outcomes and student success
Centralized governance and management	Centralized coordination, local governance and management

A Strategy for Achieving Oregon’s Higher Education Goals

In exercising our responsibilities, we see four distinct functions by which we will organize our work, advise the Oregon Education Investment Board, the Governor and the Legislative Assembly, implement their directives and work with our educational institutions, students and community partners.

1) Broaden the pathways to our “40-40” education goal

It is our responsibility to draft the state’s blueprints and prospectus for building and sustaining the pathways to educational success beyond high school and to keep us on path to the state’s 40-40 goals for the completion of post-secondary certificates and college degrees. We will encourage increased efficiency and a “more-smarter-faster” approach to achieving our 40-40 goals. More students moving more efficiently along better-organized pathways that lead to faster completion of certificates and degrees will raise the “return on investment” for both students and the state. But we also recognize that more resources will be needed to achieve the “more.”

2) Make the pathways accessible, affordable and supportive for students.

Students and their families now bear the heaviest financial burdens for pursuing an education beyond high school. As a result, their ability to sustain their contribution to the achievement of our 40-40 goals is even more problematic than the ability of the state to increase its financial support for the post-secondary education enterprise. Mindful of these challenges, we will accelerate student progress by straightening the pathways to certificates and degrees and helping students navigate the increasingly complex array of choices that confront them.

3) “Steer” the higher education enterprise.

It is our responsibility to both challenge and support our state-sponsored institutions to meet the needs of students and the state with cost-effective, high-quality programs of training, study and research. This will require a firm and steady hand on the wheel in a tight-loose relationship with institutions whose governing boards bear primary responsibility for the delivery of post-secondary education. We envision a concerted effort, in a cooperative environment, to take advantage of technological innovations in education delivery, address the needs of our economy and society and respond to the financial constraints that confront Oregon’s working families.

4) “Cheer” the promotion of college completion and career readiness.

Oregon has failed to prepare a workforce to fill high-skill, high-wage jobs. This has shortchanged Oregonians’ participation in the world of work and has forced employers in our most dynamic industries to import college-educated talent from outside the state. In addition, our Latino and other minority communities, which have had low rates of participation in post-secondary education, represent the fastest growing populations of students in Oregon. These realities challenge us to create a broader and more inclusive culture of college aspiration to achieve our 40-40 goals. We will engage Oregonians and under-represented communities to raise the profile of higher education, with the help of philanthropic, educational and community-based partners. And, we will support initiatives to meet the needs of first-time college students and under-represented populations.

Goals, Timeline and “Next Steps Plan”

Goals	ACTION ITEMS <i>February 2014 ======> June 2015</i>
<p>Broaden the pathways and accelerate progress to our 40-40 goal</p>	<ul style="list-style-type: none"> → Clarify application of 40-40 goals to school-age & working adults → Work with OWIB re: “middle 40” strategies → Develop statewide metrics for monitoring progress to 40-40 <ul style="list-style-type: none"> → Develop profile of students to be served, needs to be met → Provide budget guidance to CCs, Univ’s, OSAC, OUS, CCWD <ul style="list-style-type: none"> → Prepare consolidated budget request
<p>Make the pathways accessible, affordable and supportive for students</p>	<ul style="list-style-type: none"> → Complete tuition freeze study <ul style="list-style-type: none"> → Complete report on state financial aid programs <ul style="list-style-type: none"> → Design Pay It Forward pilot project → Prepare legislation for inter-state program approvals (SARA) <ul style="list-style-type: none"> → Investigate creation of a web-based portal for navigating the post-secondary system
<p>“Steer” the higher education enterprise</p>	<ul style="list-style-type: none"> → Develop distribution formula <ul style="list-style-type: none"> → Implement distribution formula → Advance funding policy recommendations → Approve university missions and establish program approval process → Develop evaluation criteria for university boards → Launch Credit for Prior Learning Pilot → Use convening authority to promote common standards and assessment → Use convening authority to promote textbook affordability
<p>“Cheer” the promotion of college completion and career readiness</p>	<ul style="list-style-type: none"> → Compile inventory of public attitudes re: higher education at the national and state level → Develop and implement an external communications plan → Launch pilot project for FAFSA completion to maximize Pell grants for Oregon students