

INTEGRATED AGENCY REQUESTS: POLICY OPTION PACKAGES



HECC OPERATIONS AND PROGRAMS

PRESENTED TO: JOINT COMMITTEE ON WAYS
AND MEANS, SUBCOMMITTEE ON EDUCATION



May 14, 2015

BEN CANNON, Executive Director

HECC VISION STATEMENT

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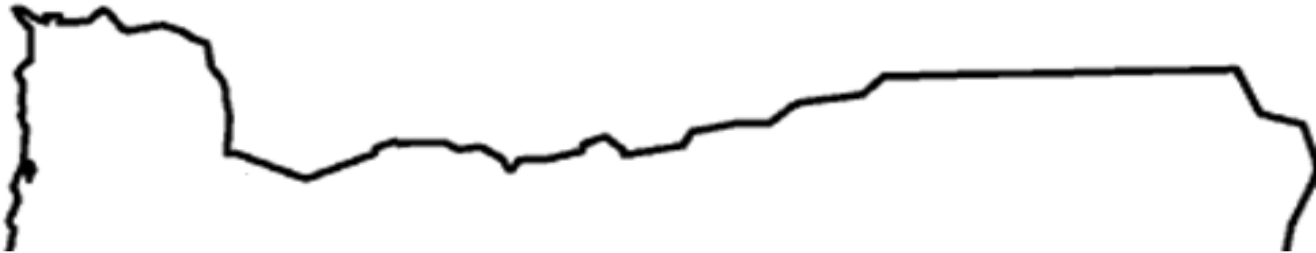
We will foster and sustain the best, most rewarding pathways to opportunity and success for all Oregonians through an accessible, affordable and coordinated network for educational achievement beyond a high school diploma.

From *Pathways to Progress*, HECC Strategic Plan, 2014



VALUE OF THE HECC: STRATEGIC FOCUS

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**Uniquely
positioned to
consider broad
aspects of
postsecondary
education in
Oregon**

Permits the state to strategically focus on:

- Investing resources to maximize student success
- Improving student achievement
- Increasing postsecondary affordability
- Key pathways to and within postsecondary institutions
- Connecting job-seekers with employment opportunities

ROLES OF THE HECC: COORDINATION AND CONNECTIONS

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HECC connects and coordinates policy and funding recommendations across postsecondary education in Oregon.

Responsibilities touch community colleges, public universities, state financial aid, and the private higher education sector

- Funding allocations (public colleges and universities)
- Program/degree approval (public colleges and universities, some privates)
- Mission approval (public universities)
- Student/consumer protection (some privates)
- Data and reporting (all)
- Strategies for coordination (all)
- Need-based financial aid and scholarship programs (students)

Collaborates to advance P-16 education with OEIB, ODE, campuses, policymakers, and educational partners

Leadership, support, and connections to workforce development

AGENCY INTEGRATION AND ALIGNMENT

5

The HECC proposes to organize and align state agency staff under the HECC for:

- financial aid and student access (OSAC)
- community colleges and workforce (CCWD)
- private postsecondary education (ODA/PCS/VA)
- public university support.

This creates integrated units for research, data, and operations, and streamlines management and reporting.

HECC AGENCY ORGANIZATIONAL STRUCTURE

RECOMMENDED 2015-2017

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The HECC agency is responsible for carrying out the directives, initiatives, and statutory requirements of the Higher Education Coordinating Commission. The proposed budget organizes the integrated agency into eight units described below and on the following pages.

Executive Director



**Policy &
Operations**



**Office of
Research &
Data**



**Office of
Student
Access &
Completion**



**Office of
Community
Colleges &
Workforce
Development**



**Office of
University
Coordination**



**Office of
Private Post-
secondary**



**Center for
Community
Innovation**

TRANSFER TO HECC, POP 100

7

Package	GRB
POP 100	\$976.7M GF, \$52.4M LF, \$48.4M OF 28.0 FTE

- The HECC's statutory responsibilities:
 - propose a comprehensive higher education budget
 - oversee funding allocations for community colleges, universities, and Oregon Opportunity Grants
 - oversee the Office of Student Access & Completion
- This is a transfer package to the HECC agency budget:
 - For public universities state appropriations, including statewide public services, state programs, and Sports Action Lottery
 - For OHSU debt service
 - For OSAC

HECC MANAGEMENT STREAMLINING AND ORGANIZATIONAL NEEDS, POP 301

8

Package	GRB
POP 301	\$0.3M GF, -\$0.1M FF 3.0 FTE

- Combining the HECC, OSAC and CCWD into one agency creates opportunities to co-locate and bring services in-house.
- This package provides agencywide efficiencies, stability and consistency via in-house IT, budget, accounting, payroll and human resources.
- Costs are largely offset by savings realized by transitioning to in-house staff from DAS Client Services and redirecting resources for contracted Internal Audit services.

ODA/PCS INTEGRATING PROGRAM APPROVALS AND REVIEWS, POP 302

9

Package	GRB
POP 302	\$0.2M OF 1.0 FTE

- Staff allocation (one new Education Program Specialist 2 position) supported by self-sustaining funding from program fees.
- Supports the need for more integrated regulatory structures for program approval, timely compliance monitoring, and evaluations.
- Enhances the proactive “steering” of quality program options offered by private and out-of-state institutions and ultimately the delivery of higher quality programs in support of Oregon’s 40-40-20 goals.
- Costs are covered by other funds, supported by HB 5025 ratification of administrative fees, and SB 218 fee bill.

POSTSECONDARY ASSOCIATION MEMBERSHIPS, POP 304

10

Package	GRB
POP 304	\$0.0M GF 0 FTE

- **More than 80 percent** of this package would cover dues associated with Oregon’s membership in the Western Interstate Commission on Higher Education (WICHE). This membership is crucial to implementation of the State Authorization Reciprocity Agreement (SARA), the initiative designed to safeguard distance-learning students and provide them with greater access to online courses.
- Package also includes dues funding for Education Commission of the States (ECS) and State Higher Education Executive Officers Association (SHEEO).
- These organizations provide high-value policy tools and resources to institutions, legislators, legislative staff, members of state boards/commissions, agency staff and Oregon students including reduced tuition options, seamless access to high-quality online courses and benefits in WICHE-affiliated state programs.
- Dues were previously borne **by the Oregon University System**. GRB shifted \$381,317 from the Public University Support Fund to fund this package.

MAY EBOARD, INTEGRATED RESEARCH & DATA TEAM, POP 080, POP 303

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Package	GRB
POP 080	\$1.4M GF 0 FTE
POP 303	\$0 5.0 FTE

- \$700,000 in the May 2014 eBoard (Package 080) allowed the HECC to contract with the OUS research team for the remaining 2013-15 biennium (\$700,000 rolls up to \$1,400,000 2015-17).
- Converts into 5 research positions and combines with the existing CCWD 4 research staff to become an integrated research team.
- Will manage the state's higher education data (from institutions) and respond to research requests from campuses, the HECC, Legislature, and others.

OSAC ASPIRE SUPPORT FUNDS, ASPIRE EXPANSION, STUDENT OUTREACH, POP 211, 212, 213

- Package 211 provides travel funds, materials and supplies to support 145 existing ASPIRE sites.
- Package 212 allows for expansion into 80 additional sites, funding for three additional Coordinators, and related materials and supplies.
- Package 213 builds on the 2014 Spring FAFSA Completion pilot; increases the ability to provide on-line training; adds 4 positions (0.77 FTE).
- All packages funded by one-time College Access Challenge Grant for second year of biennium.

Package	GRB
POP 211	\$0.02M FF 0 FTE
POP 212	\$0.6M FF 1.14 FTE
POP 213	\$0.7M FF 0.77 FTE

OSAC REVENUE REDUCTION, RESTORATION PACKAGE, POP 070, POP 214

13

Package	GRB
POP 070	-\$0.5M OF -3.67 FTE
POP 214	\$0.3M GF, -\$0.03 OF 2.0 FTE

- Private Awards (Scholarship) program is self-supporting.
- Loss of large scholarship provider resulted in revenue shortfall.
- Package 70 recognizes revenue loss and cuts 3.67 FTE.
- Package 214 restores 2 positions (2.0 FTE) using General Fund.
- Package 214 also reallocates office operations and services and supplies totaling \$30,000.

OREGON OPPORTUNITY GRANT EXPANSION, POP 131

14

Package	GRB
POP 131	\$26.0M GF 0 FTE

- Increases number of awardees by 6,000-8,000 per year (20-25%).
- Prioritizes grants to students with highest need.
- Guarantees renewal of grant in second year for students who continue to meet eligibility requirements.
- Students in years three and four may still receive the Grant, although higher academic standards may be established.
- Aligns eligibility with Federal Pell Grant eligibility.
- Eliminates early application deadline.
- Includes \$250,000 for one-time contracted computer programming support.

OSAC IT NEEDS, POP 313

15

Package	GRB
POP 313	\$1.0M GF 0 FTE

- Funds replacement of OSAC's Financial Aid Management Information System (FAMIS).
- Provides security and other modernization enhancements to protect student data (financial and personal) and improve functionality.
- 2013 Oregon Legislature budgeted \$200,000 for Business Case development, which is nearing completion.
- If this POP is approved, funds will be sequestered until business case has been reviewed and approved as per protocol.

YOUTH EMPLOYMENT, POP 201

16

Package	GRB
POP 201	\$16.0 GF (transfer from Special Employment Department Administration Fund (SEDAF)) 4.0 FTE

- This package will provide work experiences for youth ages 14 to 24 in each of Oregon's 36 counties, utilizing the Local Workforce Investment Board and The Oregon Youth Conservation Corps.
- Summer and year round work experiences for youth ages 14 to 24.
- Competency based approach to workforce and academic preparation
- Requirement for youth to demonstrate skills along a continuum of college and career readiness.
- Increases staff allocation by one Project Manager 3, one Procurement and Contract Specialist 2 and one Administrative Specialist 2.

INCUMBENT WORKER, POP 202

17

Package	GRB
POP 202	\$6.0M GF (SEDAF transfer) 2.0 FTE

- Increase technical skills of incumbent workers in targeted industry sectors.
- Increase earnings and return on investment for employees and employers.
- Leverage public and private sector investments for greatest impact.
- Create and retain living wage jobs in Oregon.
- Increases staff allocation by one Project Manager 3 and one Administrative Specialist 2.

RESTRUCTURING ONGOING WORKFORCE INITIATIVES, POP 203

18

Package	GRB
POP 203	\$0 GF (continuing SEDAF transfer) 0 FTE

- Minor programmatic changes to existing \$10.9M CSL funding for Workforce Initiatives (since 2011).
- Increases funding for the overarching Work Ready Communities program which includes the National Career Readiness Certificate (\$1.0M).
- Reduction in funding for the Back to Work Oregon (BTWO) program that is a 1:1 matched on the job training(\$5.0M).
- Investment in Local Workforce Investment Boards to lead local sector strategies and other efforts to increase local competitiveness (\$2.5M).
- Technical Assistance to new Local Workforce Investment Board (\$1.5M).
- Best Practices sharing amongst Local Workforce Investment Board (\$400K).
- Personnel Services and Supplies remain at \$500k including position authority for one Program Analyst 4 and one Administrative Specialist 2.

CCWD WORK RECONCILIATION, POP 311

POP #	GRB
POP 311	\$1.0M GF, -\$0.9M FF, -\$0.1M OF 0 FTE

- Over the last few biennia, the composition of work and programs at CCWD has changed.
- 2013-15 CCWD was funded for 8.65 FTE of General Fund work, yet in reality performs over 13 FTE of General Fund work and was granted additional General Fund appropriation in the February 2014 Session to reflect this change.
- This mix of work continues and this funding shift correctly increases General Fund from 8.65 FTE currently to 13.45 FTE of total 58.70 FTE.

HECC ETIC SUSTAINABLE FUNDING TRANSITION, POP 231

20

Package	GRB
POP 231	\$4.7M GF 0 FTE

- Completes transition of a portion of funding historically allocated to the Engineering Technology Industry Council (ETIC) to the HECC.
- Finalizes transition of ETIC funding from the OEIB to HECC.
- Package 231 works in conjunction with Package 021 to complete 80% shift of historical ETIC funding into a \$24.5M “Sustaining Funding” pool.
- ETIC support has been critical in advancing engineering and technology education and research in Oregon for the benefit of the burgeoning high technology cluster.
- Sustaining funds support each public university are critical to continuing need for institutional capacity and industry collaboration.

COMMUNITY AGENDA, POPS 151 & 152

21

Achieving the 40/40/20 goal will require collaboration and connections between education, health, early childhood, workforce training and economic development.

Package	GRB
POP 151	\$1.6M GF 6.0 FTE
POP 152	\$25M GF 0 FTE

Community Leverage Fund:

- Provide local capacity (approx. \$2.0M per region) to connect and align the work of CCOs, Early Learning Hubs, Regional Achievement Collaboratives (RACs), Local Workforce Boards (LWIBs), STEM Hubs and Regional Solutions Advisory Committees
- Support on-the-ground projects that address multiple outcomes
- Leverage private, civic and local resources to increase the impact of the state's investments in these efforts

Center for Community Innovation:

- remove barriers at the state level
- provide technical assistance and disseminate best practices
- administer the Community Leverage Fund

HECC ORGANIZATIONAL NEEDS

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Package	GRB
Supplemental	\$0.9M GF, \$0.1M OF 4 FTE

- The result of discussions with DAS and LFO, designed to address emerging needs of the combined agency that were not included in package 301. Four staff in the areas of HR, IT, and accounting support. \$566K GF
- Transition reclassifications of existing OSAC, package 301 IT, and ODA/PCS staff to reflect current duties. \$37K GF and \$87K OF.
- Ongoing service charges (ETS, Easy Street) that result from creation of integrated IT infrastructure for HECC agency operations, student data storage and security. \$290K GF
- Note: university bonding discussion continue between LFO, DAS, and HECC; final determination may require additional resources.

SUMMARY OF PACKAGES*

Package	Title	Funds	FTE
POP 100	Transfer to HECC	\$976.7M GF, \$52.5M LF, \$48.4M OF (CSL transfer)	0 FTE
POP 301	HECC Management Streamlining and Organizational Needs	\$0.3M GF, -\$0.1M FF	3.0 FTE
POP 302	ODA/PCS Program Approvals and Reviews	\$0.2M OF	1.0 FTE
POP 304	Post-Secondary Association Memberships	\$0.0M GF	0 FTE
POP 080 & 303	Integrated Research and Data Team	\$1.4M GF	5.0 FTE
POP 211, 212, 213	ASPIRE Support, Expansion, Outreach	\$1.3M FF	1.91 FTE
POP 070 & 214	OSAC Revenue Reduction, Restoration	\$0.3M GF, -\$0.5M OF	-1.67 FTE
POP 313	OSAC IT Needs	\$1.0M GF	0 FTE
POP 201	Youth Employment	\$16.0M GF (SEDAF transfer)	4.0 FTE
POP 202	Incumbent Worker	\$6.0M GF (SEDAF transfer)	2.0 FTE
POP 203	Restructuring Ongoing Workforce Initiatives	\$0 GF (CSL transfer)	0 FTE
POP 311	CCWD Work Reconciliation	\$1.0M GF, -\$0.9M FF, -\$0.1M OF	0 FTE
POP 231	ETIC Sustainable Funding Transition	\$4.7M GF	0 FTE
POP 151 & 152	Community Agenda	\$26.5M GF	6.0 FTE
Supplemental	HECC Organizational Needs	\$0.9M GF, \$0.1M OF	4.0 FTE
TOTAL (not including CSL transfer packages)	--	\$57.2M GF, \$0.3M FF, -\$0.3M OF	25.24 FTE
TOTAL	--	\$1,034.8M GF, \$52.5M LF, \$0.3M FF, \$48.1M OF	25.24 FTE

*This presentation does not cover HECC packages related to increased funding for public universities and community colleges (Packages 101, 102, 111), or the Oregon Opportunity Grant (Package 131), all of which are significant priorities for the HECC. The GRB total for these packages is \$151.7M GF.



POLICY AND OPERATIONS

HECC EXECUTIVE DIRECTOR (PEMH)

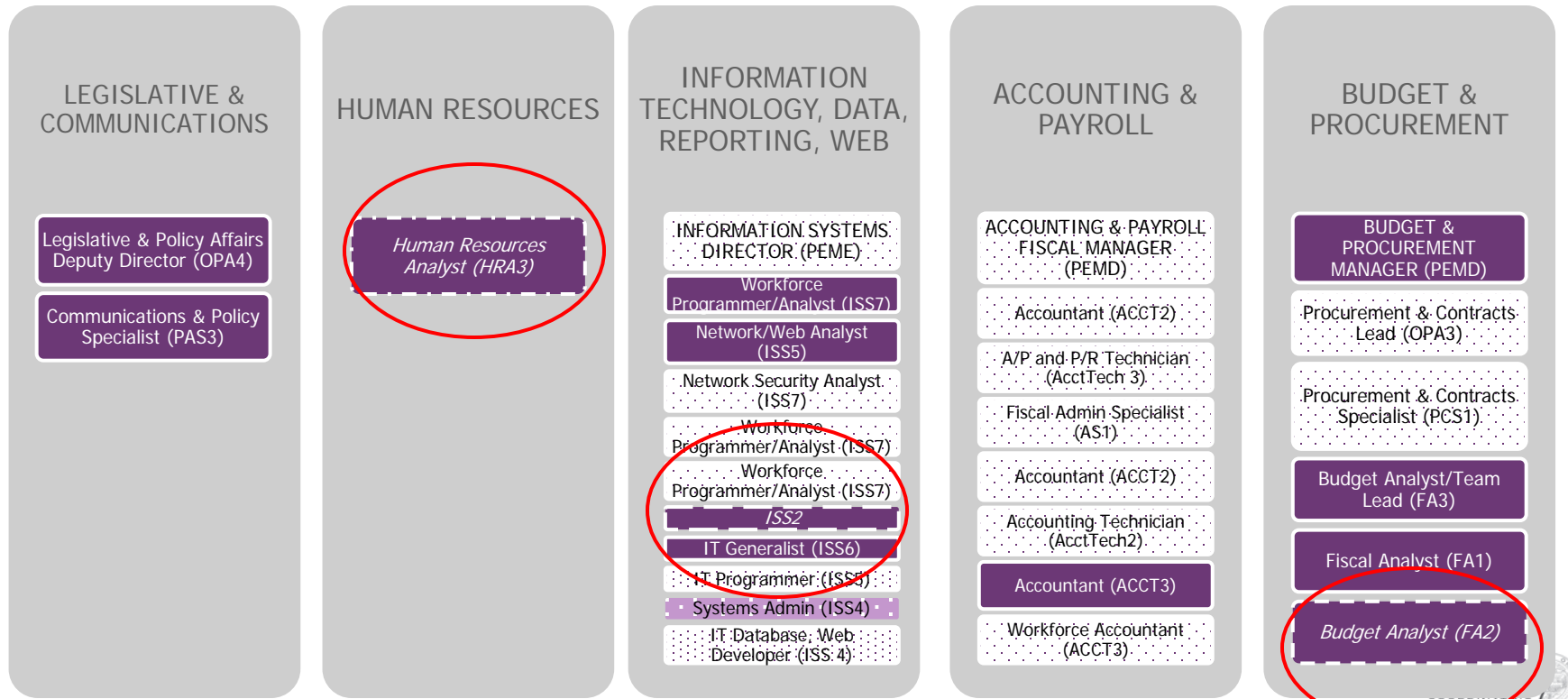
Assistant to the Director, Commission Administrator (ESS2)

HECC CHIEF OF STAFF (PEMG)

Executive Team Support Specialist (ESS2)

HECC OPERATIONS DIRECTOR (PEMF)

Executive Support Specialist (ESS2)



Full time
Part time
POP request
50%+ Federal/Other Funds





OFFICE OF RESEARCH AND DATA

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HECC EXECUTIVE DIRECTOR

DIRECTOR, OFFICE OF RESEARCH & DATA (PEME)

Admin Specialist (AS2)

DATA SYSTEMS, RESEARCH, AND REPORTING

Research Policy Analyst (OPA4)

Research Analyst (RA4)

Inst Research Systems Analyst (ISS)

Inst Research Systems Analyst (OPA4)

Senior Inst Research Systems Analyst (OPA4)

Inst Research Systems Analyst (RA4)

Performance Measurement Specialist (RA3)

Full time

Part time

POP request

50% + Federal/Other Funds

OFFICE OF STUDENT ACCESS AND COMPLETION



26

HECC EXECUTIVE DIRECTOR

OSAC EXECUTIVE DIRECTOR (PEMF)

Scholarship Technical Specialist (ESS2)

OSAC CHIEF OPERATING OFFICER (PEMD)

SCHOLARSHIP PROGRAMS

Scholarship Program Administrator (PA2)

Research Analyst (RA2)

Portfolio Coordinator (AS2)

Portfolio Coordinator (AS2)

Portfolio Coordinator (AS2)

Support Specialist (OS1)

ASPIRE PROGRAM

ASPIRE & Outreach Administrator (PA2)

ASPIRE & Outreach Technical Assistant (OS2)

Developer (PA1)

Access Specialist (PA1)

Access Specialist (PA1)

Access Specialist (PA1)

Access Specialist (PA1)

Office Specialist (OS1)

Training/Development Spec.

ASPIRE Expansion CACG Prog Asst (OS2)

ASPIRE Expansion Access Spec (PA1)

ASPIRE Expansion Training/Dev Specialist (TDS1)

Limited Duration

OREGON OPPORTUNITY GRANT & PUBLIC PROGRAMS

State Grants and Government Affairs Administrator (PA3)

Grants Administrator (PA1)

FAFSA OUTREACH

Training/Development Spec. (TDS1)

Outreach Spec. (PA1)

Outreach Spec. (PA1)

Outreach Spec. (PA1)

Limited Duration

Full time

Part time

POP request

50%+ Federal/Other Funds

OFFICE OF COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT



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HECC EXECUTIVE DIRECTOR

DIRECTOR, EMPLOYMENT DEPARTMENT

CCWD DIRECTOR (PEMH)

Director Support Specialist (ESS2)

EDUCATION DIVISION DIRECTOR (PEME)

WORKFORCE DIVISION DIRECTOR (PEMG)

Workforce Admin Specialist (AS2)

WORKFORCE INITIATIVES MANAGER (PEMD)

CORE INITIATIVES & PROGRAMS MANAGER (PEME)

COMMUNITY COLLEGE EDUCATION DIVISION:
Transitions, Dual Credit, Program Approval, Career Pathways, Distance Learning

CC Team Lead/CTE Education Specialist (EPS2)

Postsecondary Education Program Specialist (EPS2)

Program & Research Analyst (OPA4)

ADULT BASIC SKILLS (ABS): Title II, ABS, Career Technical, GED, ESL

ABS Director/Team Lead Ed (EPS2)

ABS/CC Team Admin Specialist (OS2)

Receptionist/Office Specialist (OS1)

ABS Education Specialist (EPS2)

ABS/CTE Education Specialist (EPS2)

Title II Program Analyst (PA3)

GED Administrator Ed Specialist (EPS2)

WORKFORCE INITIATIVES:
Oregon Youth Conservation Corps

OYCC Director (PA4)

OYCC Program Analyst (PA1)

WORKFORCE YOUTH PROGRAM

Youth Programs Project Manager (PM3)

Youth Prog. Admin Spec. (AS2)

Youth Prog. Ed Program Spec. (EPS1)

Youth Prog. Procurement & Contract Spec. (PCS2)

INCUMBENT WORKER TEAM

Incumbent Worker Project Manager (PM3)

Admin Spec. (AS2)

WORKFORCE OPERATIONS:
Dislocated Worker, WIA Title IB

Workforce Operations (PA3)

WIA TIB Monitoring & Compliance (PA3)

Workforce Program Analyst (PA3)

Dislocated Worker Prog. Analyst (PA3)

Workforce Program Analyst (PA3)

OWIB Program Staff (ESS2)

OWIB Analyst (PA3)

OWIB Program Policy Staff (OPA4)

CORE INITIATIVES AND PROGRAMS

Workforce Operations & Policy Analyst (OPA4)

WF Support Office Spec. (OS2)

Workforce Admin Spec. (AS2)

Workforce Prog. Analyst (PA3)

Workforce Ed Specialist (EPS2)

Workforce Program Analyst (PA3)

Workforce Program Analyst (PA4)

Full time

Part time

POP request

50% + Federal/Other Funds

OFFICE OF UNIVERSITY COORDINATION



28

HECC EXECUTIVE DIRECTOR

DIRECTOR, ACADEMIC STRATEGIES (PEMG)

ACADEMIC STRATEGIES: Student Transitions, Academic Pathway and Initiatives (Dual Credit, others), Degree and Program Approvals, Institution Evaluations

Acad & Student Affairs Policy Specialist (OPA4)

Education Program Specialist (EPS2)

Education Program Specialist (EPS2)

DIRECTOR, BUDGET AND FINANCE (PEMF)

BUDGET & FINANCE: University Budget Development, Planning, and Analysis, Funding Allocations, Capital

Fiscal Analyst (FA3)

Fiscal Analyst (FA3)

Full time

Part time

POP request

50% + Federal/Other Funds



OFFICE OF PRIVATE POSTSECONDARY

HECC EXECUTIVE DIRECTOR

DIRECTOR, PRIVATE POSTSECONDARY (PEME)

Coordinator of Acad Evaluation, Distance & Private Ed Systems (EPS2)

OFFICE OF DEGREE AUTHORIZATION

- College & University Prog Specialist (PA2)
- Distance Ed Coordination & Policy Analyst (PA1)
- Office Specialist (OS1)

PRIVATE CAREER SCHOOLS

- PCS Office Specialist (OS2)
- Administrative Specialist (AS2)
- Academic Prog Specialist (EPS1)
- Academic Prog Specialist (PA2)

VETERANS EDUCATION

- Veterans Ed Specialist State Approving Agency (EPS1)
- Veterans Office Specialist (OS2)

Full time

Part time

POP request

50% + Federal/Other Funds

CENTER FOR COMMUNITY INNOVATION



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HECC EXECUTIVE DIRECTOR

EXECUTIVE DIRECTOR, CENTER FOR COMMUNITY INNOVATION (PEMG)

Office Specialist (OS2)

POLICY AND PROGRAMS

Director of Policy & Programs (PEMF)

Grant Manager (PA4)

Program Coordinator (PA2)

COMMUNICATIONS AND OUTREACH

Comm., Outreach, and Engagement Specialist (PEME)

Full time

Part time

POP request

Other Funds