



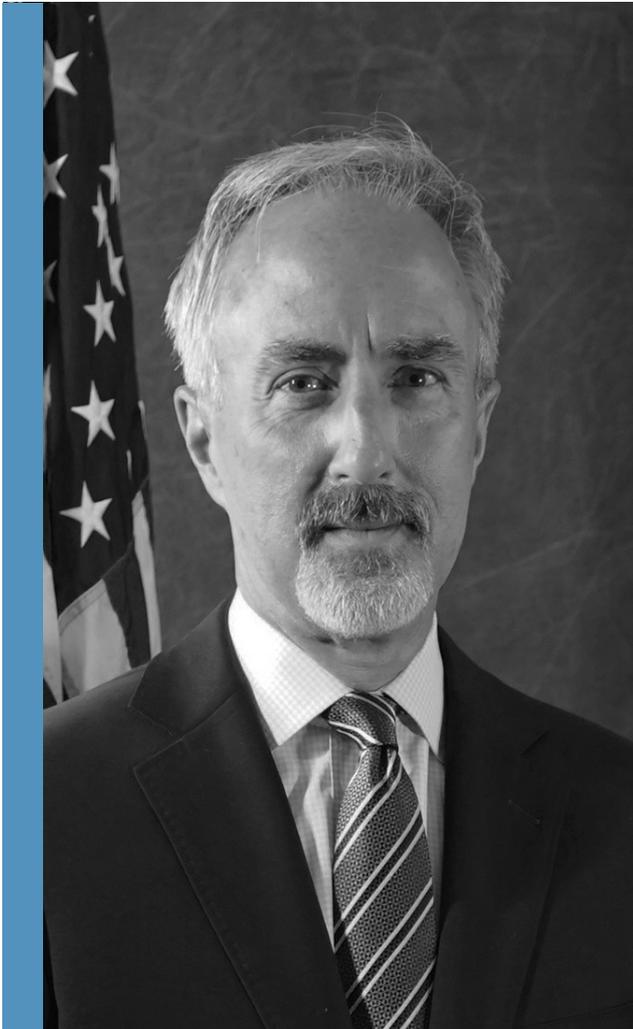
DHEWD OVERVIEW

102ND GENERAL ASSEMBLY



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

ABOUT THE COMMISSIONER



Bennett G. Boggs, Ph.D, was appointed commissioner of Higher Education and Workforce Development by the Coordinating Board for Higher Education effective April 1, 2023

Dr. Boggs comes to Missouri with an extensive background in higher education. He hails from the Colorado Department of Higher Education where he served as the Deputy Executive Director as well as the Chief of Staff to the Executive Director. Prior to his role in Colorado, Dr. Boggs worked across many areas of higher education, including the National Conference of State Legislatures, the Kentucky Education Professional Standards Board, the Kentucky Council on Postsecondary Education, and the Kentucky General Assembly. Dr. Boggs also has experience working within both public and private institutions of higher education.

Dr. Boggs earned a bachelor's degree in psychology from Wake Forest University, a master's of education from The College of William and Mary, a Ph.D. in Higher Education Policy Studies from the University of Virginia, and completed the Institute for Management and Leadership in Education at the Graduate School of Education at Harvard University.

DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT

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OUR VISION

“Every Missourian empowered with the skills and education needed for success”

OUR HISTORY & PURPOSE

Coordinating Board for Higher Education Creation

The Coordinating Board for Higher Education (CBHE) was authorized by an amendment to the Missouri Constitution in 1972 and established by statute in the Omnibus State Reorganization Act of 1974.

The CBHE provided policy direction to the Department of Higher Education until 2019. The CBHE's responsibilities were continued under the creation of the Department of Higher Education and Workforce Development (MDHEWD). The nine board members, one from each congressional district and a member at large, are appointed by the governor and confirmed by the Senate. The term of appointment is six years. No more than five of the nine members may be affiliated with the same political party, and members serve without compensation.

As the CBHE's administrative arm, the MDHEWD develops, coordinates, and implements a plan that outlines how the state's postsecondary education system and public workforce system can most effectively and efficiently provide higher education to students and meet the state's workforce needs. In addition, MDHEWD's Office of Workforce Development, which the State Workforce Development Board offers further oversight, administers federal and state-funded employment and training programs to develop a robust talent pipeline for Missouri's growth nationally and globally.

DEPARTMENT HIGHLIGHTS

DEPARTMENT CREATION

On Jan. 17, 2019, Gov. Mike Parson issued Executive Order 19-03 creating MDHEWD. The order, which went into effect on Aug. 28, 2019, moved the Division of Workforce Development and the Missouri Economic Research and Information Center (MERIC) from the Department of Economic Development to the Department of Higher Education.

DEPARTMENT DUTIES

- Planning
- Academic Program Approval and Review
- Fostering Institutional Relationships
- Budget Request Guidelines
- State Financial Aid
- Proprietary School Certification
- Student Resources
- Promote Transfer
- Promote On-time Completion
- Promote Up-skilling
- Assist Job Seekers



DEPARTMENT DUTIES

Planning is one of MDHEWD's core functions!

Planning is one of the MDHEWD's core functions. The department is responsible for developing and overseeing implementation of a coordinated plan for higher education for the state and its subregions (§ 173.020(4)), identifying the state's higher education and workforce needs (§ 173.020(2)), and delineating each institution's areas of competence (§ 173.005.2(10)). The department reviews each public college's and university's mission periodically (§ 173.030(8)) and has authority to approve applications from institutions seeking to establish a statewide mission (§ 173.030(9)). The department collects data to use in its decision-making processes and makes those data available in the annual Higher Education Fact Book published on the MDHEWD website and in response to requests.

DHEWD CORE VALUES



TEAMWORK



COLLABORATION



ACCOUNTABILITY



WORK-LIFE BALANCE

ACADEMIC PROGRAM APPROVAL

Academic program approval and review are closely linked to the department's planning function. The department reviews new degree program proposals offered by public colleges and universities (§ 173.005.2(1)) and has authority to make recommendations to institutions' governing boards regarding the development, consolidation, or elimination of programs, degree offerings, and facilities (§ 173.030(2)).

FOSTERING INSTITUTIONAL RELATIONSHIPS

The department is also tasked with **fostering institutional relationships** that serve the state's higher education needs. Specific responsibilities in this area include encouraging the development of cooperative agreements for the offering of graduate degrees, as well as developing arrangements for more effective and economical specialization among institutions, and for more effective coordination and mutual support among institutions in the use of facilities, faculty, and other resources (§ 173.020(3)).

DEPARTMENT DUTIES



BUDGET REQUESTS

The department coordinates public colleges and universities' core operating and capital projects **budget requests** by establishing guidelines for public universities' requests (§ 173.005.2(4)), approving a community college funding model (§ 163.191.3), and submitting a unified budget request for community colleges (§ 163.191.2).

STUDENT FINANCIAL AID PROGRAMS

The department also develops budget requests for and oversees the state's **student financial aid programs**, the largest of which are Access Missouri (§ 173.1103.1); the Higher Education Academic Scholarship Program, commonly referred to as "Bright Flight" (§ 173.250.3); and the A+ Scholarship Program (§ 160.545). In addition, the department administers newly established need-based financial aid programs, the adult-focused Fast Track Workforce Incentive Grant (173.2553) and the Dual Credit and Dual Enrollment Scholarship (173.2500 & 173.2505).

PROPRIETARY SCHOOL CERTIFICATION

Proprietary school certification is another of the department's important responsibilities. The department licenses and oversees for-profit proprietary schools like the University of Phoenix and some not-for-profit schools such as non-Missouri institutions like Western Governors University based in Utah (§§ 173.612.2 & 173.616.1).

STUDENT RESOURCES

Finally, the department offers resources that help students **plan for and complete** postsecondary programs. MDHEWD's Journey to College programs support high school students as they apply for college admission and financial aid, and celebrate students' choices about attending college and participating in military service.

DEPARTMENT DUTIES

PROMOTING TRANSFER

The department has a long history of working with colleges and universities to develop guidelines that **promote transfer** between institutions; a statewide library of core general education courses that transfer from one institution to another; and a policy fostering “reverse transfer,” which allows a student who transfers from a community college before earning enough credits to receive an associate degree to be awarded an associate degree when he or she earns the remaining needed credits at the university to which they have transferred (§ 173.005.2(9)).

SENATE BILL 997

Senate Bill 997, a higher education omnibus bill that became law on August 28, 2016, gave the department significant additional responsibilities, many of which strengthen the department’s role in promoting transfer. The department is tasked with working with an advisory committee – the majority of which must be faculty members – to develop a core curriculum that is guaranteed to transfer to another institution and a common course numbering equivalency matrix (§ 178.780.2(10)). These provisions essentially make mandatory practices that have been voluntary in the past. The law also requires the department to evaluate and maintain data on each institution’s transfer practices (§ 178.788.1) and to resolve disputes about transfer (§ 178.788.2).

Senate Bill 997 required the department to develop programs designed to promote on-time completion, including “15 to Finish” (§ 173.2510) and guided pathways (§ 173.2515); to establish a pilot program for “concurrent enrollment,” which allows community college students to enroll in a public university, take select university classes, and use the university’s facilities (§ 173.2520); and to create a website that provides information about academic programs available at each institution, financial aid, and transfer of course credit (§ 173.035). In addition, Senate Bill 997 establishes a dual-credit scholarship for high school students who meet certain academic standards and demonstrate financial need.



DEPARTMENT DUTIES

Until recently, the department served as the state-designated student loan guaranty agency in the Federal Family Education Loan Program (FFELP) since 1979, making it possible for generations of students, regardless of personal resources, to receive loans because of protection against defaults. As a FFELP guaranty agency, MDHEWD received servicing fees from the U.S. Department of Education (USDE) and retained a portion of defaulted student loan collections. These revenues were used to fund loan administration functions and other financial aid-related activities, including:

- Providing information on postsecondary opportunities and financial aid directly to students and families (20 U.S.C. § 1072b);
- Creating financial literacy materials and programs for students, families, and schools to help them better manage finances (§ 165.275); and
- Helping borrowers resolve problems repaying their loans and restore their credit if they default (20 U.S.C. § 1072b).

With the federal loan collections and payments pause in response to the COVID-19 pandemic coupled with decreasing revenue returns year over year, MDHEWD determined that administering the program was no longer viable; therefore, in 2022, the department agreed to turn the loan portfolio over to ECMC, which serves as a USDE partner.

UP-SKILLING & WIOA

Activities focused on **up-skilling and getting unemployed Missourians back into the job market** are supported by the Office of Workforce Development. The Office administers the Workforce Innovation and Opportunities Act (WIOA) under 28 USC 3101.

The purpose of **WIOA** is to increase access to employment, education, and training for those with barriers to employment. WIOA amends the Wagner-Peyser Act of 1933 to incorporate Wagner-Peyser services into the WIOA one-stop service delivery model. OWD also includes and oversees the state's community job centers, which help unemployed and dislocated workers find new jobs and access WIOA-supported training and education programs.

OWD & MERIC

OWD serves primarily as a pass-through of WIOA dollars and administers the Wagner-Peyser funding in house.

Research and innovative analyses are developed as part of the Office of Performance and Strategy's Missouri Economic Research and Information Center. These activities include

MERIC research also includes workforce region studies, spatial analyses, and comprehensive coverage of the state's industry and occupational data produced in cooperation with the U.S. Department of Labor.

OVERVIEW OF OFFICES



OFFICE OF THE COMMISSIONER

The Office of the Commissioner oversees efforts to advance the department’s vision of “Every Missourian empowered with the skills and education needed for success.” The office advances this vision by setting core priorities, identifying initiatives to advance those priorities, and providing leaders in each of the department’s offices with the resources they need to execute initiatives successfully.

The Office of the Commissioner, which includes Human Resources and its full complement of services for employees, also ensures that all staff understand the department’s core priorities, why they matter, and how each individual plays a vital role in

achieving the department’s goals. The office also leads the effort in ensuring MDHEWD is a place where all staff are proud to work – that values and invests in its people, operates as one team, and motivates and inspires everyone to do the hard work of empowering Missourians every day.

Externally, the Office of the Commissioner works on priorities identified by the Coordinating Board for Higher Education and in partnership with the governor and the General Assembly to build broad coalitions of support to ensure MDHEWD has the right resources and policies in place.

OVERVIEW OF OFFICES



OFFICE OF WORKFORCE DEVELOPMENT

As the employment and training arm of MDHEWD, the Office of Workforce Development (OWD) provides a robust menu of vital re-employment services, including access to skill-building training, career connections for job seekers, and human resources assistance for businesses. These services are provided through a statewide network of Missouri Job Centers and the jobs.mo.gov website.

OWD collaborates with the 14 local workforce development boards, several state agencies, and community colleges to support Missourians who are unemployed, underemployed, or dislocated workers. This collaborative effort provides career and training services to guide Missourians to in-demand occupations for a more resilient workforce. OWD also provides several innovative, targeted skill-building programs, including the Missouri Heroes Connect Program for veterans, an On-the-Job Training (OJT) program for job-ready participants, and the National Career Readiness Certificate.

OWD oversees Apprenticeship Missouri and leads the Office of Apprenticeship and Work-Based Learning. Apprenticeship Missouri offers outreach to businesses, community colleges, and other stakeholders to support the “earn and learn” model. Apprenticeship Missouri seeks to modernize, sustain, and support non-traditional apprenticeship programs such as information technology and health care. Missouri has consistently ranked in the top three in the nation in apprenticeship program completions and new apprentices registered.

In addition, OWD provides staff to the governor-appointed Missouri State Workforce Development Board (SWDB). This board sets workforce policy for Missouri’s local workforce areas and strengthens ties among employment, training, and education. The board currently includes 28 members, a majority of whom represent high-level management from Missouri’s most progressive and successful companies. The board meets quarterly and engages the directors and commissioners of five state agencies to meet the objective of strengthening Missouri’s workforce system. The SWDB’s role is to help integrate and align a more effective job-driven workforce development system that invests in the connection between education and career preparation. As a result, the board serves as a convener of state and regional workforce development system partners to enhance the capacity and performance of the workforce development system, align and improve employment, training, and education programs, and through these efforts promote economic growth.

OVERVIEW OF OFFICES



OFFICE OF OPERATIONS

The Office of Operations brings together three functional units, all of which support the work of the department and its vision.

Those units include:

The Grant and Scholarship unit administers 10 state-funded student aid programs, which serve more than 64,800 students and disburse more than \$134 million in assistance to support their education and training. The Fiscal and Budget unit handles all financial operations for the department, including preparation of a unified higher education budget of more than \$1 billion and financial operations related to multiple U.S. Department of Labor grants that fund the state's workforce preparation system. The Facilities and Office Support unit provides support for internal department purchases and supports the operation of the 23 Missouri Job Centers and their affiliated sites around the State of Missouri.

OFFICE OF PERFORMANCE AND STRATEGY

The purpose of the Office of Performance and Strategy is to provide MDHEWD, legislators, educators, career counselors, job seekers, and other stakeholders with accurate, objective information needed to make data-informed decisions. The office fulfills this purpose by collecting, editing, and storing and analyzing data on the status and performance of Missouri's labor market, workforce system, and postsecondary education system for public consumption. In addition, the office creates and manages internal dashboards that measure the performance of Missouri's workforce and postsecondary education system, along with providing research and

training on labor market, related socio-economic, postsecondary education, and performance data.

The Missouri Economic Research and Information Center (MERIC) is housed within the office and provides a comprehensive analysis of Missouri's socio-economic environment at the local, regional, and statewide levels. Coupled with its analysis capability, MERIC serves as the state's cooperative labor market information partner with the U.S. Department of Labor, managing key labor market information collection and administering a comprehensive labor market database, which houses a variety of employment/unemployment, wage, labor availability and other information designed to help understand the state's labor market conditions.

OVERVIEW OF OFFICES

OFFICE OF POSTSECONDARY POLICY

The Office of Postsecondary Policy increases quality postsecondary education and skill attainment for Missourians by certifying schools, non-traditional postsecondary education providers, and work-based learning employer partners to operate in Missouri. It also reviews and approves academic programs for public two- and four-year colleges and universities. The office advocates for focused financial resources to increase capacity for and access to high-quality, high-demand education and career pathways and for financial aid resources to ensure affordability of a Missouri postsecondary education.

These responsibilities include convening stakeholders and developing statewide partnerships to share and develop best practices, programs, and initiatives aimed at increasing persistence and graduation rates of Missouri students.

A critical component of the office's work is ensuring equitable access to and strong equitable outcomes across postsecondary education options through policy, public transparent performance measurement and reporting, and performance funding incentives.

Initiatives within the Office of Postsecondary policy include:

- **Academic program actions**
- **Certified school review**
- **Core 42, an online tool that supports the seamless transfer of credits as students move from one institution to another**
- **Adult Learner Network**
- **Equity initiatives, including annual equity report and Bridges to Success webinar series**
- **Military/Veteran-involved students**



OFFICE OF GENERAL COUNSEL

The Office of General Counsel collaborates with MDHEWD offices to provide quality services to Missourians in compliance with federal and state law. This includes coordinating and communicating between MDHEWD offices and other state and federal entities to ensure the department meets requirements outlined in federal and state statute, regulations, and guidance. The office also works to defend and support MDHEWD actions to maintain the integrity of services provided for and on the behalf of Missourians.

***“Every
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OFFICE OF COMMUNICATIONS & OUTREACH

The Office of Communications & Outreach supports MDHEWD’s vision by promoting department initiatives, programs, and services through events and multiple communication channels.

This is accomplished through:

- Responding to media inquiries and issuing press releases
- Developing content and designing print materials
- Maintaining department websites
- Managing department social media accounts
- Administering the Journey to College outreach programs
- Collaborating with external partners to provide resources and support to help students navigate the education and career planning process
- Assisting department staff by providing communication support

CRITICAL ISSUES

The following briefs summarize key facts on the issues to be aware of and consider, including:

1

Building Missouri's Future: A Strategic Plan

2

Continued Support for Missouri's Public Higher Education

3

State Grant and Scholarships

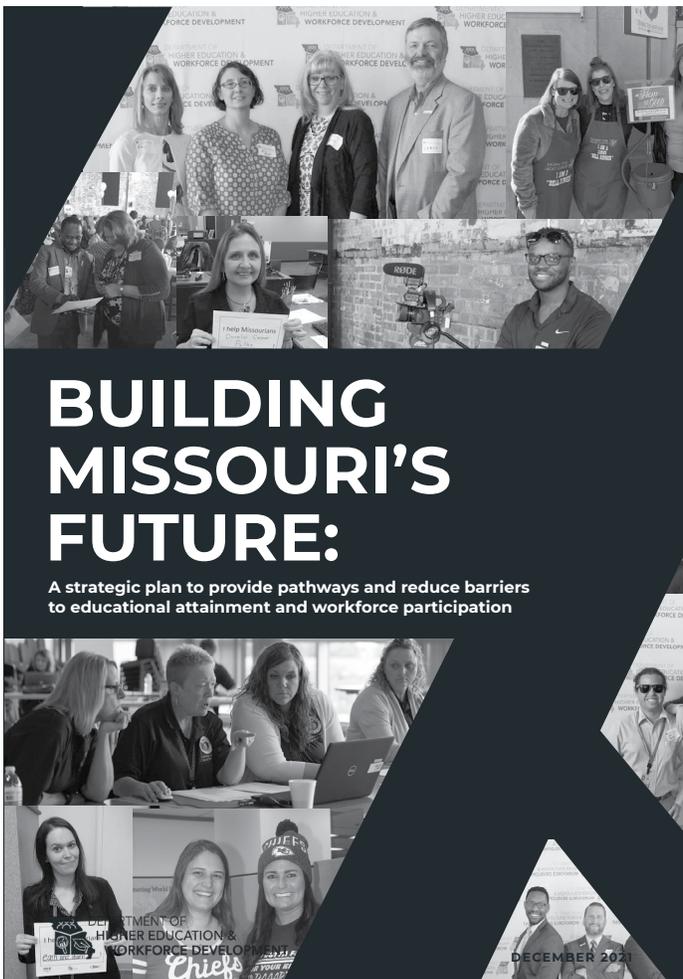
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Missouri Job Center Connect Initiative

5

Monthly employment situation release

BUILDING MISSOURI'S FUTURE: A STRATEGIC PLAN TO PROVIDE PATHWAYS AND REDUCE BARRIERS TO EDUCATIONAL ATTAINMENT AND WORKFORCE PARTICIPATION



Adopted in December 2021, MDHEWD's strategic plan guides initiatives and priorities in Missouri for the next three to five years. The plan was created using data to determine statewide needs and compare Missouri to other Midwestern states. It outlines a comprehensive plan for education, training, and the public workforce system to encourage economic growth and personal success among Missourians.

To meet workforce demands and continue to help our citizens compete in a global economy, Missouri will strive to be the best among other Midwestern states in educational attainment and labor force participation by 2030.

A skilled, prepared, and motivated workforce is necessary to attract and retain businesses in Missouri. The department recognizes all training opportunities beyond high school as highly valuable. Apprenticeships and On-the-Job Training, short-term certificates, associate degrees, bachelor's degrees, and beyond all contribute to the economic health of the state.

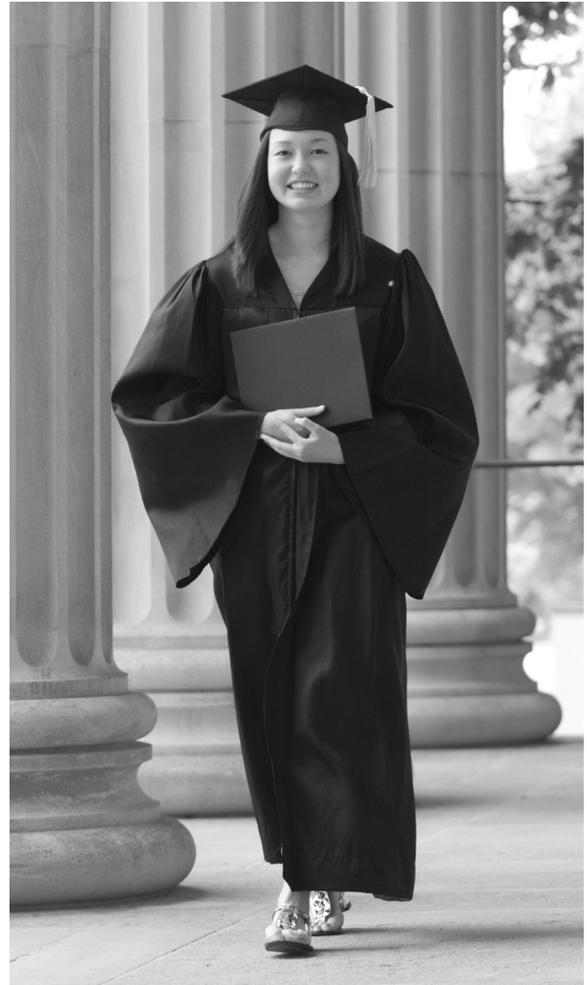
CRITICAL ISSUES

Demand for workers with some form of postsecondary credential remains higher than the number of Missourians with those credentials. About 40 percent of jobs require some education and training beyond high school, but less than a bachelor’s degree. Another 20 percent of jobs require a bachelor’s degree or higher.

The benefits of increased education go beyond a paycheck. Postsecondary credentials continue to be good for communities as a whole – contributing to better health, a more engaged citizenry, and lower incarceration rates, among others. Creating opportunities and removing barriers to education and training will help the state fill skills gaps and support the economy.

Goals were established as part of the new strategic plan: To reach 60 percent educational attainment and 70 percent labor force participation, with equity goals aligned for both.

Several indicators for each target will be tracked each year to see if Missouri is moving in the right direction toward meeting its goals.



BEST IN MIDWEST & EQUITY TARGETS

	Current Targets	Current Status	Equity Current Status	Change Needed
Educational Attainment		<p>47%</p>	<p>Black: 28.4% Hispanic: 28.9% Rural: 28.7% (Associate and Above)</p>	243,000 more degrees and certificates than current trend
Labor Force Participation		<p>63%</p>	<p>Black: 60.4% Hispanic: 73.5% Rural: 57.0%</p>	327,000 more Missourians working

CRITICAL ISSUES

CONTINUED SUPPORT FOR MISSOURI'S PUBLIC HIGHER EDUCATION

The Coordinating Board for Higher Education (CBHE) is charged with preparing a unified budget request for the state's public higher education institutions. Section 173.1540, RSMo, requires public universities to prepare annual budget requests and submit them to the Missouri Department of Higher Education & Workforce Development (MDHEWD). The department is required to review those requests and prepare appropriation recommendations. Section 163.191.2, RSMo, contains a similar provision pertaining to community colleges' budgets. Section 178.638, RSMo, indicates that "all funds designated for [State Technical College] shall be included in the coordinating board's budget request."

Public institutions have three basic sources of revenue: tuition and fees, state assistance, and grants/gifts, though these are usually restricted to specific purposes and can't replace general revenue. Community colleges have an additional revenue source – local taxes.

Higher education spending constitutes about half of the state's \$1.6 billion discretionary general revenue spending. As a result, when the state experiences an event that requires limiting or reducing general revenue, higher education is often subject to a substantial share of the resulting restrictions.

Leading into and through the beginning stages of the COVID-19 pandemic, community colleges saw an estimated 9 percent reduction, public universities saw a 5.61 percent reduction, and the State Technical College of Missouri, a .77 percent reduction. However, during FY22 and FY23, Governor Mike Parson and the General Assembly have made significant investments in public higher education institutions, including restoring pre-pandemic core appropriation funding levels and providing a 7 percent consumer price index inflationary increase in FY24.

As inflation rises, it is important to note that public higher education institutions are not included in the mandatory increases the state has provided for health care, retirement, and information technology increases, nor have they received adjustments for salaries (standard or market increases) provided to the rest of state government. Additionally, institutions continue to face other increases in property insurance premiums, utilities and other facility related costs. As a result, IHEs must absorb mandatory increases, which affects the quality of the education programs and facilities available to serve students.

The State Higher Education Finance (SHEF) report for FY 2021, produced by the State Higher Education Executive Officers (SHEEO), was released earlier in 2022.

Its report findings shows:

- Per FTE support in Missouri has increased 6.7 percent since FY 2020 and 18.9 percent since FY 2011, both slightly above the national average. (See Figure 1)
- Missouri ranked above only four states and Washington, D.C. in per capita public higher education support in FY 2020. (See Figure 2)
- State financial aid per FTE in Missouri has increased 8.0 percent from FY 2020 to 2021, and 26.2 percent since FY 2016. Both are slightly below the national average.

FIG. 1 TOTAL EDUCATIONAL REVENUE PER FTE: PERCENT CHANGE, FY 2011-2021

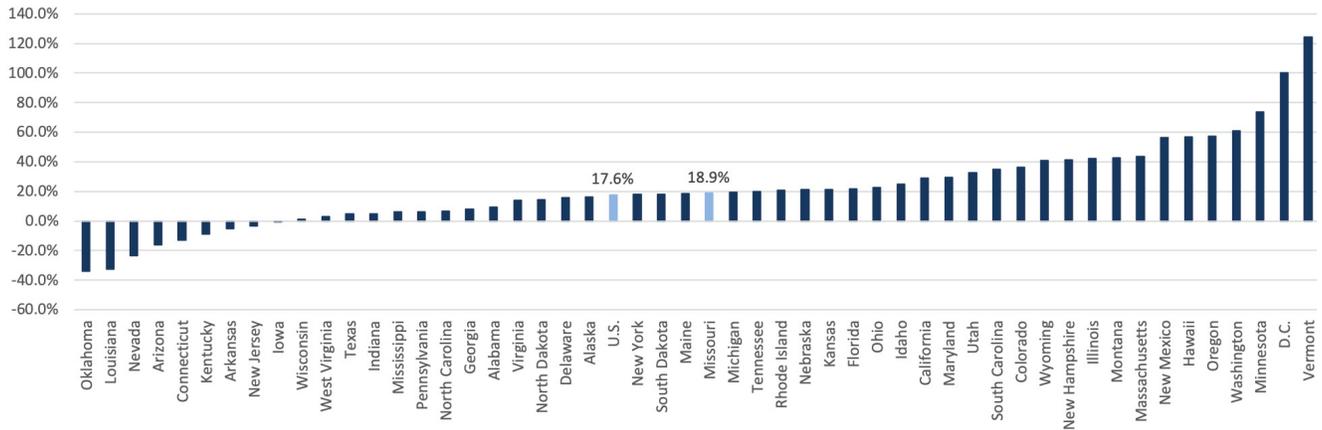
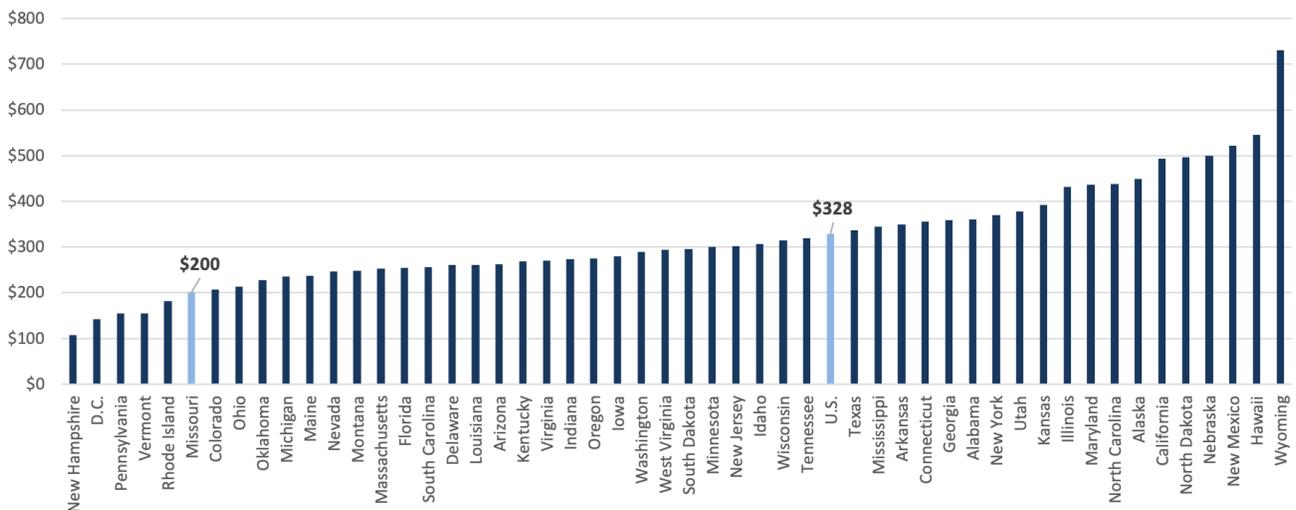


FIG. 2 PUBLIC HIGHER EDUCATION SUPPORT PER CAPITA BY STATE, FY 2020



CRITICAL ISSUES

STATE GRANTS AND SCHOLARSHIPS

MDHEWD administers 10 student financial assistance programs. In FY 2022, these programs disbursed more than \$139.6 million to over 59,500 Missouri resident students. Approximately 85 public and private institutions participate in at least one of these programs. The five major programs include:

- **Access Missouri Financial Assistance Program:** The state's primary need-based grant program. Access Missouri is fully funded for the first time since 2009, and the Estimated Family Contribution (EFC) cap has been raised from \$12,000 to \$15,000 for FY23.
- **Higher Education Academic Scholarship (Bright Flight):** A merit-based scholarship based on performance on the ACT or SAT exams. To be eligible, a high school senior must score in the top five percent on the ACT or SAT. The scholarship awards up to \$3,000 annually for those in the top three percent and up to \$1,000 for those in the fourth and fifth percentiles. This is the first year that funding has been available to students in the fourth and fifth percentile since tiered awards began in 2010.
- **A+ Scholarship:** A merit-based program designed to ensure an eligible student's tuition and fees at community colleges or public vocational schools are paid.
- **Fast Track Workforce Incentive Grant:** An adult-focused grant program that provides financial support for educational programs that lead to employment in high-demand occupations. The program underwent revisions in 2022, including expanding to students participating in qualifying Eligible Training Provider programs and covering fees associated with apprenticeship programs.
- **Dual Credit and Dual Enrollment: A need-based program** that provides tuition and fee reimbursement for dual credit or dual enrollment coursework to high school students with demonstrated financial need. The student financial assistance received through this program is intended to increase the number of low-income students taking dual credit or dual enrollment coursework.

CRITICAL ISSUES

MISSOURI JOB CENTER CONNECT INITIATIVE

The Missouri Job Center Connect Initiative (MJCC) initiative is led by MDHEWD's Office of Workforce Development. Its goal is to transform Missouri's public workforce system by modernizing and expanding customer and service delivery, increasing access and delivery channels, and increasing operational performance.

Guiding principles for this initiative include:

- MJCC will engage in customer journey mapping to best understand obstacles and successes for job seekers and employers
- MJCC will follow benchmark Missouri's public workforce system against 13 midwestern states and establish performance goals to lead our state to the top of the list
- MJCC will provide specific policy and technological recommendations necessary to modernize Missouri's public workforce system
- MJCC will provide a marketing and outreach plan by which Missouri's public workforce system will no longer be our state's best kept secret

A statewide task force including government leaders (both state and local level), employers, job seekers, frontline staff, and state and local workforce development board staff governs this initiative.

MONTHLY EMPLOYMENT SITUATION RELEASE

MDHEWD releases the Missouri employment situation update each month, in partnership with the U.S. Department of Labor and with support from the Bureau of Labor Statistics. This release includes the state's unemployment rate for the most recent month as well as the non-farm payroll employment for the state, private sector, and selected high-level industries. This data is highly visible in the media and with other stakeholders, including your constituents – especially during times of economic change. Data for metropolitan statistical areas and counties is released later each month.

These high-frequency data estimates provide a valuable snapshot of the current trends in Missouri's labor market and economy. It is important to remember these estimates are subject to monthly and annual revisions, and the greatest value in the data is to watch trends over time. No one data point represents the full picture of the economy, regardless of the current economic situation, and it is recommended that the monthly employment and unemployment situation data be used with appropriate context.

For the most current month, the press release narrative and the latest employment/unemployment data can be found at meric.mo.gov.

