



Tab 10

## Proposed 2022 Strategic Placemat

Coordinating Board for Higher Education  
December 8, 2021

### BACKGROUND

Beginning with the 2019 calendar year, department staff have developed an annual “strategic placemat” that articulates a plan for the department’s work for the year. This year’s plan includes initiatives designed to drive progress toward the department’s vision, “Every Missourian empowered with the skills and education needed for success,” and is organized around five themes:

- Raise awareness of options
- Help more Missourians get on a path
- Increase quality attainment
- Make the department the best place to work
- Drive performance and outcomes

The department’s 2022 placemat will include initiatives designed to drive progress toward the department’s new strategic plan targets of educational attainment, labor force participation, and internal operational health.

### CURRENT STATUS

Department staff have developed a draft strategic placemat for feedback from the Presidential Advisory Committee and members of the board.

### NEXT STEPS

After the 2022 plan is adopted, staff will finalize project charters for each initiative and begin implementation on January 1, 2022. They will report out on progress at 2022 CBHE meetings.

### RECOMMENDATION

Staff recommend that the Coordinating Board approve the 2022 strategic placemat, direct staff to proceed, and request regular updates on progress.

### ATTACHMENT

- Proposed 2022 Strategic Placemat



<b>ASPIRATION</b>	<b>EVERY MISSOURIAN EMPOWERED WITH THE SKILLS AND EDUCATION NEEDED FOR SUCCESS.</b>			
<b>THEMES</b>	<p><b>ACCESS</b> <i>Removing barriers to enrollment and employment</i></p>	<p><b>SUCCESS</b> <i>Supporting learners and workers through a holistic lens</i></p>	<p><b>AFFORDABILITY</b> <i>Identifying resources and creating opportunities</i></p>	<p><b>BEST PLACE TO WORK</b> <i>Continuous improvement in culture and process</i></p>
<b>INITIATIVES</b>	<p><b>Help</b> students make informed decisions with Student’s Right to Know resources (OP&amp;S)</p> <p><b>Expand</b> opportunities for youth through partnership programs (OWD)</p> <p><b>Promote</b> pathways showcasing value of postsecondary education and its role in workforce development (OC&amp;O)</p> <p><b>Develop</b> and implement adult learner network (OPP)</p> <p><b>Coordinate</b> Summer Bridge Community of Action training (OPP)</p>	<p><b>Expand</b> Job Center Connect services with infrastructure, awareness, and performance redesign (OWD)</p> <p><b>Expand</b> Missouri Apprentice Ready program (OWD)</p> <p><b>Expand</b> access to Veteran resources through Show-Me-Heroes program (OWD)</p> <p><b>Expand</b> mental health resources to students (OPP)</p> <p><b>Spotlight</b> DHEWD partners whose work drives progress toward big goals (OC&amp;O)</p>	<p><b>Leverage</b> automated A+ dual credit/dual enrollment program to expand educational opportunities to targeted populations (Ops)</p> <p><b>Expand</b> number of campuses with social services (OPP)</p> <p><b>Increase</b> the number of childcare facilities on college campuses and childcare workforce (OPP)</p> <p><b>Advocate</b> for legislative support that allow the department to drive progress toward big goals (CO)</p>	<p><b>Operationalize</b> DHEWD values and strengthen diversity, equity, and inclusion in the department (CO)</p> <p><b>Coordinate</b> the review and update of the Rewards and Recognition playbook for performance (CO)</p> <p><b>Leverage</b> succession planning with updated job descriptions that link to values and principles and identify cross-training opportunities (CO)</p> <p><b>Reestablish</b> the Fun Committee to organize department events throughout the year (CO)</p>

## On Hold

### ARPA Requests

DHEWD has requested that ARPA funds be allocated for IT projects, including several improvements to MERIC systems and programs and enhancement of the program used to manage the CORE 42 system; modernizing Missouri's job centers; and outreach projects including increasing FAFSA filing, raising awareness of DHEWD services, and the ReturnStrong campaign. Decisions about these requests will be made through the regular budget process. If granted, the additional work associated with these funds will begin on July 1, 2022.

### Degrees when Due Expansion

Degrees When Due is a national initiative sponsored by the Institute for Higher Education Policy to identify and implement strategies to reengage Missouri students with some college credit but no degree. Ten Missouri institutions completed the first full two-year project, which ended October 31, 2021. Several institutions have indicated interest in participating in a second round. DHEWD staff will review data about the outcomes of the first round before deciding whether to proceed with the second round. If data indicate that the project was productive, the department will launch a second round on July 1, 2022.

### Enterprise Resource Planning

The state's Office of Administration is planning to launch a significant redesign of its financial and human resource systems. When successfully implemented, this work will support DHEWD's efforts to make the department the best place to work by streamlining processes and reducing some workloads. OA is in the process of procuring some of the services that will be needed to begin work on the ERP. The official launch date of this initiative is unknown.

### Website Redesign

DHEWD's Communications team plans to redesign the department's website to better reflect the full scope of the new department's work. That work cannot begin until the Office of Administration's IT Services Division has capacity to support it. The official launch date of this initiative is unknown.

## In Development

### Expansion of Apprenticeship Programs to Missouri National Guard

DHEWD's Office of Workforce Development is working with the state's Office of the Military Advocate to develop a plan to enroll members of the Missouri National Guard in apprenticeship programs. This work will likely be reflected in a new initiative added to the 2022 strategic placemat.

### Pilot on Offering Training at Churches

DHEWD's Office of Workforce Development is working with the Department of Social Services, the Ecumenical Council of St. Louis, and a college to explore the possibility of establishing a pilot to test the feasibility of offering training services at churches. If this work continues to move forward, it will likely be reflected in a new initiative added to the 2022 strategic placemat.

### Attainment Academy

DHEWD's Office of Postsecondary Policy is participating in the State Higher Education Executive Official's (SHEEO's) Attainment Academy. Through this work, DHEWD will identify best practices to increase educational attainment for Missouri adults. This work will likely be reflected in new initiatives on the 2023 strategic placemat.

### Prosperity Dashboard

As part of the strategic planning process, the department's leadership team and the Coordinating Board agreed to include a "prosperity dashboard" that shows the upstream impacts of the big goals in its annual December "big goal" check-in. Staff in DHEWD's Office of Performance & Strategy will work with colleagues throughout 2022 to develop this dashboard.