



## Tab 16 Strategic Planning Update

Coordinating Board for Higher Education  
June 16, 2021

### BACKGROUND

Pursuant to § 173.020, RSMo, the Coordinating Board for Higher Education is responsible for:

- “(1) Conducting studies of population and enrollment trends affecting institutions of higher education in the state;
- “(2) Identifying higher education needs in the state in terms of requirements and potential of the young people and in terms of labor force requirements for the development of commerce and industry, and of professional and public services;
- “(3) Developing arrangements for more effective and more economical specialization among institution in types of education programs offered and students served, and for more effective coordination of mutual support and public services; and
- “(4) Designing a coordinated plan for higher education in the state (hereafter referred to as the coordinated plan) and for subregions of the state, which shall be based on the studies indicated above and on such other matters may be deemed relevant by the coordinating board.

In fall 2020, the department discussed beginning a new strategic planning process. In December and January, the department conducted best practice research into other states’ higher education agency strategic plans. This research informed the development of a planning framework the department is using to move forward.

### CURRENT STATUS

The department is receiving support through HCM/Lumina Strategy Labs to develop an overarching, multi-year strategic framework that will steer the agency and its initiatives in order to make significant progress toward department goals.

This month, the department launched a communication plan to inform the public and engage stakeholders throughout the process. Updates will be provided through e-distribution messages, social media, and a dedicated webpage available here: <https://dhewd.mo.gov/strategicplan.php>.

The department has identified groups of stakeholders and partners that need to be engaged at different levels. Those who will be asked to commit to the overall plan and goals will be consulted regularly over the next six months. The department will meet with them at key points to obtain feedback and ensure active support. The commissioner and department leadership will attend meetings and conferences of targeted organizations to provide updates.

### NEXT STEPS

Timeline for the strategic planning process facilitated by HCM.

- May – document review and assessment of historical and current context for the department
- June – strengths, weaknesses, threats and opportunities (SWOT) exploration
- July – department mission statement and goal development
- July-August – develop metrics to monitor progress toward goals; create draft strategic framework
- September-December – collect stakeholder feedback and finalize the strategic framework
- November – draft strategic plan final document
- December – present final plan to the board for approval

The department will provide updates to the board at regularly scheduled teleconferences and public meetings.

**RECOMMENDATION**

This is an information item only.

**ATTACHMENTS**

- A. Strategic Planning Framework
- B. Strategic Planning Timeline

# 2021 Strategic Planning Framework

Primary focus will be mission, big goals, and strategies (outlined in solid gold); work will also include identifying a small number of big-impact best practices to begin implementing in January 2022 (outlined in gold dashes)

## VISION

Every Missourian empowered with the skills and education needed for success. *Adopted June 2019*

	Who signs off?	Who is accountable?	Who do we need to engage?		
				Who do we need to consult? People/orgs we need to be very committed to our overall plan and goals; we meet with them at key points in the planning process to find out if we're on the right track from their perspective	Who do we need to inform? People/orgs we need to be supportive of the overall plan and energized about partnering with us on individual initiatives; we provide updates by email and through social media and present at their conferences
<p><b>MISSION</b> Why DHEWD exists</p> <p><b>BIG GOALS</b> Numerical targets we believe we CAN and SHOULD make meaningful progress toward in the next 5-10 years in order to move toward our vision</p> <p><b>STRATEGIES</b> How we plan to achieve our big goals</p>	<p><b>Coordinating Board for Higher Education</b>, after discussion with the State Workforce Development Board</p>	<p><b>Commissioner</b> ↓ <b>Senior Staff</b></p>	<b>Internal</b>	Senior Staff (Mission, Big Goals, Strategy) Leadership Council (Mission)	All Staff
			<b>State Gov't</b>	Governor's Office Departments of Corrections, Economic Development, Elementary & Secondary Ed, Social Services	Legislators
			<b>Higher Ed</b>	Commissioner's Advisory Group MO College Access Network MO Scholarship & Loan Foundation	Council on Public Higher Ed MO Community College Association Independent Colleges & University of MO Chief Student Affairs Officers Chief Academic Officers MO Association of Fin Aid Professionals
			<b>Workforce Dev</b>	TEAM Apprenticeship Missouri	CLEOs MO Association of Workforce Development
			<b>Eco Devo</b>	Hawthorn Foundation State Chamber MO Economic Development Council	Local Chambers
			<b>Other Orgs</b>	School Counselors School Administrators County Commissioners Ass'n of Counties Municipal League	Regional Planning Association Career & Tech Ed Ass'n General Public

## INITIATIVES

- Projects we have to execute successfully in order to make progress toward our big goals or to respond effectively to crises/opportunities
- Projects of sufficient complexity that they can only be successful if we evaluate risks and develop plans to mitigate those risks; establish clear roles and accountabilities; and map out a timeline with clear milestones and deliverables
- Senior staff approves placement of initiatives on placemat, consults SWDB, and presents annual placemat to CBHE for approval
- Planned** Developed and vetted through the annual placemat planning process; based on best practices from other states, institutions, or partners
- Unplanned** Opportunities or requirements that arise throughout the year; may or may not be connected to specific strategies but successful execution is necessary to maintain relationships or respond to an emergency; examples include implementation of new legislation or budget items, unexpected grant opportunities, etc.

## VALUES

that define the way we work

**Accountability**

**Collaboration**

**Teamwork**

**Work-Life Balance**

*Adopted December 2020*

# STRATEGIC PLANNING *TIMELINE*

MARCH-MAY



## Planning

March – Identify state and national partners to provide assistance  
April – Develop planning framework and timeline and share with stakeholders  
May – Develop data outline and plan summer sessions

JUNE



## CBHE Retreat and Kickoff

June – Present data, collect feedback, and share process publicly

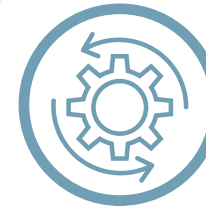
JULY-AUGUST



## Info Gathering

July – learn about best practices  
August – connect higher education and workforce development initiatives

SEPTEMBER-  
NOVEMBER



## Processing

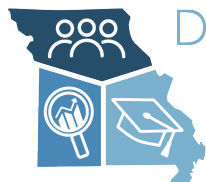
September – get stakeholder feedback on preliminary recommendations  
October – evaluate best practices  
November – finalize best practices to adopt

DECEMBER



## Finalization

December – Present final plan to CBHE for final approval.



DEPARTMENT OF  
HIGHER EDUCATION &  
WORKFORCE DEVELOPMENT