



Tab 6 Placemat Implementation Update

Coordinating Board for Higher Education
December 9, 2020

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 2021 placemat will continue to work toward those themes with new or second-phase initiatives.

CURRENT STATUS – 2020 PLACEMAT

As noted in the September board book, staff had completed the tasks identified in the scope of several initiatives, including partnering with college public information offices to promote higher education (2), expanding Journey to College outreach to K-8 and adult high schools (5), expanding apprenticeships and work-based learning options (11), and developing a quality attainment strategy for modern students (12). Since the September meeting, staff have made progress on several other higher education-related initiatives.

Raise Awareness of Options

- **Promote Big Goal and 5 to Thrive (1).** Tab 5 provides an update on the state’s progress toward the Big Goal. Department staff will promote this progress and the importance of educational attainment in a news release after the December board meeting.

More Missourians on a Path

- **Benchmark best practices to increase FAFSA filing and begin implementation (8).** The Show-Me FAFSA Challenge launched on September 25. DHEWD staff conducted a webinar to provide information about the competition and how schools can monitor their progress by using the online tracker.
- **Complete roll-out and implementation of Fast Track (9).** The budget approved by the General Assembly and Governor includes General Revenue funds, which will allow students at private institutions to participate. Those institutions participated in a webinar about the program on November 6. Department staff are promoting the program through social media and other channels.

Increase Quality Attainment

- **Expand delivery of industry-recognized credentials (10).** The department’s Return Strong campaign has been a key component of Governor Parson’s Show-Me Strong Recovery initiative. Return Strong provides Missourians with information about short-term online training programs that are aligned with industry needs and, for many individuals, provides funding to cover the cost of that training. The Office of Workforce Development’s job center staff have also conducted outreach to unemployed Missourians to provide information about training available. Colleges and universities have provided

information about the training programs they offer, and funds also support programs offered by Coursera and CompTIA. The deadline to use CARES Act funding allocated to job training was October 30. Between July 1 and October 30, 811 Missourians enrolled in CARES Act-supported job training programs.

- **Expand apprenticeship and work-based learning options (11).** For the federal program year that ended October 1, DHEWD ranked second in the nation for completed apprenticeships. That number is not adjusted for population size. Missouri saw 3,388 registered apprenticeships completed in PY 2020, more than any state other than California. Dr. Mardy Leathers, director of workforce development, was recently named co-chair of the National Association of State Workforce Agency's (NASWA) Apprenticeship Workgroup and the Apprenticeship Affinity Group. Missouri has also become a member of the Increasing Apprenticeship Diversity Innovation cohort. The cohort brings states and partners together to hear from experts, expand their networks, and collaborate to create solutions for systemic issues facing states as they work to increase the diversity of apprenticeship participants. Finally, DHEWD held an Apprenticeship Summit November 10.
- **Study, implement, and convene individuals around equity strategies (13).** A complete update on the department's equity work is provided in Tabs 7 and 23.

CURRENT STATUS – 2021 PLACEMAT

The board approved the department's 2021 placemat at their September meeting. Each initiative has been assigned to an owner. Owners across the department are working as a team to develop detailed implementation plans and metrics. 2021 initiatives will launch January 1.

NEXT STEPS

Department staff will continue to move forward with their 2020 and 2021 priorities and will provide updates to the board and Presidential Advisory Committee. They will report out on progress at future CBHE meetings.

RECOMMENDATION

This is an information item only.

ATTACHMENTS

- A. 2020 Strategic Placemat
- B. 2021 Strategic Placemat



ASPIRATION

EVERY MISSOURIAN EMPOWERED WITH THE SKILLS AND EDUCATION NEEDED FOR SUCCESS.

THEMES

**RAISE
AWARENESS OF
OPTIONS**

**MORE MISSOURIANS
ON A PATH TO
SUCCESS**

**INCREASE QUALITY
ATTAINMENT**

**MAKE DHEWD THE
BEST PLACE TO
WORK**

**DRIVE
PERFORMANCE
AND OUTCOMES**

INITIATIVES

LAUNCH BIG GOAL AWARENESS CAMPAIGN

- (1) Promote 60% attainment goal and Five to Thrive postsecondary paths (new marketing materials, and digital and road campaign)
- (2) Partner with college public information officers to promote Missouri higher education

INCREASE AWARENESS OF RESOURCES TO PLAN CAREER AND POSTSECONDARY PATH

- (3) *Launch Phase 1 of job center marketing strategy (understand customers, services, and brand awareness and positioning) [no longer a standalone initiative; combined with (6)]*
- (4) Integrate and redesign DHEWD website; develop plan for MERIC and jobs.mo.gov websites

INCREASE HIGH SCHOOL MATRICULATION TO POST- SECONDARY EDUCATION

- (5) Expand Journey to College program outreach to K-8 and adult high schools (Five to Thrive focus)

INCREASE OUT-OF-SCHOOL MISSOURIANS IN QUALITY JOBS OR POSTSECONDARY EDUCATION

- (6) Develop strategy for job centers and partnerships
- (7) Develop strategy to improve WIOA performance

ENSURE AFFORDABILITY

- (8) Benchmark best practices to increase FAFSA filing and begin implementation
- (9) Complete roll-out and implementation of Fast Track as funding for adult education

BETTER ALIGN POST- SECONDARY EDUCATION WITH WORKFORCE NEEDS

- (10) Expand delivery of industry recognized credentials
- (11) Expand apprenticeship and work-based learning program options, and launch Apprenticeship Connect portal

DECREASE BARRIERS

- (12) Develop quality attainment strategy for modern students (e.g. military transfer equivalency, adult learners, etc.)
- (13) Study, implement, and convene individuals around equity strategies
- (14) *Advocate for resources to expand access to dual credit (removed to reflect new priority on core funding)*

INSPIRE TEAMS BY CONNECTING THEM TO MISSION AND VALUES

- (15) Connect staff to their role in DHEWD's mission
- (16) Develop and connect team members to organizational values (*on hold; will reevaluate on 8/15*)

ENSURE ALL STAFF HAVE OPPORTUNITIES TO LEARN AND GROW

- (17) Standardize onboarding for all new DHEWD employees
- (18) Establish professional development and training plans for all employees

CREATE ONE-TEAM CULTURE

- (19) Establish Best Place to Work committee and fun/social events calendar
- (20) Implement rewards and recognition program

USE FORWARD-LOOKING INSIGHTS TO DRIVE DECISIONS

- (21) Improve workforce data inputs, analyses, and outputs to drive usage and system outcomes
- (22) Design service model to provide analytical support internally and to partners

PROACTIVELY TRACK AND MANAGE PERFORMANCE

- (23) Develop performance management metric dashboards for education and workforce system
- (24) Launch regular organizational health survey and dashboard
- (25) Launch project management tool and initiatives dashboard

IMPROVE MANAGEMENT OF FINANCIAL RESOURCES

- (26) Overhaul fiscal and budget structure and processes



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INITIATIVES

(1) Promote the value of postsecondary education and the 60% education attainment goal (OC)

(2) Make it easier for citizens and staff to find information on the department's websites (OC&O)

(3) Use disaggregated data to tell Missouri's postsecondary education and workforce story and inform decision-making (OP&S)

(4) Reengineer the customer delivery model for Missouri Job Centers (OWD)

(5) Increase affordability and accessibility of high-demand workforce programs (Ops)

(6) Serve more diverse Missourians in postsecondary and workforce programs to advance equity (OWD, OPP)

(7) Increase quantity and improve quality of postsecondary education data (OPP, OP&S)

(8) Lead a discussion about the value of higher education, opportunities, and challenges facing Missouri colleges and universities (OC)

(9) Increase alignment of postsecondary education with workforce needs (OWD)

(10) Increase staff engagement in department-wide activities and understanding of office roles (OC)

(11) Make the work easier and more efficient by creating digital processes (Ops)

(12) Improve the management of financial resources through implementation of the enterprise resource planning system (Ops)