

Tab 9 New Department Strategic Plan

Coordinating Board for Higher Education
December 8, 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.

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.

In June, the department kicked off the public strategic planning process by engaging stakeholders and partners in a conversation about goals and opportunities for the future with a review of Missouri’s overall higher education and workforce landscape, including strengths, weaknesses/threats, and opportunities. Data focused on the system itself, how to get more people working, and how to help them gain skills and training to be more productive.

After the kickoff, department staff held monthly meetings with the Coordinating Board for Higher Education to make progress on the new plan. Meetings included:

- July 20, 2021: Presentation of data on educational attainment and workforce participation differences between rural and rural Missourians; facilitated conversation on department mission and core principles.
- September 15, 2021: Final discussion on mission statement and guiding principles; introduction of possible big goals, targets, and indicators.
- October 19, 2021: Final update to guiding principles; final discussion on big goals and indicators; presentation of example indicators slides; introduction of strategic themes; and presentation of example initiative slides.
- November 16, 2021: Presentation of 2022 strategic initiatives.

In addition to these meetings with the Coordinating Board, department staff have consistently engaged external stakeholders throughout the development of each component of the new plan, including:

- May 17: Council of Student Affairs Officers
- May 26: Missouri Chamber of Commerce & Industry
- June 9: State Workforce Development Board
- June 11: Missouri Association for Workforce Development
- June 11: Missouri Scholarship & Loan Foundation
- June 23: Listening Sessions with colleges and universities
- June 24: Missouri College Access Network
- June 29: Department of Economic Development
- July 13: Leadership Council
- July 13: Equity Advisory Committee
- July 14: Commissioner's Advisory Group
- July 14: Listening Sessions with colleges and universities
- July 22: University of Missouri St. Louis Advisory Board
- August 18: Job Center Connect Town Hall – Columbia
- August 19: Job Center Connect Town Hall – St. Charles
- August 20: Job Center Connect Town Hall – Kansas City (co-hosted by Senator Barbara Washington)
- August 26: Job Center Connect Town Hall – Hannibal
- August 27: Job Center Connect Town Hall – St. Louis (hosted by the Urban League of Metropolitan St. Louis)
- September 1: Missouri Community College Association Presidents/Chancellors Council
- September 7: Hawthorn Foundation Board
- September 8: State Workforce Development Board
- September 9: Governor's Conference on Economic Development
- September 23: Missouri College Access Network
- October 20: Commissioner's Advisory Group
- November 1: Missouri Community College Association
- November 7: Missouri College Access Network (by email)
- November 7: Presidential Advisory Council (by email)

Finally, department leaders have kept staff the agency apprised of progress on the strategic plan through regular weekly phone calls, updates in the weekly department newsletter, and in-depth presentations at Leadership Council and All-Staff meetings.

CURRENT STATUS

The attached plan represents the complete package of the components reviewed with board members since the June kickoff. It includes a department mission statement, guiding principles, new big goals, targets, indicators, and initiatives department staff plan to launch in 2022.

NEXT STEPS

After the board approves the plan, department staff will share it publicly and with key stakeholders. Staff will update the board and the Presidential Advisory Council on progress made on initiatives at each regular quarterly CBHE meeting. In addition, staff will provide annual updates on progress toward the big goals as well as planned initiatives for the upcoming calendar year at every December board meeting.

Although the plan includes goals ending in 2030, staff anticipate that the plan and framework will likely need to be reviewed and possibly revised in five years (2026).

RECOMMENDATION

Staff recommend that the Coordinating Board approve the new department strategic plan and direct staff to provide updates to the board and the Presidential Advisory Council at each regular quarterly CBHE meeting.

ATTACHMENT

- New Department Strategic Plan



BUILDING MISSOURI'S FUTURE:

A strategic plan to provide pathways and reduce barriers to educational attainment and workforce participation



DECEMBER 2021

WELCOME INTRODUCTION

This strategic plan for higher education and workforce development will guide 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 in order to encourage economic growth and personal success among Missourians.

Letter from Commissioner Zora Mulligan



The new Missouri Department of Higher Education & Workforce Development (MDHEWD) hit the ground running when it was established in August 2019. Staff focused on implementing the recommendations that came out of the Talent for Tomorrow task force in the department's first six months. Quick wins included deploying the first round of MoExcels funding to establish or expand programs that lead to work in high-wage, high-demand occupations; standing up the Fast Track Workforce Incentive Grant; establishing the Inter-Agency Committee on Apprenticeships and publishing the Apprenticeship Missouri Playbook; and convening local elected officials to discuss ways to improve the public workforce system.

When COVID-19 began to impact Missouri in March 2020, MDHEWD staff shifted gears rapidly to focus on crisis response. Team members helped unemployed Missourians connect with unemployment insurance benefits and offered opportunities for them to upskill during their time out of the labor force. They launched public relations campaigns and toolkits to encourage Missourians to “return strong” to the workforce and stick with their postsecondary education plans. They partnered with other state agencies to expand access to quality childcare facilities, social services, and mental health resources on campuses. Department staff also coordinated the initial statewide response to the challenges individual citizens faced as a result of the health and economic challenges created by COVID-19.

In 2020, department staff also accelerated their work to ensure that every Missourian is empowered with the skills and education needed for success. They expanded partnerships with organizations that connect diverse populations with apprenticeship opportunities, increased the visibility and use of disaggregated data, and launched the Bridges to Success webinar series to share best practices in increasing student success.

By late 2020, it was clear that MDHEWD was ready to think about a comprehensive strategic plan that represents the work of the entire department, and that unifies staff and external partners around shared “big goals.” The goals this plan is organized around are ambitious. Making progress toward them will require bold action on the part of our team as well as continued excellent work by our partners in workforce development, higher education, and the non-profit sector. We are energized by the challenge these goals represent and look forward to doing our part to make Missouri the best in the Midwest, and to make the department the best place to work in state government.

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ABOUT THE DEPARTMENT

The Department of Higher Education & Workforce Development (MDHEWD) was formed on Aug. 28, 2019, when Executive Order 19-03 legally took effect. Gov. Mike Parson issued the executive order to realign Missouri's workforce development systems through a major restructuring of state government. The Missouri Department of Higher Education, the Division of Workforce Development, and the Missouri Economic Research and Information Center transformed to become one department. This transformation was in response to efforts in 2018, when Commissioner Zora Mulligan and Missouri's Director of Economic Development co-led Talent for Tomorrow, an initiative that built a statewide coalition of corporate executives, educators, community leaders, legislators, and members of the executive branch to develop and advocate for a comprehensive suite of proposals to address workforce needs.

Realigning postsecondary education with the public workforce system gives Missourians the full breadth of options available to fit their interests, resources, and

abilities. With the help of many partners statewide, the department has the opportunity to bring hope to people who need to skill up, get an education, and find meaningful employment.

Just prior to the official transformation, a new vision statement was adopted in Summer 2019 to encompass the full the scope of the new department. A new set of department values was developed in Fall 2020 to establish department culture. The next step to continue moving MDHEWD forward was to evaluate priorities and develop a strategic plan to inform future initiatives. The department's former plan, Preparing Missourians to Succeed: A Blueprint for Higher Education, was adopted in 2015 by the Coordinating Board for Higher Education. The plan focused solely on higher education needs for the state. In early 2021, Commissioner Zora Mulligan tasked the department with developing a strategic plan to encompass the full scope of the department, led by the Coordinating Board for Higher Education (CBHE) and in consultation with the State Workforce Development Board (SWDB).

DEVELOPING THE STRATEGIC PLAN



**KNOW
YOURSELF**



**UNDERSTAND
STATE NEEDS**



**IDENTIFY
YOUR ROLE**



**SET
STRATEGY**



**IMPLEMENT,
ASSESS, PLAN**

In Summer 2021, MDHEWD kicked off its public strategic planning process. The primary focus of the strategic planning process was to develop a mission statement, big goals, and strategies for the department. The work also included identifying a small number of big impact best practices to begin implementing in January 2022.

A data presentation made to the CBHE on June 15, 2021, included an environmental scan of Missouri, including an analysis of strengths, weaknesses, threats, and opportunities for increasing attainment and labor force participation.

A mission statement and set of principles was developed in the first few months of planning in order to provide a lens in which to frame the rest of the plan. Statewide goals were outlined, with corresponding targets established. Key data indicators created baseline measurements and will keep the department informed of progress. Strategies and themes were identified to help determine initiatives for future implementation.

The department spent several months engaging stakeholders and partners throughout the process to gather feedback on state needs, partnership opportunities, and key strategies for possible implementation. The CBHE approved the plan in December 2021. A yearly update will identify progress on key targets to help guide future work toward reaching Missouri's big goals for higher education and workforce development.

WHO WE ARE: MISSOURI DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT



VISION

Every Missourian empowered with the skills and education needed for success.



MISSION

To put Missourians on a path to learn, work, and prosper.



VALUES THAT DEFINE THE WAY WE WORK TOGETHER

- Accountability
- Teamwork
- Collaboration
- Work-Life Balance

PRINCIPLES THAT GUIDE OUR WORK



PEOPLE CENTERED

Engage and connect MDHEWD teams, partners, institutions, and employers on behalf of Missourians.



EQUITY FOCUSED

Close educational attainment and workforce participation gaps among key sub-populations.



IMPACT DRIVEN

Aim for optimal results and continuous improvement across all programs and services.



WORKFORCE ALIGNED

Align efforts with the changing needs of employers to build a skilled and prepared workforce.

BIG GOALS FOR MISSOURI

Missouri will strive to be the best among other Midwestern states in educational attainment and labor force participation by 2030.

Educational Attainment and Labor Force Participation

In order 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.

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, 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.

THE BIG GOAL

Best in the Midwest in educational attainment and workforce participation by 2030.

BEST IN MIDWEST TARGETS

	Current Targets	Current Status	Change Needed
Educational Attainment			243,000 more degrees and certificates than current trend
Labor Force Participation			312,000 more Missourians working







Equity Matters

When looking at the percentages and breakdown of those with educational credentials and those participating in the labor force, there is a clear distinction among race and the rural population. Reducing barriers and creating extra supports for these populations is necessary to help create equity among Missourians.

THE BIG GOAL

Best in the Midwest in educational attainment and workforce participation by 2030.

EQUITY TARGETS

	Current Targets	Current Status	Change Needed
Educational Attainment	 <p>60% attainment for all groups</p>	 <p>Black: 28.4% Hispanic: 28.9% Rural: 28.7% (Associate and Above)</p>	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p>Black: +95,000 Hispanic: +33,000 Rural: +215,000</p> </div> 
Labor Force Participation	 <p>70% participation and/or full employment for all groups</p>	 <p>Black: 62.2% Hispanic: 76.2% Rural: 57.7%</p>	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p>Black: +59,000 Hispanic: +6,000 Rural: +227,000</p> </div> 



Best Place to Work

MDHEWD has set an internal goal to be the best place to work in state government. The department strives to create an environment where staff can grow and thrive. A culture of teamwork and collaboration results in increased retention and productivity, helping staff to better support programs, build strong partnerships, and deliver excellence to Missourians.

Current Targets



Increase Quarterly Pulse Survey scores in key areas.



Increase retention rates of MDHEWD staff.



Maintain high engagement on department newsletter.



MDHEWD INDICATORS

While there are many factors out of the department's sole control, regularly reviewing certain data elements can help determine if current circumstances are helping move Missouri in the right direction, and ultimately towards reaching the big goals. These indicators will be reviewed annually, and may result in new initiatives to help make a significant impact on the outcomes.

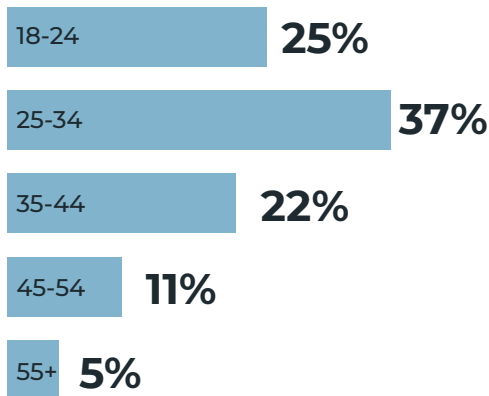
01 Educational Attainment

Apprenticeship and Certificate Completion

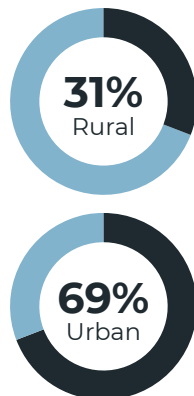
Apprenticeships and certificates help prepare Missourians for the 40 percent of the state's jobs that require some education and training beyond high school but less than a bachelor's degree.

COMPLETED APPRENTICESHIPS BY RACE/ETHNICITY, AGE & GEOGRAPHIC ORIGIN (2020)

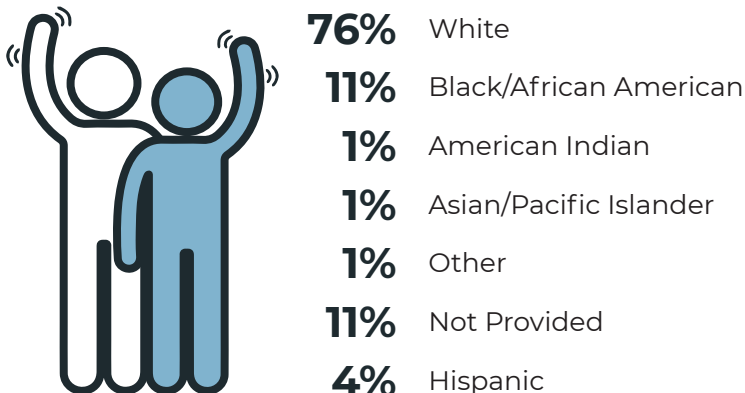
AGE AT PROGRAM START



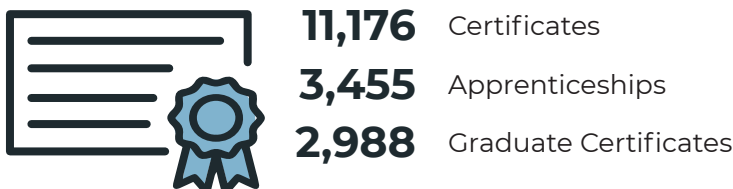
GEOGRAPHIC ORIGIN



RACE/ETHNICITY



NUMBER OF APPRENTICESHIPS AND CERTIFICATES ISSUED (2020)

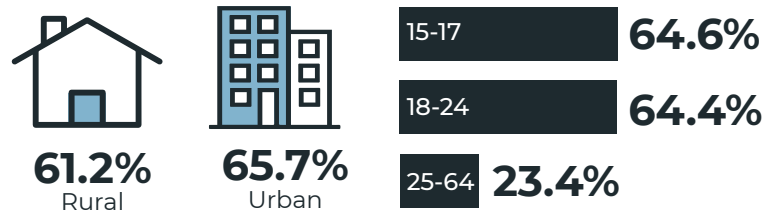


Equitable Completion Rates

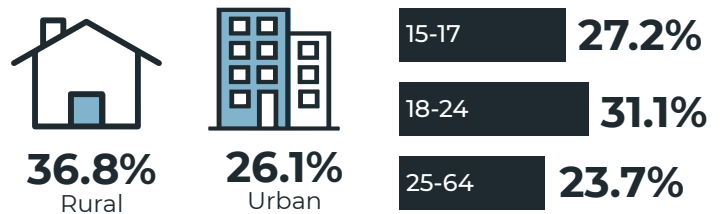
Increasing equitable access and achievement helps achieve the big goals in the state.

COMPLETION RATES OF MO FIRST-TIME FULL-TIME DEGREE-SEEKING STUDENTS BY AGE AND GEOGRAPHIC ORIGIN (2020)

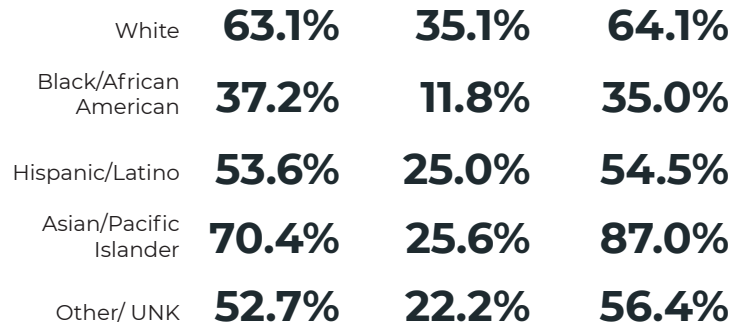
PUBLIC UNIVERSITIES



PUBLIC COMMUNITY AND TECHNICAL COLLEGES



COMPLETION RATES OF MO FIRST-TIME FULL-TIME DEGREE-SEEKING STUDENTS BY RACE (2020)



PUBLIC UNIVERSITIES

PUBLIC COMM. & TECH. COLLEGES

INDEPENDENT UNIVERSITIES



01 Educational Attainment Continued



PUBLIC HIGHER EDUCATION FUNDING PER FTE (2020)

\$8,819

Per-student funding for public institutions

Public support for education through state appropriations can help reduce direct costs to students, keeping education affordable.

NET PRICE FOR FIRST-TIME FULL-TIME STUDENTS (2019-2020)



\$14,636
PUBLIC UNIVERSITIES



\$6,724
PUBLIC COMMUNITY & TECHNICAL COLLEGES



\$23,258
INDEPENDENT COLLEGES & UNIVERSITIES

Net cost/price

Affordability is probably the most important factor many students and families consider when making decisions about postsecondary education. Net cost represents the funding the student/family will have to allocate to access and persist through postsecondary education.

NUMBER OF DEGREES ISSUED BY MISSOURI INSTITUTIONS (2020)

41,879 BACHELOR'S DEGREES
20,148 MASTER'S DEGREES
14,630 ASSOCIATE DEGREES
5,060 DOC. & PROF. DEGREES



FAFSA filing

FAFSA filings are an early indicator of enrollment trends. Financial support, especially grants, improve student success. Students can only be eligible for some financial aid, including Pell Grants and Access Missouri, by completing the FAFSA.

FAFSA FILERS (2020-2021)



284,821
TOTAL



111,406
FIRST-TIME FILER

Enrollment

Sixty-percent of jobs will require postsecondary education/training and enrollments are an indicator of the future employment pipeline.

HEADCOUNT ENROLLMENT (2020)



137,507
PUBLIC UNIVERSITIES



75,311
PUBLIC COMMUNITY & TECHNICAL COLLEGES



105,436
INDEPENDENT COLLEGES & UNIVERSITIES

Completion Rates

Higher completion rates move the state closer to its 60 percent attainment goal, which means more Missourians with a quality postsecondary credential.

COMPLETION RATES OF FIRST-TIME FULL-TIME DEGREE-SEEKING STUDENTS (2020)



59.3%
PUBLIC UNIVERSITIES



47.1%
PUBLIC COMMUNITY & TECHNICAL COLLEGES



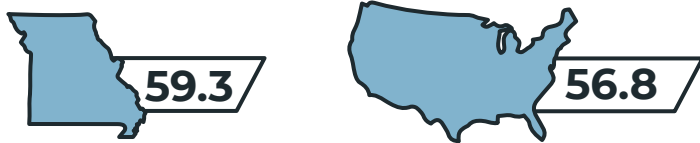
61.5%
INDEPENDENT COLLEGES & UNIVERSITIES

02 Labor Force Participation

Employment to population ratio

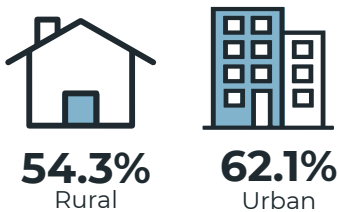
A large employed population demonstrates economic stability and growth.

EMPLOYMENT-POPULATION RATIO MISSOURI VS. UNITED STATES (2020)

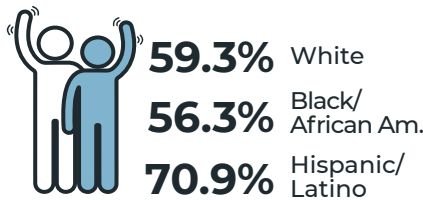


EMPLOYMENT-POPULATION RATIO MISSOURI (2020)

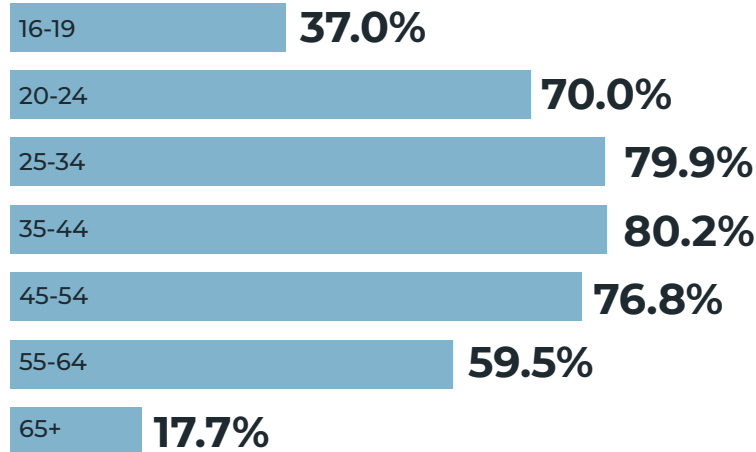
GEOGRAPHIC ORIGIN



RACE/ETHNICITY



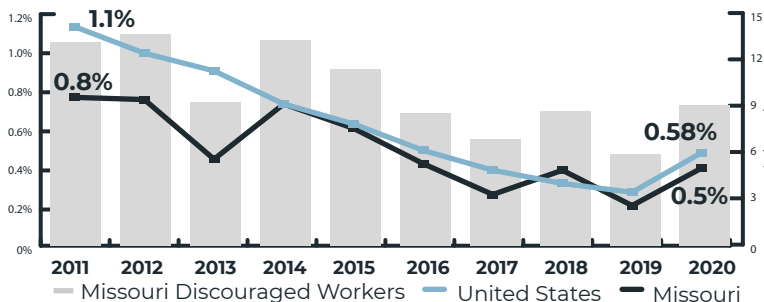
AGE RANGE



Discouraged workers

The percentage of those not in the labor force due to discouragement indicates the portion of the labor force that may need retraining or other assistance and have given up seeking work.

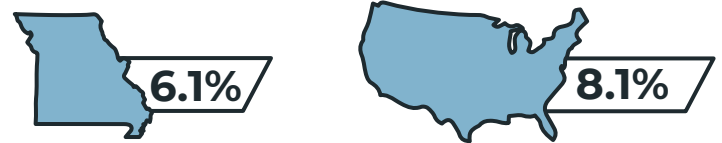
DISCOURAGED WORKERS MISSOURI AND U.S.



Unemployment rate (U3)

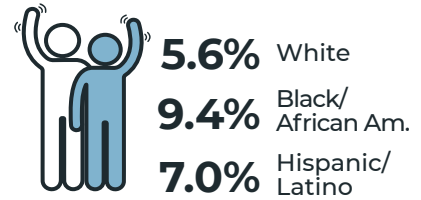
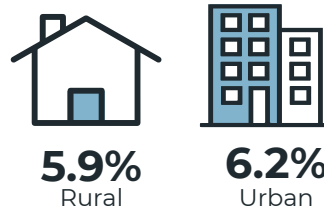
A high unemployment rate indicates a mismatch in the availability of jobs and those seeking to fill them.

OFFICIAL UNEMPLOYMENT RATE MISSOURI VS. UNITED STATES (2020)

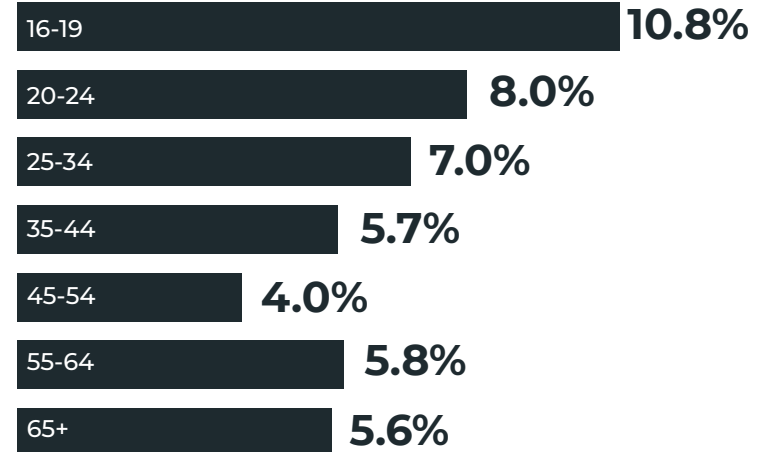


OFFICIAL UNEMPLOYMENT RATE MISSOURI (2020)

GEOGRAPHIC ORIGIN



AGE RANGE



Number of job seekers per job openings (2021)

The balance of the number of available jobs and those available to work supports economic stability. A strong labor market matches job seekers to opportunity.



Involuntary part-time status (2020)

Those who want to find full-time work but cannot may need training or other assistance to find full-time employment. (Working 35 hours or less)

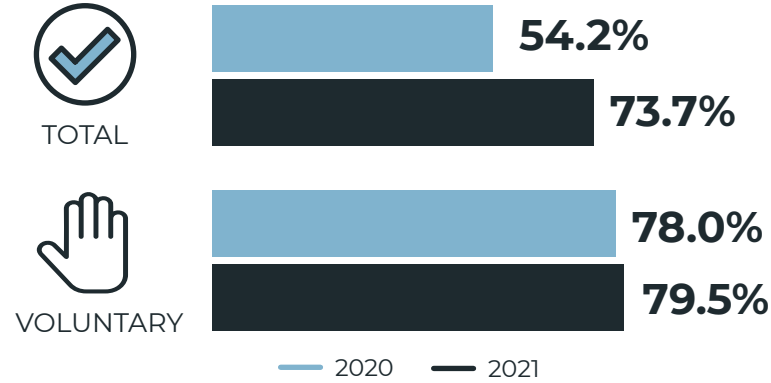


03 Best Place to Work

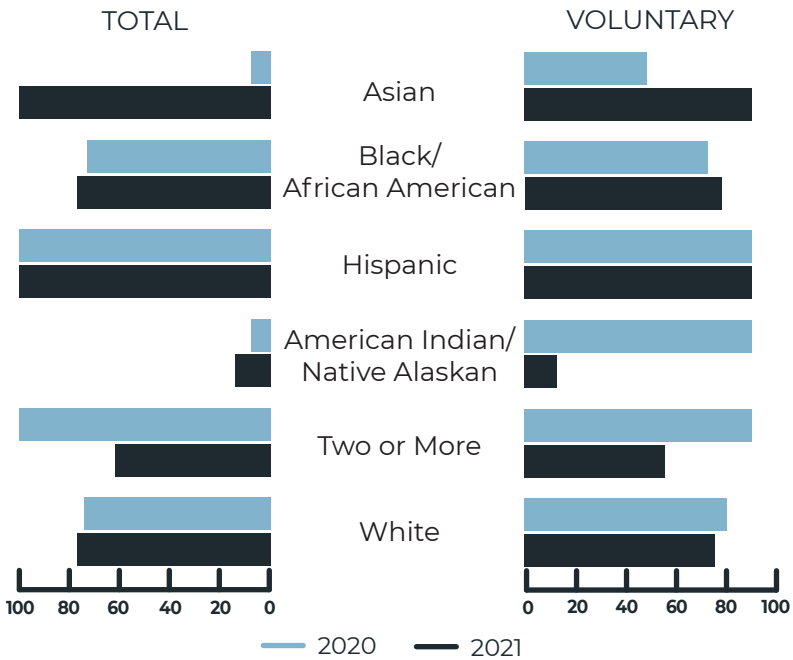
Retention of MDHEWD employees

Retention is an indicator of job satisfaction. Losing staff results in lost knowledge and creates extra stress on staff as workloads increase until positions are filled.

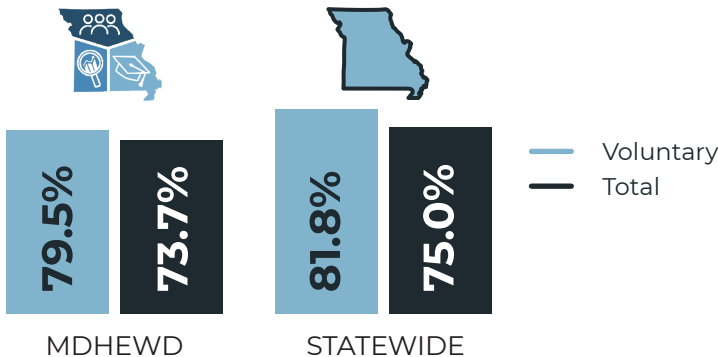
MDHEWD STAFF RETENTION RATE (2020-2021)



MDHEWD STAFF RETENTION RATE BY RACE/ETHNICITY (2020-2021)



MDHEWD STAFF RETENTION RATE COMPARED TO OTHER AGENCIES (2021)



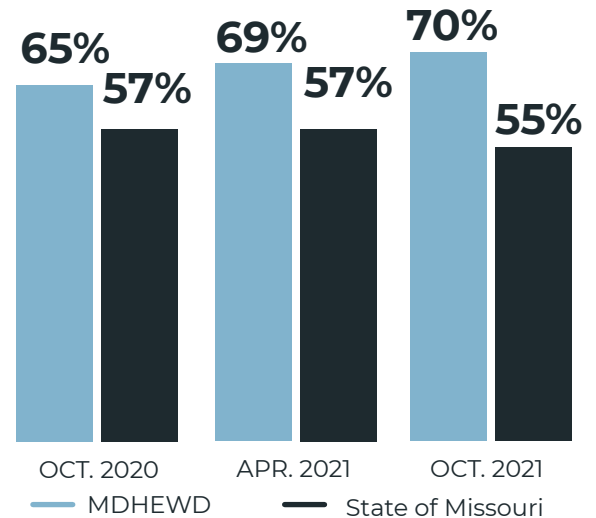
Quarterly Pulse Survey

Strengthening the organizational culture is a priority for the department. The personal ownership questions help determine if staff feel connected to the department and the work they're doing.

“Managers create a sense of belonging to the organization.”

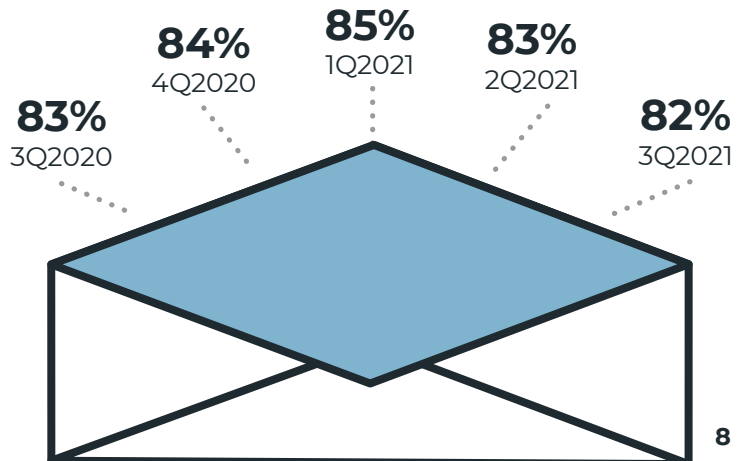
“Managers encourage employees to take a personal stake in their jobs.”

QUARTERLY PULSE SURVEY: PERSONAL OWNERSHIP (2020-2021)



Newsletter open rates

Staff engagement in department news and activities shows a connection to the organization.



STRATEGIES/THEMES

In order to empower all Missourians with the skills and education needed for success, MDHEWD must focus efforts around providing multiple options for postsecondary education and training opportunities. The accessibility and affordability of those options will determine the success and potential impact on the individual, and the state as a whole. Projects and initiatives should fall under the four major themes identified below in order to achieve the department principles of being people-centered, equity-focused, impact-driven, and workforce-aligned. These principles should drive the work. Strategies for each theme will guide ideas for yearly initiatives.

Access

Access - Removing barriers to enrollment and employment

- Raise awareness of options
- Create opportunities for connections and support
- Make it easier for all Missourians to access services

Success

Success - Supporting learners and workers through a holistic lens

- Support learners to achieve educational goals
- Help unemployed Missourians find work
- Support workers to persist through training and into sustainable employment
- Encourage academic advancement and skills building
- Connect with employers and partners for continuous improvements to policies and systems

Affordability

Affordability - Identifying resources and creating opportunities

- Continue to disburse state financial aid funds and develop programs to minimize student costs
- Leverage partnerships to provide funding opportunities
- Eliminate or revise cost-prohibitive policies and procedures
- Provide financial literacy resources and education

BPTW

Best Place to Work - Continuous improvement in culture and process

- Set a standard of excellence and inclusion
- Provide opportunities for growth
- Improve processes to enhance performance
- Eliminate unnecessary burdens on staff and customers
- Create a culture of belonging

INITIATIVES

Each year, the department will identify a set of initiatives that fit within the scope of our themes – Access, Success, Affordability, BPTW. The initiatives are year-long projects with a specific scope and goal in mind, all designed to move Missouri closer to its goals of 60 percent educational attainment, 70 percent labor force participation, and making MDHEWD the best place to work in state government. The initiatives will be driven by the identified strategies. For example, in order to set a standard of excellence and inclusion to make MDHEWD the best place to work, an initiative could be to look at current department policies to identify opportunities for inclusion and to eliminate language or policies that by nature, create division.

Initiatives will be approved by the Coordinating Board and made available to the public through the department placemat. Initiatives are the “boots on the ground” work, often accomplished through collaboration with partner organizations.

CLOSING

This strategic plan, Building Missouri’s Future, will set the tone and guide work within MDHEWD for the next three to five years. While the initiatives and targets may change, the strategies will remain. A more educated, prepared, and working citizenry is a must for the future of Missouri.

Letter from 2021 Board Chair Joe Cornelison



Setting a strategic plan is a little like predicting the future. As a board and as a department, we have the difficult responsibility of identifying areas of current need, thinking about future trends, and using data to inform where we think we should end up. This new strategic plan lays out three clear goals with equity as a major emphasis. With the best in mind for Missourians as individuals and for the state as a whole, the goals, strategies, and themes outlined in this plan will drive much of our work in years to come. The goals are inspirational, as they should be. If we want to be the best in Midwest, we have to focus on raising up talent and reaching those who are often left out. With a terrific team behind the wheel and strong partners by our side, together we’ll push to increase educational attainment and workforce participation to outpace our peers by 2030. We’ve built the tracks – now it’s time to get the trains running.

APPENDIX A: 2022 STRATEGIC INITIATIVES



Access

Expand Job Center Connect services with infrastructure, awareness, and performance redesign

Expand Missouri Apprentice Ready program

Expand access to veteran resources through Show-Me-Heroes program

Expand mental health resources to students

Spotlight MDHEWD partners whose work drives progress toward big goals

Help students make informed decisions with Students' Right to Know resources

Expand opportunities for youth through partnership programs

Promote pathways showcasing the value of postsecondary education and its role in workforce development

Develop and implement adult learner network

Coordinate Summer Bridge Community of Action training



Affordability

Operationalize MDHEWD values and strengthen diversity, equity, and inclusion in the department

Coordinate the review and update of the Rewards and Recognition playbook for performance

Leverage succession planning with updated job descriptions that link to values and principles and identify cross-training opportunities

Reestablish the Fun Committee to organize department events throughout the year

Leverage automated dual credit/dual enrollment scholarship program to expand educational opportunities to targeted populations

Expand the number of campuses with social services

Increase the number of childcare facilities on college campuses and childcare workforce

Advocate for legislative support that will allow the department to drive progress toward big goals



Success

Best Place to Work



Learn more about the 2022 initiatives at dhewd.mo.gov/strategicplan.php

APPENDIX B: DEFINITIONS & BIG GOALS

Urban and Rural

For the purposes of this information, county-level designations for urban and rural counties were consistent with the MDHEWD 2019 Equity in Missouri Higher Education Report. This definition was developed by the Missouri Department of Health and Senior Services for its biannual Rural Health report, based on population density. Rural counties are defined as having fewer than 150 people per square mile and not being part of a Census Metropolitan Statistical Area (MSA). Urban counties are: Boone, Buchanan, Cass, Clay, Cole, Greene, Jackson, Jasper, Jefferson, Newton, Platte, St. Charles, St. Louis, and St. Louis City. All other counties are classified as rural.

Working-Age Population

Population aged 25 to 64

Midwest States

Arkansas, Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, Ohio, Oklahoma, Tennessee, and Wisconsin

Big Goals

• **Educational Attainment – Percent of working-age population with a workforce-relevant credential or above.**

- o Total
 - Source: Lumina Foundation. *A Stronger Nation: Learning Beyond High School Builds American Talent*. Attainment for associate degree level and above is based on data from the U.S. Census Bureau American Community Survey 1-year Public Use Microdata Samples (PUMS). Certificate completions are estimated by the Lumina Foundation based on a methodology developed from Georgetown University's Center on Education and the Workforce.
 - Goal determination: "Best in Midwest" compared to 13 other states in the Midwest. Minnesota had the highest educational attainment at 59.0 percent in 2020.
 - Target Development: With research partners at the University of Missouri, regression analysis of historic trends of educational attainment for working-age adults was used to project steady-state estimates to 2030. Estimates assumed a constant state for credential and certificate attainment. The gap is the number of individuals between the estimated steady-state growth and the number needed to reach 60 percent of working-age adults with educational attainment of a credential or above.

- o Black/African American
 - Baseline data and target development used the same methodology as the Total Educational Attainment goal. The equity targets assume an equal distribution of certificate and credential attainment among all groups.
- o Hispanic
 - Baseline data and target development used the same methodology as the Total Educational Attainment goal. The equity targets assume an equal distribution of certificate and credential attainment among all groups.
- o Rural/Urban
 - Baseline data and target development used the same methodology as the Total Educational Attainment goal. The equity targets assume an equal distribution of certificate and credential attainment among all groups.
- **Labor Force Participation – Percent of noninstitutionalized population aged 16 or older who are part of the labor force.**
 - o Total
 - Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics (BLS) and MDHEWD; Current Population Survey and Local Area Unemployment Statistics (LAUS); and Emsi Burning Glass population projections to 2030.
 - Goal determination: "Best in Midwest" compared to 13 other states in the Midwest. Minnesota and Nebraska had the highest current labor force participation rate at 69.6 percent in 2020.
 - Target Development: Current labor force participation in 2020 was used as a baseline compared to population projections by age in Missouri through 2030. The gap is the number of individuals between the current rate of 63.1 percent and the number needed to reach 70 percent labor force participation at full employment in 2030, with the assumed population growth. Full employment is estimated at an unemployment rate of 4.5 percent or lower.
 - o Black/African American
 - Source: Missouri Current Population Survey. Table a. Employment status of the civilian non-institutional population by sex, age, race, and Hispanic origin. 12-month report, ending December each year.
 - Baseline data and target development used the same methodology as the Total Labor Force Participation goal. The goal assumes full employment at a 4.5 percent unemployment rate and a 70 percent labor force participation rate.

- o Hispanic
 - Source: Missouri Current Population Survey. Table a. Employment status of the civilian non-institutional population by sex, age, race, and Hispanic origin. 12-month report, ending December each year.
 - Baseline data and target development used the same methodology as the Total Labor Force Participation goal. The goal assumes full employment at a 4.5 percent unemployment rate and labor force participation at current 2020 rate of 76.2 percent.
- o Rural/Urban
 - Source: U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS); U.S. Census Bureau American Community Survey; and Emsi Burning Glass population projections to 2030.
 - Baseline data was established using LAUS data for labor force and American Community Survey 2015-2019 5-year estimates for civilian population. Population projections were used to estimate total 2030 civilian population. The gap is the difference between the current baseline estimate and the projected 2030 estimate at 70 percent labor force participation and full employment at a 4.5 percent unemployment rate.

APPENDIX C: INDICATOR DATA SOURCES

Educational Attainment

- **FAFSA Filers**
 - o Source: MDHEWD Missouri FAFSA records
 - o Description: FAFSA records for Missouri residents are available to MDHEWD through the Federal Student Aid Data Center. FAFSAs can be filed from October 1 prior to the next academic year to June 30 of the academic year (21 months). Total FAFSA filers is the number of all Missouri residents filing the Free Application for Federal Student Aid (FAFSA). Not all may live in Missouri at the time of filing. First-Time filers are those who identified as first-time students in college, often representing current or recent high school seniors. First-time students may include filers with prior dual credit or dual enrollment.
- **Headcount Enrollment at Missouri Colleges and Universities**
 - o Source: U.S. Department of Education National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment.
 - o Description: The IPEDS Fall Enrollment survey captures a snapshot of the students enrolled in the fall of each year. IPEDS data is aggregated to be presented by sector over time. Data represents all students enrolled in credit-bearing courses/ programs which could potentially lead to awards ranging from postsecondary certificates of less than one year to doctoral degrees. Students can be full- or part-time.
- **Completion Rates of MO First-Time Full-Time Degree-Seeking Students**
 - o Source: U.S. Department of Education National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Graduation Rate Survey or MDHEWD EMSAS records.
 - o Description: Completion Rates and Graduation Rates are the same measure. The IPEDS Graduation Rates survey captures the number of first-time full-time degree-seeking students completing their program within a time period equal to one and a half times (150%) the normal period. This means graduation rates are three- and six-year graduation rates for two- and four-year institutions. Data for community and technical colleges includes reported transfer-outs. All other institution rates are for graduation at the same institution only. First-time, full-time, degree-seeking students represent a portion of all postsecondary enrollment and completion, excluding entering part-time and transfer students, among others.
 - o Disaggregation
 - Race
 - Source: U.S. Department of Education National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Graduation Rate Survey.

- Age
 - Source: MDHEWD EMSAS records.
 - Description: Age is calculated at enrollment.
- Rural/Urban
 - Source: MDHEWD EMSAS records.
 - Description: Urban/Rural rates are only for in-state students.
- **Number of Degrees Issued by Missouri Institutions**
 - o Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Completions Survey.
 - o Description: The number of students completing either an associate, bachelor's, master's, doctoral or professional degree from a Missouri degree-granting institution.
- **Number of Apprenticeships and Certificates Issued**
 - o Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Completions Survey and U.S. Department of Labor Employment and Training Administration, Registered Apprenticeship Data and Statistics.
 - o Description: Certificates - The number of students completing a certificate of less than 2 years from a Missouri institution that reports to IPEDS (i.e. any institution disbursing Title IV federal financial aid). A portion of the certificates are from non-degree granting institutions that report to IPEDS. Apprenticeships – The number of completed registered apprenticeships.
 - o Disaggregation for Completed Apprenticeships
 - Race
 - Source: U.S. Department of Labor Employment and Training Administration, Registered Apprenticeship Data and Statistics, Quarterly Data Download.
 - Description: Year of data is based on Exit Wage Date for records with a Status of "CO" and program state of Missouri.
 - Age at Start
 - Source: U.S. Department of Labor Employment and Training Administration, Registered Apprenticeship Data and Statistics, Quarterly Data Download.
 - Description: Year of data is based on Exit Wage Date for records with a Status of "CO" and program state of Missouri. Age at Start is filtered for data outliers.
- Rural/Urban
 - Source: U.S. Department of Labor Employment and Training Administration, Registered Apprenticeship Data and Statistics, Quarterly Data Download.
 - Description: Data is based on Exit Wage Date for records with a Status of "CO", program state of Missouri, and county of program participant.
- **Public Higher Education Funding per FTE, Missouri and U.S.**
 - o Source: State Higher Education Executive Officers Association (SHEEO). State Higher Education Finance. FY 2020. Table 3.2.
 - o Description: Total state appropriations by the number of full-time equivalent (FTE) students allows the appropriation to be normalized across institutions of different sizes. Education appropriations are a measure of state and local support available for public higher education operating expenses and student financial aid, excluding appropriations for research, hospitals, and medical education. Education appropriations include federal stimulus funding. Historical appropriations are adjusted for inflation by SHEEO using a mix of a Cost of Living Index (COLI), Enrollment Mix Index (EMI), and Higher Education Cost Adjustment (HECA).
- **Net Price for First-Time Full-Time Degree and Certificate-Seeking Students, Enrollment-Weighted**
 - o Source: U.S. Department of Education National Center for Education Statistics Integrated Postsecondary Education Data System (IPEDS), Financial Aid and Fall Enrollment Surveys.
 - o Description: Net price is the total cost of attendance minus the average amount of awarded student aid (federal, state and local government and institutional grant aid). Total cost of attendance is the sum of published tuition and required fees (lower of in-district or in-state), books and supplies, weighted average room, board, and other expenses. Net price is reported for first-time, full-time degree- or certificate-seeking undergraduates paying the in-state or in-district tuition rate who were awarded grant or scholarship aid. Data is weighted to the relative number of first-time full-time degree- and certificate-seeking students by sector.

Labor Force Participation

• Official Unemployment Rate

- Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics (BLS) and MDHEWD. Current Population Survey and Local Area Unemployment Statistics (LAUS).
- Description: The unemployment rate is the number of unemployed persons shown as a percentage of the civilian labor force. The civilian labor force includes all people aged 16 and older who are classified as either employed or unemployed, or can be considered as the number of people who are either working or actively looking for work.
- Disaggregation
 - Race
 - Source: U.S. Department of Labor, Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment.
 - Age
 - Source: Missouri Current Population Survey. Table a. Employment status of the civilian non-institutional population by sex, age, race, and Hispanic origin. 12-month report, ending December each year.
 - Rural/Urban
 - Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics (BLS) and MDHEWD, Local Area Unemployment Statistics (LAUS).
 - Description: Employment and unemployment data by county are aggregated by the urban and rural county designations.

• Employment-Population Ratio

- Source: U.S. Department of Labor, Bureau of Labor Statistics and MDHEWD. Current Population Survey and Local Area Unemployment Statistics.
- Description: The employment-population ratio represents the number of employed people as a percentage of the civilian noninstitutional population. It is the percentage of the population that is currently working. The civilian noninstitutional population is the population aged 16 and older, excluding active duty members of the U.S. Armed Forces and people confined to, or living in, institutions or facilities such as prisons, jails, and other correctional institutions and detention centers or residential care facilities such as skilled nursing homes.
- Disaggregation
 - Race
 - Source: U.S. Department of Labor, Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment.

- Age
 - Source: Missouri Current Population Survey. Table a. Employment status of the civilian non-institutional population by sex, age, race, and Hispanic origin. 12-month report, ending December each year.
- Rural/Urban
 - Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics (BLS) and MDHEWD, Local Area Unemployment Statistics (LAUS). U.S. Census Bureau, Annual Vintage Year Population Estimates by age for 16 and over.
 - Description: Population data by age from the U.S. Census Bureau is used to estimate the civilian noninstitutionalized population by county. County population is normalized to state population data from the U.S. Bureau of Labor Statistics. Employment data from the U.S. Bureau of Labor Statistics is aggregated by county. The employment-population ratio is then calculated as employment divided by population.

• Number of Job Seekers per Job Opening, Missouri and U.S., July

- Source: U.S. Department of Labor, Bureau of Labor Statistics. Job Openings and Labor Turnover Survey (JOLTS) and Local Area Unemployment Statistics (LAUS). Seasonally adjusted July data.
- Description: The number of unemployed persons, or job seekers, from the LAUS data in the reference month is divided by the number of job openings from the JOLTS data for the same month.

• Discouraged Workers, Missouri and U.S.

- Source: Missouri Current Population Survey. Table b. Civilians not in the labor force by sex and age. 12-month report, ending December each year.
- Description: The total number of civilians not currently looking for work due to discouragement over job prospects as a percent of the total civilians not in the labor force.

• Involuntary Part-Time Status, Missouri and U.S.

- Source: U.S. Department of Labor, Bureau of Labor Statistics Geographic Profile of Employment and Unemployment.
- Description: Involuntary part-time status refers to those who are working less than 35 hours per week due to economic or other conditions outside of their control. This is calculated as the number of those working less than 35 hours per week due to slack work or the inability to find full-time work as a portion of those who usually work full-time or part-time.

Best Place to Work

- **Quarterly Pulse Survey – Personal Ownership**
 - Source: State of Missouri, Quarterly Pulse Survey.
 - Description: Questions regarding Personal Ownership appear in the Quarterly Pulse Survey in the spring and fall each year. Personal Ownership is defined by two statements: “Managers create a sense of belonging to the organization.” and “Managers encourage employees to take a personal stake in their jobs.” The number represents the percent of team members who agree with those statements.

- **MDHEWD Staff Retention Rate**
 - Source: State of Missouri Talent Dashboard and MDHEWD Human Resources reports.
 - Description: The year is defined as September – August since September 2019 was the first full month of MDHEWD’s creation. Total retention is the percent of full-time employees who are retained during the year. Voluntary retention excludes those who left for retirement or dismissal.

 - Disaggregation
 - Race
 - Source: MDHEWD Human Resources reports.
 - Description: Data is calculated as the percentage of staff retained in a race or ethnicity group compared to the total for that race or ethnicity group.

- **MDHEWD Newsletter Email Open Rate**
 - Source: GovDelivery Analytics.
 - Description: MDHEWD sends a weekly employee newsletter to all staff. Open rates are based on the number of unique opens as a portion of total sends.



DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT

Missouri Department of Higher Education & Workforce Development

P.O. Box 1469, Jefferson City, MO 65102-1469 // 800-473-6757 // 573-751-3940

Fax: 573-751-6635 // DHEWD.mo.gov // jobs.mo.gov // info@dhewd.mo.gov

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