



Tab 8 Strategic Planning Update

Coordinating Board for Higher Education
September 15, 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.

CURRENT STATUS

The department is using a process that aligns with the operational excellence model for strategic planning.

The four components of the process include:

1. **Know yourself.** Define the vision, mission, principles, and values.
2. **Understand state needs.** Set big goals and identify indicators.
3. **Identify our role.** Define the problem and identify the parts of it DHEWD can influence most meaningfully.
4. **Set strategy.** Identify themes and set targets.

Work is underway for the first two components of the process.

1. Know yourself. Define the vision, mission, principles, and values.

- An organization's **vision** statement is an inspirational statement that identifies an ideal future state. The CBHE adopted the new department vision statement, "Every Missourian empowered with the skills and education needed for success," in June 2019. The vision statement is widely used in department signage, performance incentive swag, internal communications, and presentations to external audiences.
- A **mission** statement is a brief description of an organization's fundamental purpose. DHEWD's leadership team aspired to create a statement that will energize employees, not include buzzwords or jargon, and be easy to remember. The mission statement will also be used in department signage and internal communications, as well in presentations to external audiences.

Concepts for a mission statement and guiding principles were identified through interviews with senior staff and discussions with leadership council and board members conducted by HCM Strategists. Draft mission statements and guiding principles were shared with all department staff and the board for feedback. Revisions were made to the draft mission statement to reflect feedback.

- **Initial draft mission statement:** We change lives by working with partners to connect Missourians to a path for learning and prosperity.
- **Revised draft mission statement:** Our people, programs, and partnerships put Missourians on a path to learn, work and prosper. Eighty percent of department staff prefer the revised draft statement over the initial draft statement, as does the leadership team.
- State education agencies' strategic plans sometimes include **guiding principles** or values. Examples include the Missouri Department of Elementary & Secondary Education's core values (we are committed to excellence, we are future-focused, we are dedicated to serving citizens) and the Indiana Commission on Higher Education's guiding principles (student-centered, mission-driven, workforce-aligned). These principles or values can guide the work of the department and help leaders prioritize their activities.

The following draft guiding principles and proposed definitions were derived from the same process and conversations that led to the draft mission statement.

- **People-Centered:** Engage and connect department 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.
- Finally, department staff identified their internal working **values** in December 2019. Those values define the way staff work with each other and include teamwork, collaboration, accountability, and work-life balance. These values are used in signage and internal communication, and are integrated into the department's rewards and recognition program.

2. Understand state needs. Set big goals and identify indicators.

Metrics are an essential element of an effective strategic plan. DHEWD’s strategic plan will include two sets of metrics:

- A. **A big goal, targets, and indicators.** Many actors and factors impact indicators, targets, and the big goal, not just the department’s work. The big goal and targets are aspirational and represent the state’s needs. Targets and indicators will include equity measures.

Department staff are considering the following:

- 1. **Big goal:** The proposed big goal is, “Best in the Midwest in educational attainment and workforce participation by 2030.”

This goal is proposed because it aligns with the state’s approach to economic and workforce development, and because the targets associated with the goal are consistent with the old Department of Higher Education’s big goal for educational attainment. In addition, the educational attainment goal is similar to the percent of good jobs projected to require some kind of postsecondary credential by 2030. That number is 65 percent.

- 2. **Targets:** The targets are based on the highest levels of educational attainment among Midwestern states. Data about other states is included in the attachment. The proposed targets are:

	Educational Attainment	Labor Force Participation
Potential Target	60% of working-age adults with a degree or certificate	70% of the potential workforce working or willing to work
Current Status	47%	63%
Change Needed	243,000 more degrees and certificates than current trend	312,000 more Missourians working

- 3. **Equity Targets:** The equity targets indicate progress the state needs to make with regard to specific demographic groups, including Black, Hispanic, and rural Missourians. The proposed targets are:

	Educational Attainment	Labor Force Participation
Potential Target	60% attainment for all groups	70% participation and/or full employment for all groups
Current Status	(Associate and above) Black: 28.4% Hispanic: 28.9% Rural: 28.7%	Black Labor force participation rate: 62.2% Unemployment rate: 9.4% Hispanic

		Labor force participation rate: 76.2% Unemployment rate: 7.0% Rural (estimated) Labor force participation rate: 57.7% Unemployment rate: 5.9%
Change Needed	Black: +95,000 Hispanic: +33,000 Rural: +215,000	Black: +59,000 Hispanic: +6,000 Rural: +227,000

4. **Indicators** are “early warning signs” that help the department determine if the state is on track to meet the targets and big goal. Potential indicators are listed below. DHEWD staff will provide data for each indicator after receiving feedback about which indicators should be included.

- **Educational Attainment**
 - FAFSA filing
 - Enrollment
 - Completion rates
 - Apprenticeship and certificate completions
 - Net cost/price
 - Per-student funding of public colleges and universities
- **Labor Force Participation**
 - Employment to population ratio
 - Number of job seekers per job opening
 - Unemployment rate (U3)
 - Hours of work
 - Discouraged workers
 - Involuntary part-time status
 - Voluntary quits
- **Best Place to Work**
 - Retention of DHEWD employees
 - Quarterly Pulse Survey responses to key questions
 - Newsletter open rates

B. **Metrics that reflect the department’s work directly.** DHEWD staff will work on these measures after receiving feedback on the big goal, targets, and indicators, and identifying the department’s role in working toward those metrics.

C. **Prosperity dashboard.** In addition to the metrics described above, department staff are considering including a prosperity index or dashboard in its strategic plan framework. This dashboard could reflect the fact that the work of the department and its partners has broad and important impacts beyond educational attainment and labor market participation. The dashboard could track data that quantify those impacts, including measures related to quality of life, civic engagement, and business climate. Examples are included in the meeting slide deck.

Outreach Activities: The department is engaging external stakeholders throughout the strategic planning process.

- 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
- Aug. 18 - Job Center Connect Town Hall – Columbia
- Aug. 19 - Job Center Connect Town Hall – St. Charles
- Aug. 20 – Job Center Connect Town Hall – Kansas City (co-hosted by Senator Barbara Washington)
- Aug. 26 - Job Center Connect Town Hall – Hannibal
- Aug. 27 - Job Center Connect Town Hall – St. Louis (hosted by the Urban League of Metropolitan St. Louis)
- Sept. 7 – Hawthorn Foundation Board
- Sept. 8 – State Workforce Development Board
- Sept. 9 – Governor’s Conference on Economic Development
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NEXT STEPS

Department staff will invite feedback on the following during the CBHE’s September work session and regular meeting:

- Mission statement
- Principles
- Big goal
- Targets
- Indicators
- Prosperity dashboard

After receiving that feedback on the mission statement, principles, big goal, and targets, staff will finalize those items. Staff will provide data for indicators and discuss it with the board at a future meeting. If the board is interested in creating a prosperity dashboard, staff will prepare a draft for the board’s consideration.

In October, the department will work through part three of the framework to identify the department’s role, themes, and establish program measures. A final strategic plan report will be completed in November and presented to the board for approval in December.

RECOMMENDATION

This is an information item only.

ATTACHMENT

- Peer State Data

Tab 8 Attachment
Peer State Data

