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Missouri Department of Higher Education

*Building Missouri's future...
by degrees*[®]

30th
ANNIVERSARY

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Imperatives for Change: Building a Strategic Plan for Higher Education in the 21st Century

Presented by:
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Coordinating Statewide Higher Education

“Public agenda for higher education as opposed to a management tool for higher education.”

Imperatives for Change

- Developmental history of the strategic planning in Missouri
- Framework for Missouri advancing statewide higher education
- National and State trends in strategic planning
- Making student aid and institutional appropriations a concerted effort
- State initiatives that support the coordinated plan



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Embarking on the 21st Century Higher Education Mission for Missourians

“Missouri’s higher education will be an innovative and coordinated system of diverse postsecondary institutions that benefits Missouri and the nation by equipping all Missouri residents for personal and professional success in the 21st century and that is moving towards becoming one of the best in the nation.”

Our Vision- MDHE



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Timing of Missouri's historical efforts

1980's

- ❖ Systematic agreement on data and definitions on a statewide level

1990's

- ❖ Overarching plans that would be driven by data and incorporate institutional performance measures and include performance funding.
- ❖ "Critical Choices" coordinated plan incorporates 24 key goals and objectives

2000's

- ❖ Political impacts lessen and change the dynamic of strategic planning
- ❖ Emphasis continues on performance funding and mission evaluations

May 2007

- ❖ Passage of Senate Bill 389 reinforces importance of a strategic plan

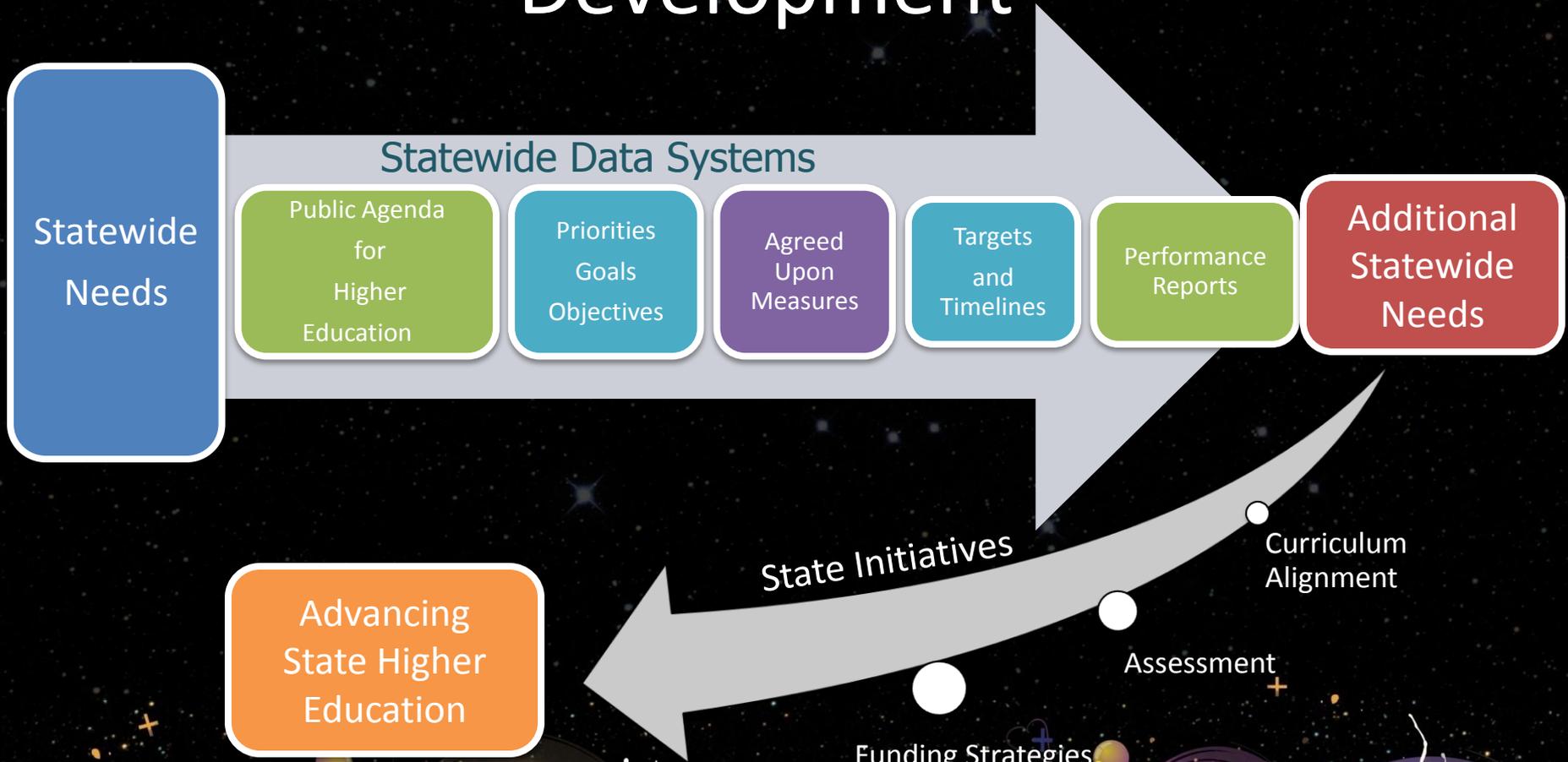
July 2008

- ❖ Approval and adoption of Imperatives for Change July 30th, 2008



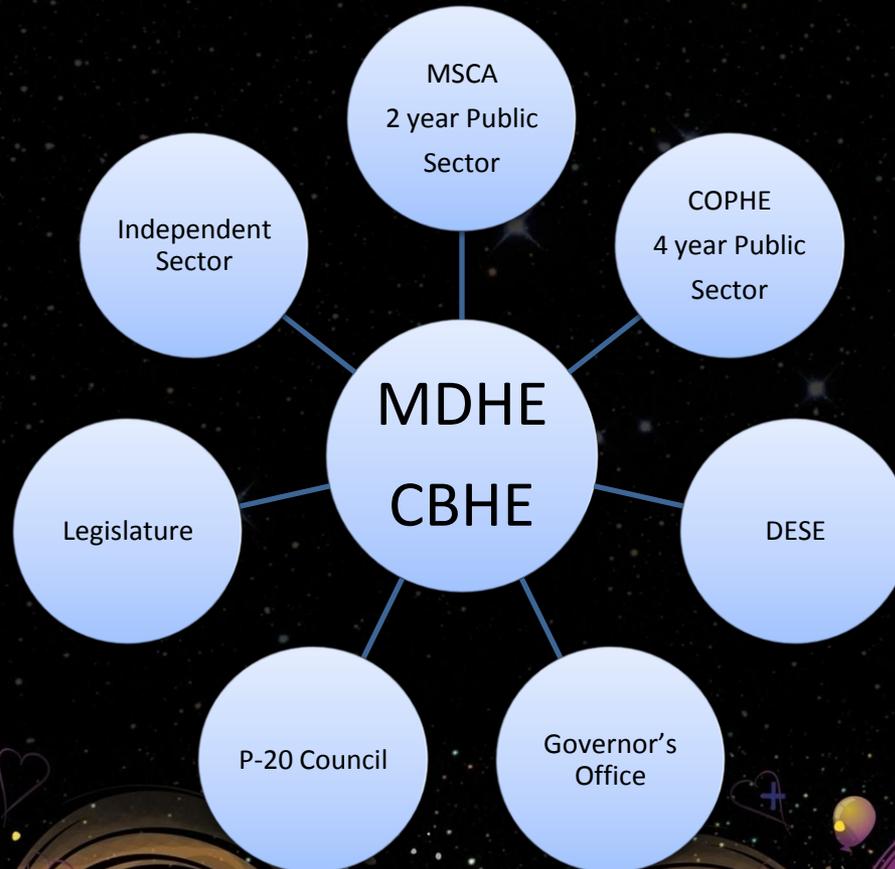
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Missouri's Strategic Plan Channel of Development



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Missouri Stakeholders: *A Collaborative Effort*



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Challenges in Creating an Inclusive Statewide Strategic Plan

State vs. Institutional Priorities

- ❖ Public vs. Independent Sector
- ❖ Number and definition of key indicators
- ❖ Inclusion of secondary school performance
- ❖ Institutional Assessment
- ❖ Student Learning Measures
- ❖ Modes of funding

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Challenges in Creating an Inclusive Statewide Strategic Plan

Tensions in the System

- ❖ Public vs. Independent Sector
- ❖ 2 Year vs. 4 Year Sector
- ❖ Institution vs. State
- ❖ Sector vs. State



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Where IFC Aligns with National Policy

Accessibility

Assessment

Engagement

Persistence

Funding



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Development with a Clear Vision and Direction

- Concise, easy and understood language
- Simplistic structure
 - 3 Over-arching Goals
 - 50 Indicators and contributing factors
 - Supportive guidance points outlined
- Target groups –Missouri Public, Elected Officials and Institutional Leadership
- Streamlined approach to institutional reporting
- User friendly

Foundational Aspects of the Plan

I. Productivity

Goal: Increasing Educational Attainment

II. Quality Workforce

Goal: Developing a 21st Century Society and Global Workforce, that is dynamic and globally competitive in an ever changing information based society

III. Adequate Funding and Responsibility Leadership

Goal: Enhancing Resources through Investment, Stewardship and Shared Responsibility with Transparency and Accountability.



Goal 1: Improving Educational Attainment

Objectives for Goal 1

- ❖ Increase the percent of Missouri residents with degrees or certificates.
- ❖ Affordability for more Missourians.
- ❖ Continued improvement or sustained excellence in student learning.
- ❖ Increase college attendance rates of H.S. students.
- ❖ Increase college attendance rates of non-traditional students.

Making a Difference for Missouri's Student

Indicator 1BA

Missouri resident on-time FAFSAs filed by income and EFC level

- ❖ The process for obtaining student financial aid begins when students and their families complete the Free Application for Federal Student Aid (FAFSA).
- ❖ Each year, many qualified students do not receive assistance because they do not complete the FAFSA, or fail to meet the deadline.

Access Missouri Making a Difference

- ❖ Access Missouri is making a difference with over 39,000 Missouri students receiving aid and over \$72 million dollars appropriated.

FAFSAs Filed by Estimated Family Contribution (Access Missouri Eligible Students, AY2007-08)

	\$0 - \$4,110		\$4,111 - \$8,000		\$8,001 - \$12,000		\$12,001 - \$20,000		\$20,001 - \$30,000		\$30,001 or More		Total of all Eligible		Total of FAFSA Filers	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Freshmen Only																
January 1, 2007 - April 1, 2007 (On-time)	12,695	29%	4,224	49%	2,894	53%	3,840	60%	2,476	64%	2,953	68%	19,813	34%	29,797	39%
April 2, 2007 - August 31, 2007	16,212	37%	2,771	32%	1,663	30%	1,798	28%	1,006	26%	1,039	24%	20,646	36%	25,861	34%
September 1, 2007 - June 30, 2008	14,457	33%	1,658	10%	918	8%	786	12%	403	10%	322	7%	17,033	30%	20,003	26%
Total	43,364	100%	8,653	100%	5,475	100%	6,424	8%	3,885	5%	4,314	6%	57,492	100%	75,661	100%
All FAFSA Filers	Access Missouri Eligible				Access Missouri Ineligible				Total							
January 1, 2007 - April 1, 2007 (On-time)	56,484	36%	16,743	42%	11,212	43%	12,973	46%	7,510	47%	7,083	48%	84,439	38%	113,522	39%
April 2, 2007 - August 31, 2007	68,309	43%	16,329	41%	10,381	40%	11,234	40%	6,209	39%	5,778	39%	95,019	42%	121,227	42%
September 1, 2007 - June 30, 2008	33,664	21%	6,603	17%	4,266	16%	4,214	15%	2,123	13%	1,824	12%	44,533	20%	55,393	19%
Total	158,457	100%	39,675	100%	25,859	100%	28,421	10%	15,842	5%	14,685	5%	223,991	100%	290,142	100%

Source: 2007-08 FAFSA Data

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Access Missouri Making a Difference

a difference with over 3 million students receiving financial aid and over \$72 million in aid.

\$0 - \$4,110

Freshmen Only	#	%
January 1, 2007 - April 1, 2007 (On-time)	12,695	29%
April 2, 2007 - August 31, 2007	16,212	37%
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Total	43,364	100%

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\$0 - \$12,000 \$12,001 - \$20,000 \$20,001 - \$30,000 \$30,001 or More

	%	#	%	#	%	#	%	
Access Missouri Eligible	94	53%	3,840	60%	2,476	64%	2,953	68%
Access Missouri Ineligible	63	30%	1,798	28%	1,006	26%	1,039	24%
Total	8	8%	786	12%	403	10%	322	7%
Access Missouri Eligible	75	100%	6,424	8%	3,885	5%	4,314	6%

Total of all Eligible		Total of FAFSA Filers	
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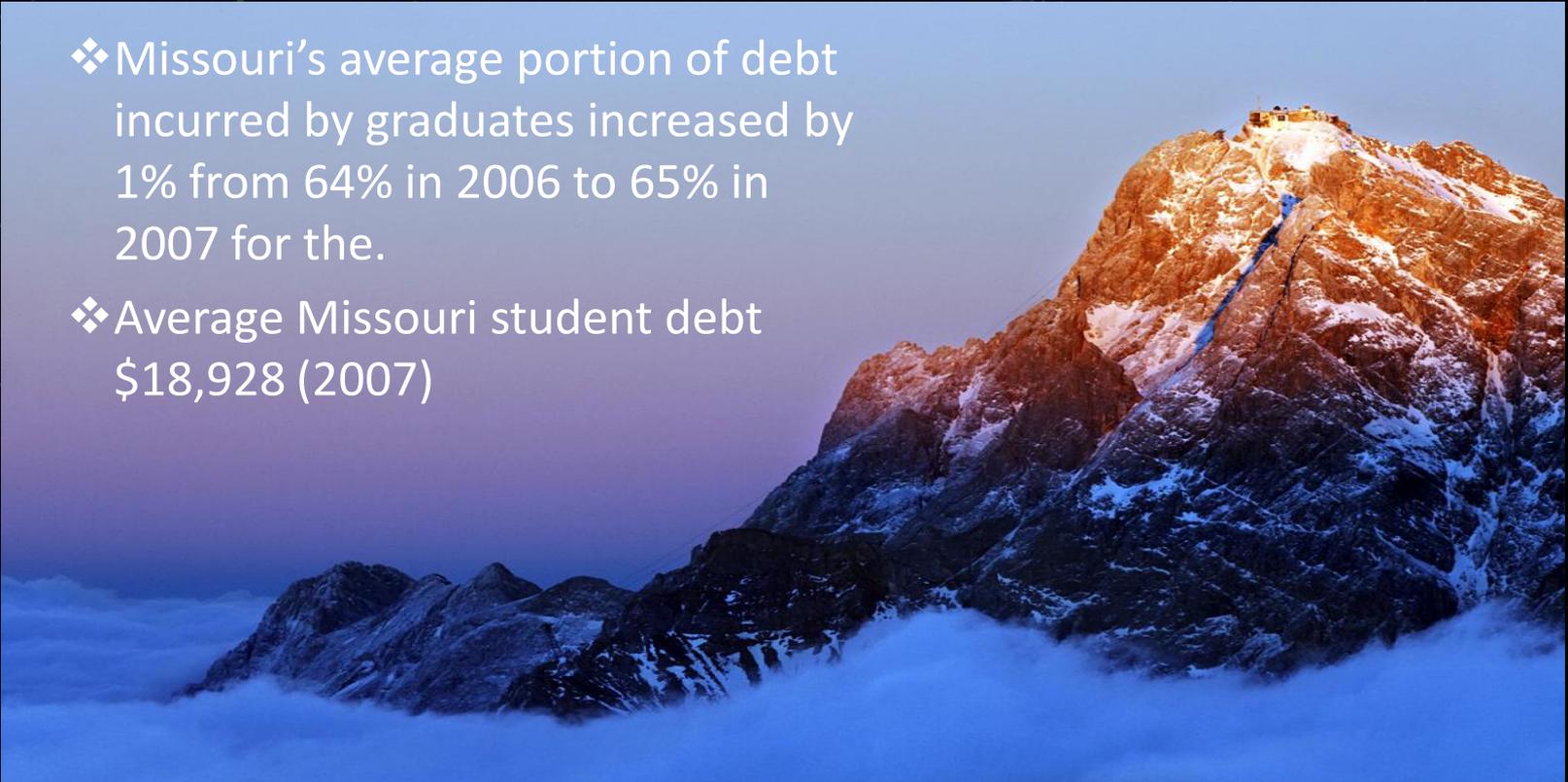
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Source: 2007-08 FAFSA Data

Increasing Student Debt Load

- ❖ Missouri's average portion of debt incurred by graduates increased by 1% from 64% in 2006 to 65% in 2007 for the.
- ❖ Average Missouri student debt \$18,928 (2007)



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Remediation: 1 step forward 2 steps back

Overall State Remediation

37.5 percent (2008) compared to 36.6 percent (2007)

	2007	2008	Change
Math:	30.1 %	29.6 %	-
English:	17.5 %	18.0 %	+
Reading:	10.2 %	10.6 %	+

Goal 2: Developing a 21st Century Globally Competitive Workforce

Objectives for Goal 2

- ❖ Improvement in meeting workforce needs.
- ❖ Increased degrees and certificates in METS-related and health practitioner fields.
- ❖ Increased the amount of basic and applied research and development activity.
- ❖ Increased learning experiences and service activities beyond the classroom.

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Goal 3: Providing the Financial Resources for Increasing Missouri's Intellectual Capital

Objectives for Goal 3

- ❖ Increased efficiency
- ❖ Enhanced resources



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Funding Today for a Better Tomorrow

- ❖ Per capita appropriations for higher education
- ❖ Total state appropriations received for higher education operations
- ❖ Total state appropriations received for higher education as a percentage of total state revenue



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Missouri Must do Better!

Missouri State Higher Education Appropriations from FY2002 to FY2009

Year	Appropriations	Annual Change	Change since FY2002
FY2002	\$1,021,086,995		
FY2003	\$915,073,056	-10%	-10%
FY2004	\$880,203,852	-4%	-14%
FY2005	\$903,726,851	3%	-11%
FY2006	\$901,099,587	0%	-12%
FY2007	\$922,027,793	2%	-10%
FY2008	\$967,504,274	5%	-5%
FY2009	\$1,011,091,040	5%	-1%

Source: MDHE Fiscal Affairs- FY2009

Missouri State Appropriations

- ❖ Missouri made some ground this year, but is barely off the starting block.
- ❖ Ranked 45th in the nation for per capita appropriations.

Appropriations of State Tax Funds for Operating Expenses of Higher Education per Capita		
Appropriations in Thousands		
States		FY09
US Average	\$	274.40
Missouri	\$	173.76
MISSOURI Rank		45
Avg Contiguous States	\$	285.51
High FTE States	\$	343.56
Top Ten States	\$	428.38
Top State		Wyoming
	\$	588.82
Worst State		New Hampshire
	\$	105.27
Source: Grapevine		

Time in the Seat: Means More Out-of-Pocket

Indicator 3A1

Three-and six-year graduation rates

Graduation rates are a clear measure of student and institutional success.

Three- and Six-year Graduation Rates for Academic Completion Year 2007
(4Y Cohort: AY2001-02, 2Y Cohort: AY2004-05)

	Six-Year Graduation Rate (4-Year Institutions)		Three-Year Graduation Rate (2-Year Institutions)	
	Complete	Transfer	Complete	Transfer
Missouri	56%	8%	32%	11%
Missouri Rank	23	25	22	27
US Average	56%	9%	31%	14%
Contiguous States	52%	12%	33%	14%
High Funding States	50%	9%	27%	13%
Top Ten States	64%	16%	48%	22%
High State	MA	AR	SD	VT
	68%	21%	71%	32%
Low State	AK	AZ	DE	NH
	22%	0.00%	11%	0.10%

Source: The Integrated Postsecondary Education Data System (IPEDS)

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Embarking on the 21st Century Higher Education Mission for Missourians

Major Objectives

- ❖ Bringing about a unified voice
- ❖ Providing accountability and transparency to students, parents and the citizens of Missouri
- ❖ Prioritizing goals and meeting state needs
- ❖ Demonstration of Missouri's dynamic and diverse higher education landscape



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Supporting Programs of the IFC

Higher Education Funding (HEF)

Learning Assessment in Missouri Post-Secondary Education (LAMP)

P-20 Longitudinal Data Analysis

Mission Review

Curriculum Alignment Initiative



The Future of IFC

December 2009

- ❖ Annual report released with baseline and target goals

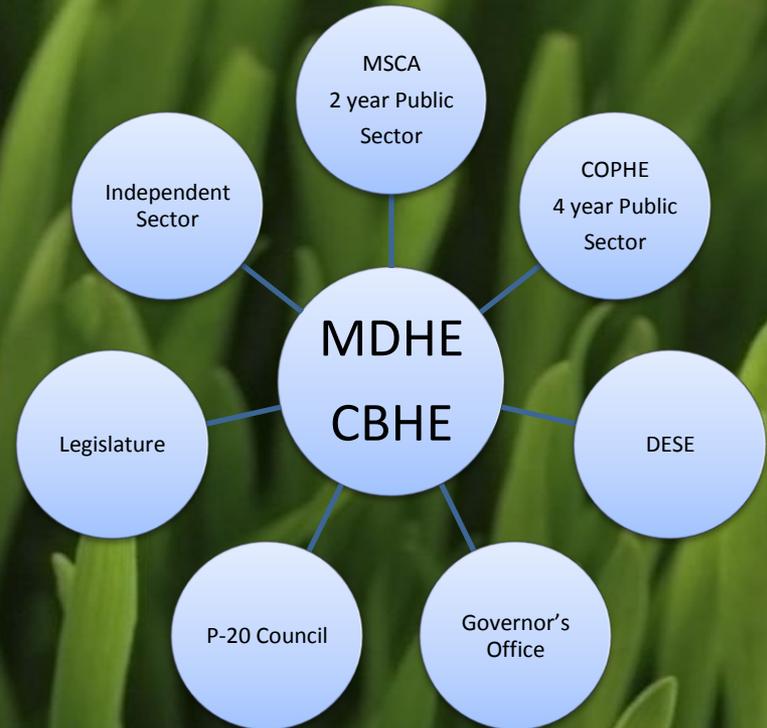
Spring 2010

- ❖ Legislative updates on statewide progress
- ❖ Request for performance funding to be appropriated for FY2011



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We are all stakeholders in our future



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Thank you for your time and
participation!



Data Sources and Referencing

- Missouri State Coordinated Plan
Imperatives for Change: Building Higher Education for the 21st Century
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<http://projectonstudentdebt.org/files/pub/classof2007.pdf>
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Second to None in Attainment, Discovery, and Innovation: The National Agenda for Higher Education
<http://www.sheeo.org/federal/SHEEO%20Letter%20to%20Candidates%20in%20Change.pdf>
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- L'Orange, Hans P., et al. 2007. Data & Accountability Systems. More Student Success: A Systemic Solution. Ed. State Higher Education Executive Officers: Colorado.
- Spellings, Margaret. 2006. A Test of Leadership: Charting the future of US Higher Education. US Dept. of Education: Jessup, MD.

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