

**Missouri Department of Higher Education
Higher Education System Review Task Force**

NCHEMS Deliverables

NCHEMS' revised scope of work includes the following major deliverables, in addition to four site visits.

Timeframe	Deliverable
Late September	<p>Environmental scan</p> <ol style="list-style-type: none"> 1. State demographics (age distribution and trends, racial/ethnic composition, educational attainment levels and gaps) 2. The Missouri economy (employment by occupation and industry, per capita income, number of high-wage jobs and where are they located, unemployment levels, workforce migration patterns) 3. Economic competitiveness/innovation assets (higher education and private sector contributions to research) 4. The education pipeline (high school completion, college participation, college completion) 5. Higher education access and affordability (geographic access to different types of postsecondary opportunities, affordability for students of different income levels) 6. Higher education finance (state versus student share, fiscal environment for state funding)
Late September	Current and future workforce supply/demand analysis
Late October	<p>Mission review</p> <ol style="list-style-type: none"> 1. Compile information about each institution's "on paper" mission as indicated by state law, CBHE policy, and institutional documents 2. Develop statements of "behavioral" mission as reflected by audiences actually served, programs and services offered, and special competencies/unique capabilities 3. Compare "on paper" and "behavioral" missions
Late October	<p>Summarize key findings from environmental scan, supply/demand analysis, and mission reviews</p> <p>NCHEMS will make observations regarding:</p> <ol style="list-style-type: none"> 1. Priority areas needing attention as determined by environmental scan 2. Areas of workforce shortage that require a response from the postsecondary education sector 3. Mission changes needed to reflect reality and/or respond to changing state priorities
Early November	<p>Summary materials, potentially including:</p> <ol style="list-style-type: none"> 1. Recommended changes in institutional mission 2. Analytic findings that provide the rationale for those recommendations
Early December	<p>Draft interim report</p> <ol style="list-style-type: none"> 1. Key findings of environmental scan and supply/demand analyses 2. Recommendations for legislative action regarding new/revised missions and supporting rationale
Mid-December	<p>Final report</p> <ol style="list-style-type: none"> 1. Introduction describing background issues that provided the impetus for the project 2. Processes by which background materials were developed 3. Key findings from environmental scan 4. Key findings from supply/demand analysis 5. Summary of process by which current "on paper" and "behavioral" missions were inventoried and, potentially, recommendations regarding mission/role/scope changes 6. Recommendations regarding MDHE's program review and approval process, especially those that reflect mission changes rather than those that are within an institution's existing mission/role/scope 7. If necessary, as determined by NCHEMS, recommendations regarding changes to the overall structure of higher education to ensure that the state's priorities are met in the most effective and efficient way 8. Recommendations regarding focus of state investments