



Tab 37

Blueprint Implementation Plan Update

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Coordinating Board for Higher Education approved the 2018 Blueprint Implementation Plan at its March 2018 meeting. Significant progress has been made on the initiatives described in the plan since that time.

CURRENT STATUS

The Blueprint Implementation Plan was published with all other state agencies' strategic initiatives on a new website, <https://strategicchange.mo.gov/> and is organized around five themes: Coordination, Affordability, Access and Success, Communication, and Meaningful Work.

Coordination

Partner with Departments of Economic Development and Elementary & Secondary Education and other stakeholders to launch a statewide workforce assessment

Work on the State Workforce Development Assessment, branded Talent for Tomorrow, has continued with presentations to various stakeholders around Missouri and nationally.

National Tour and Presentations:

- Workforce Council – Executive Order Signing at the White House
- Southern Legislative Conference Annual Meeting
- Washington D.C. Think Tank Meetings:
 - Brookings Institute
 - US Chamber of Commerce
 - American Enterprise Institution
 - Council on Foreign Relations
 - Business Roundtable
 - Heritage Foundation
 - Markle Foundation

Statewide Meetings and Presentations:

- Joint CBHE and DESE Board Presentation
- State of St. Louis Workforce Presentation
- Talent for Tomorrow Task Force Meeting
- HRCC Presentation
- Cabinet Subcommittee on Workforce Development
- Best In Midwest Advisory Committee
- Hawthorn Foundation Board Meeting
- Governor's Conference on Economic Development

Develop a common data set about all institutions

The department is soliciting feedback from various stakeholders and will have an updated edition prior to the 2019 Legislative Session.

Develop a new model for institutions' funding requests for FY 2020, including special appropriations to meet workforce needs and capital funding requests

Jeffrey Barlow, Assistant Commissioner for Fiscal Affairs, has completed the higher education facility reviews. An update on this initiative can be found under Tab 19 – Facility Review.

Develop a long-term plan for rational allocation of resources among public colleges and universities

The first phase of this initiative will be mission review. An update on this initiative can be found under Tab 17 – Mission Review Status Update.

Affordability

Increase FAFSA filing

MDHE has partnered with MOHELA on this endeavor and are collaborating on establishing a Missouri College Access Network. An update on this initiative can be found under Tab 18 – College Access Network.

Review financial aid programs and make outcomes-based, goal-driven recommendations

An update on this initiative can be found under Tab 20 – Financial Aid Review Policy Framework Recommendations.

Rigorously evaluate requests for waivers from penalty provisions of the Higher Education Student Funding Act

An update on this initiative can be found under Tab 22 – Report on the Higher Education Student Funding Act.

Keep student loan borrowers eligible for federal financial aid

Over the last 31 months, the Missouri Student Loan Program has completed 745 reviews. On average, they have kept 97.8% of borrower eligible for federal financial aid.

Access and Success

Decrease the time it takes students to graduate by reducing the number of remedial courses they have to take and decreasing the number of credits that do not transfer

Data staff are reviewing submissions of baseline student course-level data which will allow more detailed analysis of remedial coursework and student transfer. Baseline data are currently being collected for the 2014-15, 2015-16, and 2016-17 academic years. Data for the 2017-18 academic year will be collected in early 2019.

Provide targeted support to institutions that do not meet their performance targets

In the FY 2019 budget, the General Assembly appropriated \$100,000 to assess, plan, and implement performance improvement initiatives for institutions that have not met their performance measures. MDHE is currently developing a plan to utilize these monies.

Establish a system for identifying high-performing schools certified to operate by the department

The planning meeting for the certified school strategic initiative was held on June 29, 2018. A webpage was created for the group, and a summary of the meeting posted for community feedback. Certified schools submitted names of individuals interested in participating on a steering committee for a pilot of the initiative. Steering committee members will be selected by August 31, 2018, and the first meeting of the steering committee will be held in mid- to late September 2018.

Create an online resource that provides complete information about college-going

MDHE staff, in conjunction with the state's information technology department, have finished Phases I and II of a four-phase student portal project. Phase I is a complete redesign of the current College and Degree Search. The redesign allows students the option of researching Missouri colleges and universities by several different factors and then comparing the schools and/or programs side-by-side. Phase II is the Course Transfer Tracker, which is based on the CORE 42 initiative. The tracker gives students the opportunity to enter their courses to see how they will transfer to any other public college or university in Missouri. It also shows the students their progress toward completing their general education requirements as outlined in the CORE 42. Work to redesign the current state financial aid portal (Phase III) and to create a student workspace (Phase IV) will began in July 2018, with an expected launch date in July 2019. An update to this initiative can be found in Tab 19 – Student Portal Update.

Communication

Advocate with legislators to ensure that initiatives that require their support are well-understood, modified to address their concerns, and ultimately adopted

An update on this initiative can be found under Tab 11 – Final Report on 2018 Legislative Session and Plan for Implementation of New Laws.

Convene public college and university leaders to gather feedback on and promote understanding of initiatives

The Commissioner's Advisory Group met July 18, 2018, in Kansas City to discuss a new model for institution budget requests, review the department's progress on the Blueprint Implementation Plan, and implementation of new laws.

Nicole Epstein, General Counsel/Legislative Liaison, convened higher education attorneys and legislative liaisons at a meeting on June 11, 2018 in Jefferson City. They discussed the legislative session, new developments in case law, and other legal topics.

Ms. Epstein convened career services staff from around the state on June 13, 2018, in Jefferson City to discuss workforce initiatives, performance funding, and public sector recruitment.

Jeff Barlow, Assistant Commissioner for Fiscal Affairs, held virtual focus groups with chief information officers on June 19 and June 27, 2018.

Mr. Barlow hosted a Capital Improvement Budget Request (CIBR) system webinar on July 12, 2018, to coordinate FY 2020 requests.

Rusty Monhollon, Assistant Commissioner for Academic Affairs, hosted a Math Pathways Professional Development workshop on June 22, 2018, in St. Louis with high school and college professionals.

Mr. Monhollon convened the Council on Chief Academic Officers on July 18, 2018.

Mr. Monhollon held a CORE 42 meeting on July 24, 2018, with staff from college registrars' and transfer offices.

Leroy Wade, Assistant Commissioner for Financial Assistance & Proprietary Certification, provided training on Missouri's state financial aid programs for members of the Missouri Association of Student Financial Aid Personnel (MASFAP) on July 25, 2018.

Mr. Wade convened the State Student Financial Aid Committee on June 26, and July 27, 2018, to begin Phase II of the State Financial Aid Review.

Zora Mulligan, Commissioner, convened college access and success stakeholders on June 14 and August 9, 201, at MOHELA's Columbia office to discuss the development of a Missouri College Access Network.

Speak with state and local organizations; present at influential professional conferences

Commissioner Mulligan has been touring the state to meet with many different stakeholders:

- June 9 (Camdenton): Hawthorn Foundation Board Meeting – discussed Talent for Tomorrow initiative
- June 15 (Jefferson City): State Higher Education Executive Officers Association (SHEEO) Site Visit
- June 26 (Cape Girardeau): Talent for Tomorrow Regional Meeting
- June 27 (St. Louis): Best in Midwest Summit
- June 28 (Kansas City): Talent for Tomorrow Regional Meeting
- July 5 (Columbia): Missouri College Advising Corps Training Presentation
- July 6 (St. Charles): Talent for Tomorrow Regional Meeting
- July 11 (Columbia): Talent for Tomorrow Regional Meeting
- July 31 (Jefferson City): Journey to College Day – welcome
- August 15 (Columbia): Talent for Tomorrow Task Force Meeting
- August 16 (Sedalia): Governor’s Ham Breakfast – Missouri State Fair
- August 24 (Kansas City): Metropolitan Community College, Kansas City – Presidential Inauguration

She also participated in the Midwestern Higher Education Compact presidential search committee interviews August 29-31.

Communicate regularly with MDHE staff about each employee’s and unit’s role in advancing initiatives, achieving successes, and serving Missourians

The latest *Notes & News* employee newsletter was sent to all MDHE staff in early July. The newsletter included information about new employees, employee promotions, department initiatives, event reminders, and a section spotlight.

Celebrated State Employee Recognition Week with several activities for staff and a picnic where years of service awards were presented. Staff were rewarded with food and snack days, themed dress down days, daily prize drawings, and wrote thank you notes to each other to display on the “Wall of Thanks.”

Increase social media reach

The department’s goal is to increase social media coverage 10 percent over last year. A breakdown of each account’s activity for June-August is detailed below. Please note the Journey to College Instagram account was set up on May 15 and has limited analytical information available.

SOCIAL MEDIA METRICS

	FOLLOWERS	REACH	PROGRESS TO GOAL		FOLLOWERS	REACH	PROGRESS TO GOAL
	763	223,500	↑		944	55,067	↑
	638	12,334	↑		3,877	26,031	✓
					95	NA	NA

Meaningful Work

Ask each unit to establish goals and an approach to measuring progress toward those goals

The design phase of this initiative is complete. The department is now considering how to collect the data to measure progress.

Bring employees from each unit together to tackle an important problem that spans units and to produce a clearly defined, concrete deliverable

Samantha Dickey, Policy Analyst, is leading a group to improve the access and success of foster and homeless youth in postsecondary education. Since the June CBHE meeting, they have heard from a representative at the University of Missouri—Columbia, made changes to The Missouri Source, created a page for foster and homeless youth on the Journey to College website, are finalizing a survey for the McKinney-Vento liaisons across the state, are writing a white paper on best practices from other states, and are entering into a data-sharing agreement with Department of Social Services to get more accurate education data on foster and homeless youth.

Identify opportunities to give promotions to, increase compensation of, or otherwise recognize top-performing employees

- Marla Robertson has been promoted to Assistant Commissioner for the Missouri Student Loan Program.
- Kelli Reed has had a title change to Senior Associate.
- Ryne Brown has been promoted to Budget Analyst.
- Angelette Prichett, Research Associate, has been selected as a member of the first Missouri Leadership Academy to develop emerging leaders from across the State of Missouri's 16 executive departments.
- Jaron Vail, Research Associate, has been selected a member of the Missouri Way leadership development program.

RECOMMENDATION

This is an information item only.

ATTACHMENT

Blueprint Implementation Plan

Tab 37 Attachment Blueprint Implementation Plan Update

Aspiration

The Missouri Department of Higher Education will develop innovative approaches to improving student outcomes and increasing public institutions' performance.

Themes

	Coordination	Affordability	Access & Success	Communication	Meaningful Work
Initiative	<p>Partner with Departments of Economic Development and Elementary & Secondary Education and other stakeholders to launch a statewide workforce assessment <i>Blueprint Goal 3.3 Commissioner</i></p> <p>Develop a common data set about all institutions <i>Blueprint Goal 3.3 Data & Research, Academic Affairs, Communications</i></p> <p>Implement performance funding model <i>Blueprint Goals 1.1, 1.5, 3.5 Fiscal Affairs, Data & Research</i></p> <p>Develop a new model for seeking institutions' funding requests for FY 2020, including special appropriations to meet workforce needs and capital funding requests <i>Blueprint Goal 3.3 Commissioner, Fiscal Affairs, Data & Research</i></p> <p>Develop a long-term plan for rational allocation of resources among public colleges and universities <i>Blueprint Goal 3.3 Commissioner, Academic Affairs, Fiscal Affairs, Data & Research</i></p>	<p>Increase FAFSA filing <i>Blueprint Goal 2 Outreach, Grants & Scholarships, Communications</i></p> <p>Review financial aid programs and make outcomes-based, goal-driven recommendations <i>Blueprint Goal 2.1 Grants & Scholarships, Data & Research</i></p> <p>Rigorously evaluate requests for waivers from penalty provisions of the Higher Education Student Funding Act <i>Blueprint Goal 2 Commissioner</i></p> <p>Make affordability a component of the performance funding model <i>Blueprint Goal 2 Fiscal Affairs, Data & Research</i></p> <p>Keep student loan borrowers eligible for federal financial aid <i>Blueprint Goal 2 Borrower Services</i></p>	<p>Reduce the number of remedial courses students must take before beginning credit-bearing courses <i>Blueprint Goal 1.1 Academic Affairs, Data & Research</i></p> <p>Decrease number of credits that do not transfer for the course for which they were taken <i>Blueprint Goal 3.3 Academic Affairs</i></p> <p>Provide targeted support to institutions that consistently struggle to meet performance targets <i>Blueprint Goal 3.3 Commissioner</i></p> <p>Establish a system for identifying high-performing schools certified to operate by the department <i>Blueprint Goal 3 Proprietary</i></p> <p>Create an online resource that provides complete information about college-going <i>Blueprint Goal 1 Communications</i></p>	<p>Advocate with legislators to ensure that initiatives that require their support are well-understood, modified to address their concerns, and ultimately adopted <i>Commissioner, Fiscal Affairs, General Counsel/Legislative Liaison</i></p> <p>Convene public college and university leaders to gather feedback on and promote understanding of initiatives <i>Commissioner</i></p> <p>Step up engagement with local, state, and national media to highlight Missouri's successes <i>Communications</i></p> <p>Speak with state and local organizations; present at meaningful conferences <i>Communications, Senior Staff</i></p> <p>Communicate regularly with MDHE staff about each employee's and unit's role in advancing initiatives, achieving successes, and serving Missourians <i>Communications, Program Specialist in Commissioner's Office</i></p> <p>Increase social media reach <i>Communications</i></p>	<p>Ask each unit to establish goals and an approach to measuring progress toward those goals <i>Commissioner, Senior Staff, and All Managers</i></p> <p>Bring employees from each unit together to tackle an important problem that spans units and to produce a clearly defined, concrete deliverable <i>Program Specialist in Commissioner's Office</i></p> <p>Identify opportunities to give promotions to, increase compensation of, or otherwise recognize top-performing employees <i>Commissioner, Senior Staff, and All Managers</i></p>