



DEPARTMENT OF  
**HIGHER EDUCATION &  
WORKFORCE DEVELOPMENT**

**Strategic Planning Update  
Coordinating Board for Higher Education**

October 19, 2021

# STRATEGIC PLANNING PROCESS

Set in Stone (ish)



Define vision, mission, principles, and values

Revisited Every 3-5 Years



Set big goals and identify indicators



Define the problem and identify the parts of it we can influence most meaningfully



Identify themes and set targets

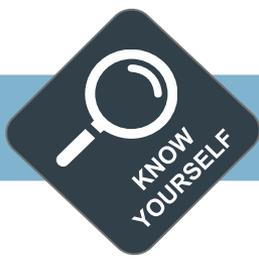
Annual Process



Placemat initiatives



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## VISION

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

## MISSION

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

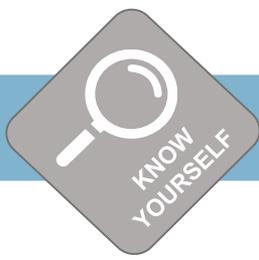
## PRINCIPLES *that guide our work*

People-focused, **workforce-aligned**, equity-centered, impact-driven

## VALUES *that define the way we work together*

Teamwork, collaboration, accountability, work-life balance





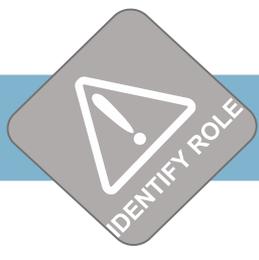
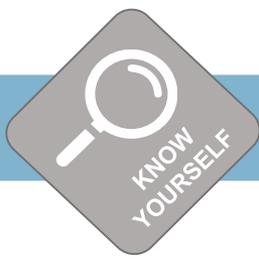
# BIG GOALS

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

**Best place to work in state government.**



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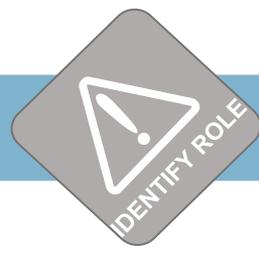
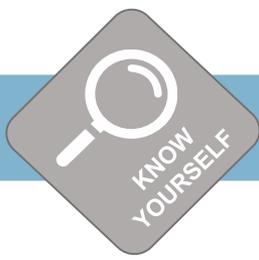
# THE BIG GOAL

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

## BEST IN MIDWEST TARGETS

	Potential Targets	Current Status	Change Needed
<b>Educational Attainment</b>	 <p>60%</p>	 <p>47%</p>	<p>243,000 more degrees and certificates than current trend</p> 
<b>Labor Force Participation</b>	 <p>70%</p>	 <p>63%</p>	<p>312,000 more Missourians working</p> 



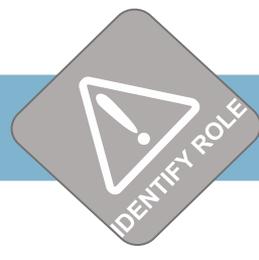
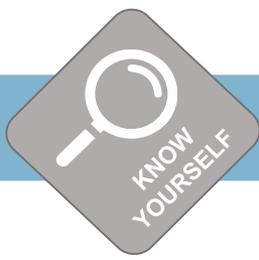


# THE BIG GOAL

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

## EQUITY TARGETS

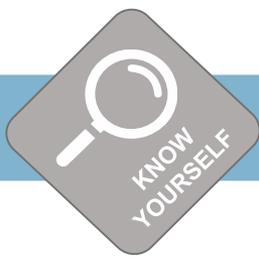
	Potential Targets	Current Status	Change Needed
<b>Educational Attainment</b>	 <p>60% attainment for all groups</p>	 <p>Black: 28.4% Hispanic: 28.9% Rural: 28.7% (Associate and Above)</p>	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p>Black: +95,000 Hispanic: +33,000 Rural: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



# Indicators

The list of all indicators that will be reviewed annually and examples that show the way they will be presented are provided in the following slides. The complete set of indicator slides will be provided at the board's November 16 meeting.





## Indicators

### EDUCATIONAL ATTAINMENT

- FAFSA filing
- Enrollment
- Completion rates
- Apprenticeship and certificate completion
- Net cost/price
- Per-student funding for public institutions

### LABOR FORCE PARTICIPATION

- Employment to population ratio
- Number of job seekers per job openings
- 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
- Newsletter open rates



# 2021 STRATEGIC PLAN

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

A measure of students enrolled in for credit or degree-seeking postsecondary programs at colleges and universities.

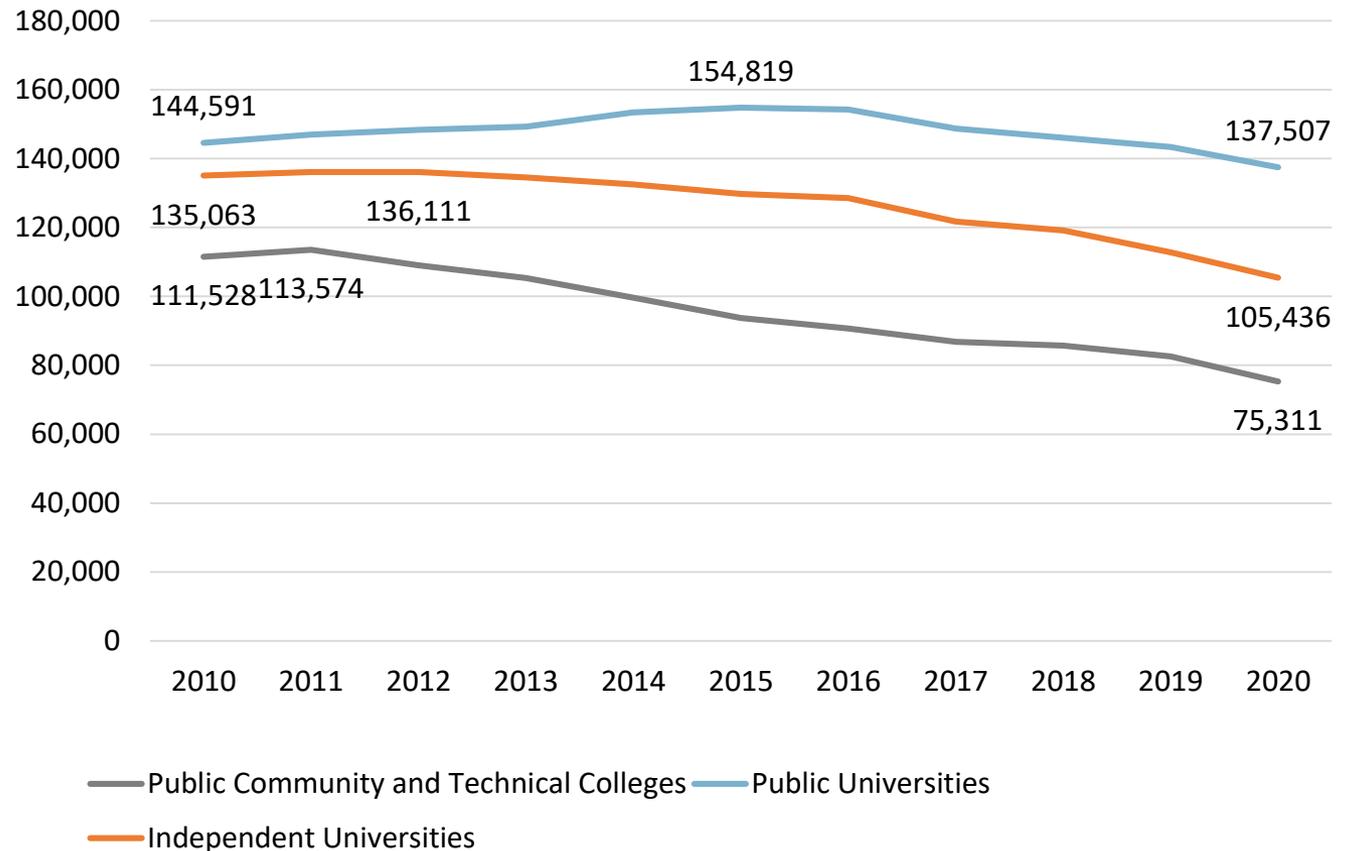
### WHY DOES IT MATTER?

60% of jobs will require postsecondary education/training and enrollments are an indicator of the future employment pipeline.

### WHAT DOES GOOD LOOK LIKE?

An increase in enrollments.

## HEADCOUNT ENROLLMENT AT MISSOURI COLLEGES AND UNIVERSITIES



## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The portion of those employed relative to the working-age population. For example, for every 100 working-age Missourians, 59 were employed in 2020.

### WHY DOES IT MATTER?

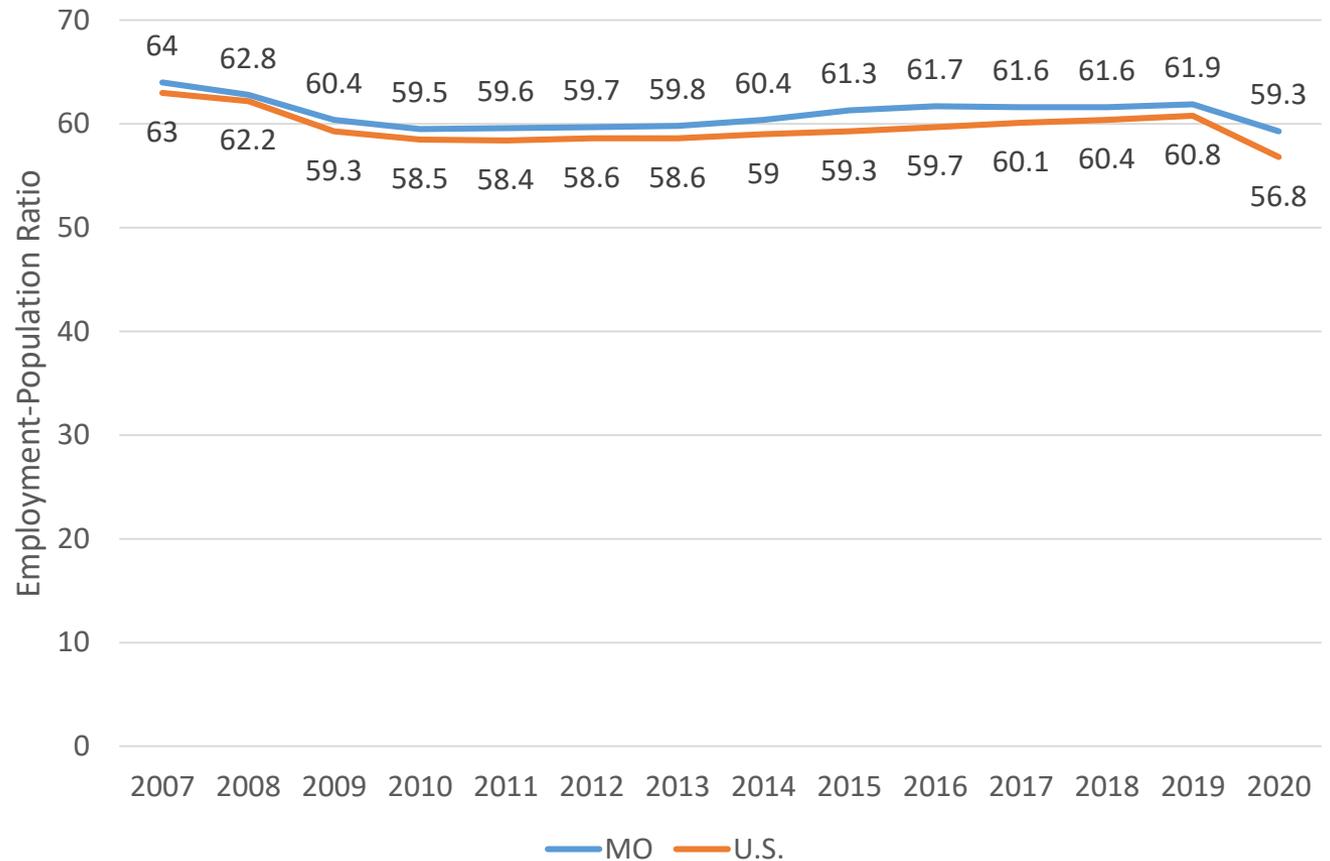
A large employed population demonstrates economic stability and growth.

### WHAT DOES GOOD LOOK LIKE?

Increase from current rates. (NOTE: 2020 data reflects the impact of COVID on employment.)

# 2021 STRATEGIC PLAN

## EMPLOYMENT-POPULATION RATIO MISSOURI AND U.S.



U.S. Bureau of Labor Statistics. Current Population Survey and Local Area Unemployment Statistics.

# 2021 STRATEGIC PLAN

## INDICATORS

EDUCATIONAL ATTAINMENT  
LABOR FORCE PARTICIPATION  
BEST PLACE TO WORK

### WHAT DOES IT MEAN?

The number of team members who agree to the QPS statements regarding personal ownership.

### WHY DOES IT MATTER?

Strengthening the organizational culture is a priority for the department.

### WHAT DOES GOOD LOOK LIKE?

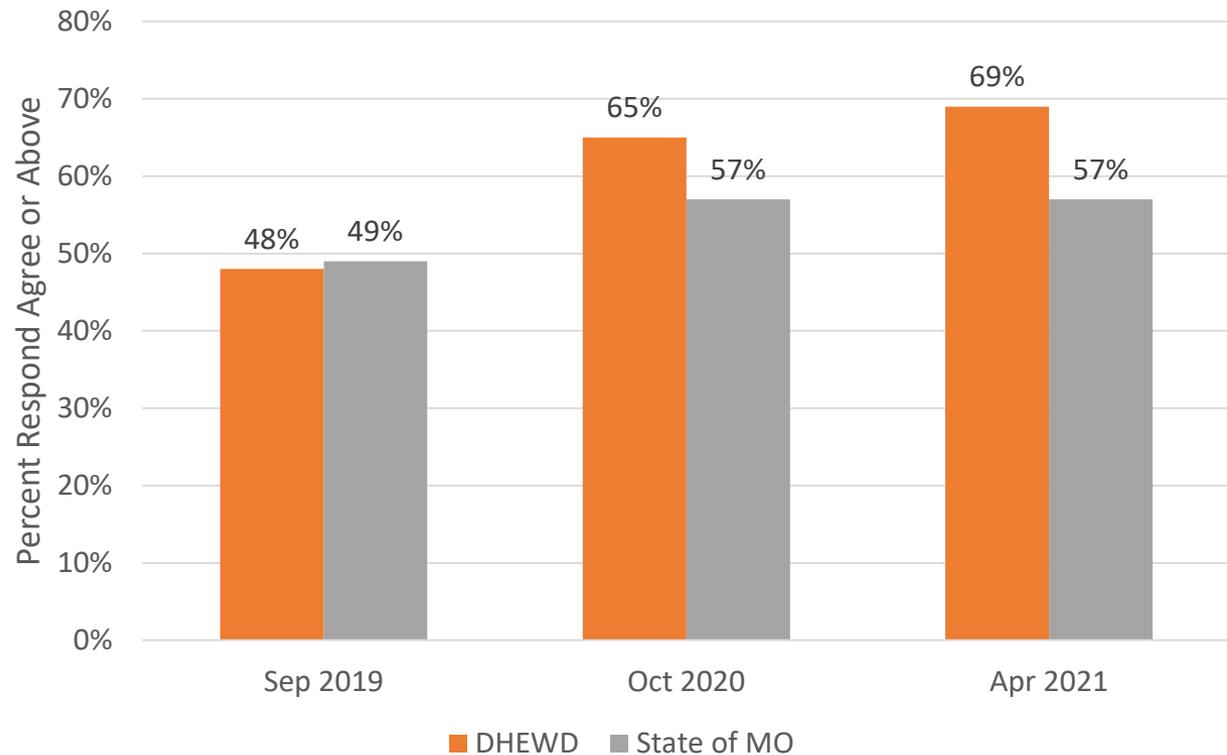
80% agreement or higher, and above the state average.

## QUARTERLY PULSE SURVEY

### Personal Ownership

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

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



# 2021 STRATEGIC PLAN

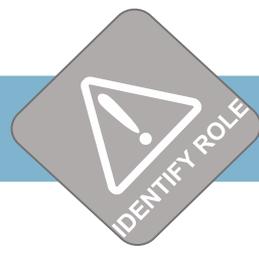
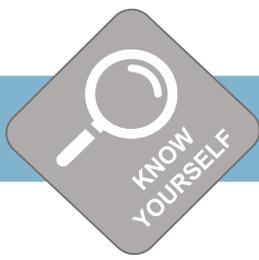
## INDICATORS

### DISAGGREGATION AREAS OF FOCUS FOR 2022

#### FOCUS FOR 2022

During 2022, five indicators will be highlighted for disaggregated data. These five areas will provide a broad view of demographic and geographic influences on the Big Goals, while providing a manageable amount of data to track and understand.

		Race	Age	Urban/ Rural
<b>Education Attainment</b>	Completion Rates	x	x	x
	Apprenticeships	x	x	x
<b>Labor Force Participation</b>	Employment to Population Ratio	x	x	x
	Unemployment Rate (U3)	x	x	x
<b>Best Place to Work</b>	Retention of DHEWD employees	x		



## 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

*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

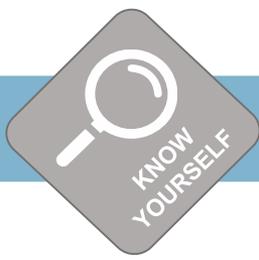
## Affordability

*Identifying resources and creating opportunities* · Develop programs to minimize costs, leverage partnerships to provide funding opportunities, eliminate or revise cost-prohibitive policies and processes, provide financial literacy resources and education

## 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

Department staff will identify initiatives that align with our strategic plan every year. These initiatives will be identified on the department’s “strategic placemat.” Staff will update the board on progress at regular board meetings. Examples of the initiatives staff are considering for 2022 are provided in the following slides. The complete list of initiatives that will be launched in 2022 will be discussed at the board’s November 16 meeting.

<b>EVERY MISSOURIAN EMPOWERED WITH THE SKILLS AND EDUCATION NEEDED FOR SUCCESS.</b>			
<b>ACCESS</b> <i>Removing barriers to enrollment and employment</i>	<b>SUCCESS</b> <i>Supporting learners and workers through a holistic lens</i>	<b>AFFORDABILITY</b> <i>Identifying resources and creating opportunities</i>	<b>BEST PLACE TO WORK</b> <i>Continuous improvement in culture and process</i>



## Why?

Missouri must develop and implement strategies to support adult learners in order to achieve the state's goal of becoming Best in Midwest. Currently 1.6 million Missouri adults have no postsecondary credential. 671,075 have some college credit but no degree. In order to meet workforce demand projected for 2030, an additional 220,375 adults will need to earn credentials.

Although there is widespread recognition that this population is important, most institutions are struggling to recruit and retain adults. As a percent of all Missouri college students, adults have declined 40% in the last 10 years.

DHEWD plans to use a network approach because the department has experienced success in bringing institution staff together to learn and problem-solve as a community rather than pushing top-down solutions. This network will emphasize voluntary participation and respect institutional autonomy. In addition, system work is needed to accomplish real change, rather than focusing only on initiatives.

### Indicators Impacted:

*Enrollment, Completion Rates*

# 2022 STRATEGIC PLAN INITIATIVES

## Adult Learner Network

### What?

DHEWD will model this network on its successful COVID-19 “office hours,” through which department staff brought together practitioners from public and private institutions across the state, coordinated access to experts, created a forum for problem-solving, and advocated for resources and favorable policy decisions. Institutions will be invited to identify participants to engage in a series of structured conversations, with the goal of learning from each other and potentially developing recommendations for policy changes, funding, or other future activities. The initiative will kick off in January 2022. DHEWD staff will survey institutions in the spring to identify the most significant and consistent barriers to serving adult students and use those responses to develop a focus. The department will host a statewide network convening in June. The group will evaluate feedback and data to determine how the network might continue in 2023.

### Who?

While this initiative will ultimately result in increased educational attainment for adults, its most immediate impact will be on institution staff.

### Win

For 2022, our goals are:

- 35 public and private two- and four-year institutions participating, with no more than 20% attrition over the course of the year
- More than 80% of participants indicate that network conversation was productive at conclusion of the year
- Concrete and actionable next steps and/or recommendations identified at conclusion of process

## Why?

Apprenticeships are a key path in DHEWD's "5 to Thrive" model. Apprenticeships offer opportunities for individuals to gain skills (often including postsecondary credit and credentials) through hands-on education while earning income. While traditionally apprenticeship programs were concentrated in the skilled trades and run almost exclusively by labor organizations, Missouri has driven growth in apprenticeship programs by increasing the diversity of industries that offer apprenticeships.

In addition, state staff are working with local partners to expand "pre-apprenticeship" programs that prepare people to succeed in apprenticeship programs. Pre-apprenticeships may last from a few weeks to a few months. Program elements vary, but all focus on putting individual on a path to employment through a registered apprenticeship program. In Missouri, over 80% of pre-apprentices successfully complete those programs and enter full registered apprenticeship programs.

### Indicator Impacted:

*Apprenticeship and Certificate Completion*

# 2022 STRATEGIC PLAN INITIATIVES

## Missouri Apprentice Ready

### What?

This initiative will continue to expand access to pre-apprenticeship programs in IT and healthcare, as well as construction and manufacturing. Missouri Apprentice Ready will invest \$1.5 million in partner agencies including community colleges, local workforce development boards, and labor management organizations. These funds are already included in the department's budget.

### Who?

This work benefits the individuals who participate in the new programs, as well as the employers who gain access to skilled employees.

### Win

The goal of this initiative is to create opportunities for an additional 500 individuals through pre-apprentice programs every year. Based on historical completion rates, an additional 3,690 individuals would enter full registered apprenticeship programs by 2030.

This initiative is one element of a broader goal to serve 20,000 through registered apprenticeship programs by 2025. Since the goal was established in Governor Parson's Executive Order 19-20, 14,993 citizens have been served.

## Why?

The Department of Higher Education and Workforce Development's work is high-profile, complex, and often demanding. Developing positive organizational culture is critical to accomplishing the goals of the department and its employees. A strong connection between each employee's work and the department's vision, mission, and values will improve organizational culture and, ultimately, employee satisfaction, retention, and performance.

**Indicator Impacted:**  
*Quarterly Pulse Survey  
(Personal Ownership)*

# 2022 STRATEGIC PLAN INITIATIVES

## DHEWD Values

### What?

Department leadership established the Best Place to Work Steering Committee (BPTW SteerCo) in 2021. Throughout 2021, the committee has been gathering information about best practices in organizational culture, reviewed department Quarterly Pulse Survey (QPS) data and other feedback, and begun to develop recommendations to support positive department culture.

Through this initiative, the committee will review the department's current policies, practices, and procedures to ensure alignment with the department values of teamwork, collaboration, accountability, and work-life balance, while advancing positive organizational culture.

### Who?

This initiative will impact department staff and, indirectly, the citizens and organizations we work with.

### Win

Success on this initiative will be reflected in QPS responses. Our goal is for employees' responses to the QPS statements, "Managers create a sense of belonging to the organization," and "Managers encourage employees to take a personal stake in their jobs," to indicate that 80% or more employees agree with the statement. In April, 69% of DHEWD staff agreed with that statement, compared to a state employee average of 57%.

## NEXT STEPS

**October 19-November 16**

Department staff finalize indicators and initiatives;  
discuss with stakeholders

**November 16**

CBHE meets to review entire package during 2-hour  
meeting

**November 16-December 5**

Department staff prepare public-facing documents

**December 9-10**

CBHE approves plan  
Public launch