



Tab 11

## Final Report on 2021 Strategic Placemat

Coordinating Board for Higher Education  
December 8, 2021

### BACKGROUND

Beginning with the 2019 calendar year, department staff have developed an annual “strategic placemat” that articulates a plan for the department’s work for the year. This year’s plan includes initiatives designed to drive progress toward the department’s vision, “Every Missourian empowered with the skills and education needed for success,” and is organized around five themes:

- Raise awareness of options
- Help more Missourians get on a path
- Increase quality attainment
- Make the department the best place to work
- Drive performance and outcomes

The board approved the department’s 2021 placemat in September 2020. The 12 initiatives have been broken down into action items and each one has been assigned an owner.

### CURRENT STATUS – 2021 PLACEMAT

As noted in the June board book, action item owners across the department meet monthly in the Placemat SteerCo to review progress toward implementation, identify and work through challenges, celebrate milestones that have been accomplished, and more recently, share best practices as initiatives are completed. As the calendar year comes to an end, the following 18 initiatives are complete or will be finalized by the end of December.

#### Raise Awareness of Options

- **Initiative 1: Development of the department’s strategic plan.** With board approval, the Strategic Plan will be operational in December.

#### More Missourians on a Path to Success

- **Initiatives 4.1 and 4.2: Reengineer the customer delivery model for Job Centers.** Based on feedback from over 70 citizen journey maps conducted the first half of the year throughout the 14 region area, department staff have developed a comprehensive marketing plan which will be implemented, and are currently piloting the improved services identified, with guidance to be shared with all local workforce development boards.
- **Initiatives 5.1 and 5.2: Increase affordability and accessibility of postsecondary education options.** FastTrack automation is in the final phase of implementation. Progress has been made on the development of the newly established dual credit/dual enrollment A+ scholarship, with anticipated availability in early 2022.
- **Initiatives 6.1, 6.2, 6.3, and 6.4: Serve more diverse Missourians in postsecondary and workforce programs to advance equity. Increase diversity of apprenticeships.** The department successfully launched programs to increase diversity of apprentices, convened throughout a network of learning communities focused on best practices in equity, partnered with Jobs for America’s Graduates (JAG) to offer WorkKeys assessment, and finalizing a dual credit pilot program to offer opportunities to underserved populations.

## Increase Quality Attainment

- **Initiatives 7.1 and 7.3: Increase quantity and improve quality of postsecondary education data.** Department staff have developed a resource to provide data transparency and analytics of certified schools, and have improved the academic program comprehensive review process.
- **Initiative 8: Lead discussions about the value of higher education, opportunities, and challenges facing Missouri colleges and universities.** Department staff coordinated panels of higher education leaders to present issues to board members throughout the year.
- **Initiatives 9.1 and 9.2: Increase alignment of postsecondary education with workforce needs.** Department staff have established a pre-apprentice framework and have mapped 10 short-term credentialing programs, with marketing materials to promote the opportunities.

## Make DHEWD the Best Place to Work

- **Initiatives 10.2 and 10.3: Increase staff engagement in department-wide activities and understanding of office roles.** Through the Best Place to Work steering committee, the department values and diversity, equity, and inclusion have been researched and discussed, with final recommendations presented to department leadership to continue positive organizational health. Core knowledge, skills, and abilities for staff and supervisors was identified and the implementation of the plan began in October for all new employees.
- **Initiative 11.2 and 11.3: Make the work easier and more efficient by creating digital processes.** The electronic payment option has been added as a payment method for customers, and a custom-built contracts and grants management system has been designed and implemented.

## NEXT STEPS

Department staff will continue to monitor incomplete initiatives, while implementing the 2022 Strategic Placemat, and will provide updates to the board and Presidential Advisory Committee. They will report out on progress at future CBHE meetings.

## RECOMMENDATION

This is an information item only.

## ATTACHMENT

- 2021 Strategic Placemat Dashboard

EVERY MISSOURIAN EMPOWERED WITH THE SKILLS AND EDUCATION NEEDED FOR SUCCESS					
RAISE AWARENESS OF OPTIONS	MORE MISSOURIANS ON A PATH TO SUCCESS		INCREASE QUALITY ATTAINMENT	MAKE DHEWD THE BEST PLACE TO WORK	DRIVE PERFORMANCE OUTCOMES
<p>(1) Promote value of postsecondary education and 60% attainment goal</p> <p>100%</p> <p>(2) Make it easier to find information on the department's websites</p> <p>On hold (due to external factors)</p> <p>(3) Use data to tell MO's postsecondary edu &amp; workforce story/inform decision-making</p> <p>Postponed until 2022</p>	<p>(4.1) Launch marketing plan to promote services of workforce system</p> <p>100%</p> <p>(5.1) Affordability and accessibility of postsecondary edu options</p> <p>100%</p> <p>(6.1) Increase diversity of apprentices</p> <p>100%</p> <p>(6.3) JAG for Youth pilot</p> <p>100%</p>	<p>(4.2) Policy proposals to improve workforce system performance</p> <p>80% +</p> <p>(5.2) Dual credit/dual enrollment scholarship</p> <p>100%</p> <p>(6.2) Learning communities focused on best practices in equity</p> <p>100%</p> <p>(6.4) Dual credit pilot</p> <p>100%</p>	<p>(7.1) Increase data transparency and analytics of certified school sector</p> <p>100%</p> <p>(7.2) Create an education data portal</p> <p>80% +</p> <p>(7.3) Improve the academic program comprehensive review process</p> <p>100%</p> <p>(8) Coordinate panels of higher edu leaders to present issues to CBHE</p> <p>100%</p> <p>(9.1) Establish a pre-apprenticeship framework</p> <p>100%</p> <p>(9.2) Map short-term credentialing programs</p> <p>100%</p>	<p>(10.1) Advisory council, show dept. values on intranet &amp; connect to policies, practices &amp; procedures</p> <p>80% +</p> <p>(10.2) Increase our culture of diversity and inclusion in DHEWD</p> <p>100%</p> <p>(10.3) Create a training plan for priority KSAs</p> <p>100%</p> <p>(11.1) Document imaging</p> <p>On hold (due to external factors)</p> <p>(11.2) Electronic Payments</p> <p>100%</p> <p>(11.3) Contract and Grants Mgmt System</p> <p>100%</p>	<p>(12.1) Assess all current SAM II interfaces and document those needs</p> <p>On hold (due to external factors)</p> <p>(12.2) Assess Grant Mgmt systems (MIP &amp; FRS) to see if separate systems can be eliminated</p> <p>On hold (due to external factors)</p> <p>(12.3) Budgetary processes and internal control options for the new ERP system</p> <p>On hold (due to external factors)</p>
<p>Complete <span style="color: green;">●</span></p> <p>80% or more complete <span style="color: yellow;">●</span></p> <p>Postponed until 2022 <span style="color: red;">●</span></p> <p>On hold (due to external factors) <span style="color: purple;">●</span></p> <p>as of 12.31.2021</p>					