



## Tab 12 Strategic Planning Update

Coordinating Board for Higher Education  
December 9, 2020

### BACKGROUND

Pursuant to § 173.020, RSMo, the Coordinating Board for Higher Education is responsible for:

- “(1) Conducting studies of population and enrollment trends affecting institutions of higher education in the state;
- “(2) Identifying higher education needs in the state in terms of requirements and potential of the young people and in terms of labor force requirements for the development of commerce and industry, and of professional and public services;
- “(3) Developing arrangements for more effective and more economical specialization among institution in types of education programs offered and students served, and for more effective coordination of mutual support and public services; and
- “(4) Designing a coordinated plan for higher education in the state (hereafter referred to as the coordinated plan) and for subregions of the state, which shall be based on the studies indicated above and on such other matters may be deemed relevant by the coordinating board.

The board adopted a plan called *Imperatives for Change: Building a Higher Education System for the 21<sup>st</sup> Century* on July 30, 2008. The document was developed with support from a coordinating plan advisory committee comprised primarily of chief academic officers and was organized around three strategic issues:

1. Increase educational attainment
2. Develop a 21<sup>st</sup> century society and global economy
3. Enhance resources through increased investment, stewardship, and shared responsibility

More recently, the board adopted a framework of five goals outlined in *Preparing Missourians to Succeed: A Blueprint for Higher Education*:

1. **Attainment.** Missouri will increase the proportion of working-age adults with high quality, affordable postsecondary credentials to 60 percent by 2025.
2. **Affordability.** Missouri will rank among the 10 most affordable states in which to obtain a postsecondary degree or certificate by 2025.
3. **Quality.** Missouri will produce graduates with high-quality postsecondary degrees and certificates that are valuable and relevant to individuals, employers, communities, and the state.
4. **Research and Innovation.** Missouri will be a top 10 state for investment in academic research by 2025.
5. **Investment, Advocacy, and Partnerships.** Missouri will promote increased investment in postsecondary education through increased advocacy and powerful partnerships with education, business, government, and communities.

*The Blueprint* was developed with input from a steering committee that included representatives from the business, nonprofit, and higher education communities, as well as the General Assembly. The Commissioner of Higher Education, members of the Coordinating Board’s Strategic Planning & External Relations Committee,

and a representative of from Governor's Nixon's office served as ex officio members of the steering committee. Between January 29 and December 11, 2015, the steering committee held nine public hearings around the state, including at Midwest Machine Tool Training Center in O'Fallon, the St. Louis Regional Chamber, Jefferson City, the University of Missouri-Columbia, Truman State University in Kirksville, Heartland Foundation in St. Joseph, Metropolitan Community College in Kansas City, Ozarks Technical Community College in Springfield, and Southeast Missouri State University in Cape Girardeau. The steering committee met on July 29 and September 2, 2015, and presented a draft report to the Coordinating Board on September 3, 2015.

## CURRENT STATUS

Department staff have worked to implement *The Blueprint* since the board adopted its framework in 2015, to the extent the recommendations fell into the department's control.

1. **Affordability.** As noted in Tab 5, Missouri's colleges and universities have made significant gains in increasing educational attainment. Much of the work around that goal was done in partnership with the Department of Higher Education and external partners such as the Lumina Foundation, Complete College America, and the Dana Foundation.
2. **Affordability.** In terms of affordability, Missouri is not on track to be among the top 10 most affordable states in the nation, but that outcome depended largely on state support for student financial aid programs and operating budgets. In this environment, it is notable that tuition at Missouri's public universities, adjusted for inflation, actually decreased 0.7 percent from 2014-2019, significantly lower than the U.S. average (6.8 percent) and Midwestern states (Illinois, 2.9 percent; Iowa, 7.0 percent; Nebraska, 7.8 percent; Kansas, 9.1 percent; Arkansas, 11.3 percent; Kentucky, 14.1 percent; Tennessee 14.8 percent; Oklahoma, 23.2 percent).
3. **Quality.** The state has invested heavily in programs that will produce graduates with degrees and certificates in high-demand occupations since 2015. Governor Parson and the General Assembly carried the Coordinating Board's recommendation to fund MoExcels programs to establish or expand programs that lead to work in high-demand occupations, resulting in an \$18 million investment at public institutions around the state. Fast Track, the full-tuition grant program aimed that provides opportunities to adults, is another approach to this challenge, as is the department's Return Strong initiative.
4. **Research and Innovation.** Many of the action items identified in connection with this goal are outside of the department's scope of influence. In 2015, the state ranked 18<sup>th</sup> for academic research investment. Today, NSF data indicate that the state ranks 19<sup>th</sup>.
5. **Investment, Advocacy, and Partnerships.** Department staff have engaged external partners extensively since 2015. Business leaders, organizations, legislators, and representatives of the executive branch were integral to the department's 2018 Talent for Tomorrow initiative, which resulted in additional investments for specific projects but did not correspond to additional investments in core operating appropriations.

Since 2015, the department has also adopted an annual strategic placemat process that generally supports the *Blueprint's* goals and the vision for the new Department of Higher Education & Workforce Development. That placemat includes goals department staff can implement over the course of a calendar year.

*The Blueprint* remains a relevant tool for prioritizing the department's work, but it does not reflect the complete scope of the new department. In addition, many of the strategies outlined in the document need to be revisited to determine whether they remain actionable recommendations and to align with potential support from external partners.

**NEXT STEPS**

Department staff tentatively plan to begin a process to refresh the strategic plan in June 2021 and will provide a detailed plan for moving forward at the board's March 2021 meeting.

**RECOMMENDATION**

This is an information item only.

**NO ATTACHMENTS**