



Tab 15 Strategic Planning Update

Coordinating Board for Higher Education
March 3, 2021

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 21st Century* on July 30, 2008. The document was organized around three strategic issues:

1. Increase educational attainment
2. Develop a 21st 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.

CURRENT STATUS

Department staff are in the early phases of the strategic planning process.

In January, staff completed best practice research into the strategic plans of other state higher education agencies. This research was shared at the quarterly meeting of the department's Leadership Council along with an introductory presentation on strategic planning from Ken Mall, Managing Director of Workforce Consulting at Educational Data Systems, Incorporated (EDSI).

In February, Commissioner Mulligan had a discussion about strategic planning with the members of the Commissioner's Advisory Group and department staff met with the Lumina Foundation to explore partnership opportunities and begin the process of identifying consultants who can assist with strategic planning.

NEXT STEPS

The strategic planning process timeline includes:

Spring 2021

- Hold joint board meeting with the CBHE and State Workforce Development Board
- Finalize steering committee framework and identify members
- Develop a plan for data collection and analysis
- Compile information about related work that is already underway
- Plan summer sessions to engage stakeholders
- Identify consultants who will assist the department with strategic planning

Summer 2021

- Kickoff strategic planning process in conjunction with CBHE retreat
- Present data and current work already underway
- Present timeline for planning process
- Hold summer sessions to engage stakeholders
- Steering committee begins meeting

Fall 2021

- Hold joint board meeting with the CBHE and State Workforce Development Board
- Prepare preliminary report on best practices
- Conduct outreach to potential implementation partners
- Steering committee prioritizes strategies and recommends implementation timeline
- Build out the department's 2022 strategic placemat and determine who will contribute to each strategy

RECOMMENDATION

This is an information item only.

NO ATTACHMENTS