

Tab 5

FY 2024 Strategic Placemat Update

Coordinating Board for Higher Education

June 12, 2024

BACKGROUND

Missouri state agencies develop an annual “strategic placemat” to drive its work for the fiscal year. The FY 2024 Strategic Placemat focuses on the department’s vision, “Every Missourian empowered with the skills and education needed for success,” and includes 11 initiatives that are guided by four themes.

- *Access: Removing barriers to enrollment and employment.*
 1. Expand opportunities for youth through partnership programs.
 2. Target marketing to special populations.
 3. Create an adult learner strategic plan.
- *Success: Supporting learners and workers through a holistic lens.*
 4. Expand access to apprenticeships.
 5. Provide a best-in-class job center experience.
 6. Establish a P20W research and data center.
 7. Monitor institutions’ consumer information disclosures.
- *Affordability: Identifying resources and creating opportunities.*
 8. Develop an institutional performance-based funding model.
 9. Produce a financial aid annual report.
- *Best Place to Work: Continuous improvement in culture and process.*
 10. Develop efforts to strengthen DHEWD’s culture.
 11. Create career ladder opportunities and succession plans.

CURRENT STATUS

Over the past year, significant progress has been made on the 11 placemat initiatives. Table 1 (below) provides a summary dashboard of each of the 11 items. Three items were discrete projects that have concluded with related work continuing (3, 7, 9). The remainder of the items achieved outlined implementation objectives, and the work will continue for the department for years to come. Two items deviated from the original aims and will continue to be a priority for FY 2025 (2, 10).






RECOMMENDATION







This is an information item only.

ATTACHMENTS

- Attachment A: FY 2024 Strategic Placemat

Table 1: FY 2024 Placemat Dashboard

Theme	Initiative	Results	Status
Access	Youth Partnership Programs	The initiative’s goal was to engage 10,000 youth in workforce program with 75% participating in career and technical education (CTE). With one quarter remaining, more than 6,000 students engaged exceeding the CTE goal. A significant increase in youth engagement is anticipated this quarter through a contract with JAG and WorkKeys assessments as well as Job Center outreach efforts through local Build My Future and related events.	 On Track
	Marketing to Special Populations	The initiative intended to target outreach to prospective students at risk of homelessness or those with disabilities. Partnering with the DESE Homelessness Liaison, plans to promote changes to the FAFSA for students in this circumstance in collaboration with the MO Interagency Council, which advocates for the homeless population. However, efforts turned to expanding Journey to College K-8 publications with additional publications that will serve counselors, parents, and students focused on early career and college awareness. In addition, the outreach team directed their time to increasing FAFSA filing considering the significant decline this year.	 Incomplete
	Adult Learner Strategic Plan	The Adult Learner Network (ALN) collaborated with the Education Strategy Group (ESG) and the Missouri College & Career Attainment Network (MOCAN) to develop a strategic plan to increase credential attainment for adult learners, especially Black, Hispanic, and rural adults, in support of MDHEWD’s larger strategy to reach 60% postsecondary attainment for the state. The strategic framework to advance adult prosperity in Missouri, “60 for All” was released in March. The ALN has three subcommittees working to advance the tactics outlined in the plan. In addition, ten institutions participated in multiple Journey Mapping facilitated workshops to assess and improve adult-serving supports and practices.	 On Track
Success	Apprenticeship Access	Apprenticeship Missouri focused on increasing access to registered apprenticeship (RA) through pre-apprenticeship opportunities. The initiative focused on increasing awareness and access to RA by providing funded opportunities for both pre-apprenticeship and registered apprenticeship trainings. With one quarter of reporting remaining, a total of 347 individuals have participated in an RA, 133 of whom completed pre-apprenticeship programs. Recent training providers include Codefi and LaunchCode; both plan to provide RA opportunities to up to 175 apprentices, bringing total enrollments in excess of 500.	 On Track
	Best-in-Class Job Centers	To achieve a best-in-class customer experience model for Missouri’s Job Centers, a survey was developed to gather customer feedback from job seekers and employers. Responses have been used to assess the services provided and the customer’s overall experience. Staff training needs	 On Track

		have been identified and will include standardization of the initial job seeker contact and process documentation.	
	P20W Research and Data Center	With the hiring of five staff members, data evaluation, and initial infrastructure, the P20W Research and Data Center has completed the initial stages of development. In partnership with DESE, DOLIR, and other state agencies, P20W links longitudinal data to permit improved understanding of the impact of policies and programs supporting Missourians throughout their education-to-workforce journey. The teams developed crosswalks to link core data from K12 to postsecondary and wage data, has established a communication network, and convening a formative advisory group. Ongoing work is focusing on data governance, communication, and stakeholder input.	 On Track
	Consumer Information	Missouri public higher education institutions are required to provide consumer information for prospective and current students to be aware of faculty qualifications and ratings along with course availability. To address areas of related rules that caused concern, DHEWD consulted with institutions and revised regulations. A regular compliance review process has been established.	 On Track
Affordability	Performance-Based Funding	The Legislature asked DHEWD to engage with an outside expert to explore linking appropriations to outcomes needed by the state and the needs of students. Over the past year, DHEWD worked with the National Center for Higher Education Management Systems (NCHEMS) which provided a framework to guide revisions to a higher education funding model including a performance component. That report was delivered to our Board, the Governor's Office, and key legislators.	 On Track
	Financial Aid Report	The first annual financial aid report was developed to produce a single source for information about state aid programs administered by the department. The report is designed for legislators, stakeholders, and the public to inform, guide decision making, and evaluate impact.	 On Track
Best Place to Work	Strengthen Culture	To streamline internal committees and focus on strengthening culture and integration, DHEWD collapsed four committees into one Best Place to Work group representing all divisions and levels of authority. The team is reviewing rewards and recognition processes and communication to ensure team members receive authentic appreciation.	 On Track
	Career Ladder and Succession	A newly-formed SteeringDHEWD committee with representation from all divisions and levels of authority will support senior leadership with reviewing policies and practices with a goal of increasing staff engagement and retention. This newly formed group is discussing internal promotion opportunities and pay equity.	 Incomplete