



## Tab 9 New Department Strategic Plan

Coordinating Board for Higher Education  
December 8, 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.

In fall 2020, the department discussed beginning a new strategic planning process. In December and January, the department conducted best practice research into other states’ higher education agency strategic plans. This research informed the development of a planning framework the department is using to move forward.

The department is receiving support through HCM/Lumina Strategy Labs to develop an overarching, multi-year strategic framework that will steer the agency and its initiatives in order to make significant progress toward department goals.

In June, the department kicked off the public strategic planning process by engaging stakeholders and partners in a conversation about goals and opportunities for the future with a review of Missouri’s overall higher education and workforce landscape, including strengths, weaknesses/threats, and opportunities. Data focused on the system itself, how to get more people working, and how to help them gain skills and training to be more productive.

After the kickoff, department staff held monthly meetings with the Coordinating Board for Higher Education to make progress on the new plan. Meetings included:

- July 20, 2021: Presentation of data on educational attainment and workforce participation differences between rural and rural Missourians; facilitated conversation on department mission and core principles.
- September 15, 2021: Final discussion on mission statement and guiding principles; introduction of possible big goals, targets, and indicators.
- October 19, 2021: Final update to guiding principles; final discussion on big goals and indicators; presentation of example indicators slides; introduction of strategic themes; and presentation of example initiative slides.
- November 16, 2021: Presentation of 2022 strategic initiatives.

In addition to these meetings with the Coordinating Board, department staff have consistently engaged external stakeholders throughout the development of each component of the new plan, including:

- May 17: Council of Student Affairs Officers
- May 26: Missouri Chamber of Commerce & Industry
- June 9: State Workforce Development Board
- June 11: Missouri Association for Workforce Development
- June 11: Missouri Scholarship & Loan Foundation
- June 23: Listening Sessions with colleges and universities
- June 24: Missouri College Access Network
- June 29: Department of Economic Development
- July 13: Leadership Council
- July 13: Equity Advisory Committee
- July 14: Commissioner's Advisory Group
- July 14: Listening Sessions with colleges and universities
- July 22: University of Missouri St. Louis Advisory Board
- August 18: Job Center Connect Town Hall – Columbia
- August 19: Job Center Connect Town Hall – St. Charles
- August 20: Job Center Connect Town Hall – Kansas City (co-hosted by Senator Barbara Washington)
- August 26: Job Center Connect Town Hall – Hannibal
- August 27: Job Center Connect Town Hall – St. Louis (hosted by the Urban League of Metropolitan St. Louis)
- September 1: Missouri Community College Association Presidents/Chancellors Council
- September 7: Hawthorn Foundation Board
- September 8: State Workforce Development Board
- September 9: Governor's Conference on Economic Development
- September 23: Missouri College Access Network
- October 20: Commissioner's Advisory Group
- November 1: Missouri Community College Association
- November 7: Missouri College Access Network (by email)
- November 7: Presidential Advisory Council (by email)

Finally, department leaders have kept staff the agency apprised of progress on the strategic plan through regular weekly phone calls, updates in the weekly department newsletter, and in-depth presentations at Leadership Council and All-Staff meetings.

## **CURRENT STATUS**

The attached plan represents the complete package of the components reviewed with board members since the June kickoff. It includes a department mission statement, guiding principles, new big goals, targets, indicators, and initiatives department staff plan to launch in 2022.

## **NEXT STEPS**

After the board approves the plan, department staff will share it publicly and with key stakeholders. Staff will update the board and the Presidential Advisory Council on progress made on initiatives at each regular quarterly CBHE meeting. In addition, staff will provide annual updates on progress toward the big goals as well as planned initiatives for the upcoming calendar year at every December board meeting.

Although the plan includes goals ending in 2030, staff anticipate that the plan and framework will likely need to be reviewed and possibly revised in five years (2026).

## **RECOMMENDATION**

Staff recommend that the Coordinating Board approve the new department strategic plan and direct staff to provide updates to the board and the Presidential Advisory Council at each regular quarterly CBHE meeting.

## **ATTACHMENT**

- New Department Strategic Plan