

To register for any of these events, or for more information, go to <https://www.bestinmidwest.com>.

Develop a common data set about all institutions

The common data set was distributed to legislators serving on the House and Senate budget committees during the recently concluded legislative session. The department is soliciting feedback from various stakeholders before future printings.

Develop a new model for institutions' funding requests for FY 2020, including special appropriations to meet workforce needs and capital funding requests

Jeffrey Barlow, Assistant Commissioner for Fiscal Affairs, has completed 19 facility reviews. After the public meeting of the CBHE on June 7, he will complete the tours of Ozarks Technical Community College and Missouri State University.

Develop a long-term plan for rational allocation of resources among public colleges and universities

The first phase of this initiative will be mission review. An update on this initiative can be found under Tab 11 – Mission Review Status Update.

Affordability

Increase FAFSA filing

MDHE has partnered with MOHELA on this endeavor and are currently in the planning stages.

Review financial aid programs and make outcomes-based, goal-driven recommendations

An update on this initiative can be found under Tab 20 – Financial Aid Review Policy Framework Recommendations.

Rigorously evaluate requests for waivers from penalty provisions of the Higher Education Student Funding Act

An update on this initiative can be found under Tab 23 – Report on the Higher Education Student Funding Act.

Keep student loan borrowers eligible for federal financial aid

Over the last 28 months, the Missouri Student Loan Program has completed 673 reviews. On average, they have kept 97.72 percent of borrowers eligible for federal financial aid – exceeding the department's goal of 96 percent.

Access and Success

Decrease the time it takes students to graduate by reducing the number of remedial courses they have to take and decreasing the number of credits that do not transfer

An update on remedial education was provided at the last CBHE meeting on March 8. An update on the department's work to decrease the number of credits that do not transfer can be found under Tab 7 – Transfer Appeals Process – and Tab 13 – Committee on Transfer and Articulation Conference Report.

Provide targeted support to institutions that do not meet their performance targets

In the FY 2019 budget, the General Assembly appropriated \$100,000 to assess, plan, and implement performance improvement initiatives for institutions that have not met their performance measures.

Establish a system for identifying high-performing schools certified to operate by the department

The initial strategy meeting with participating schools is scheduled for June 29.

Create an online resource that provides complete information about college-going

MDHE staff, in conjunction with the state's IT department, are nearly finished with Phases I and II of a four-phase student portal project. Phase I is a complete redesign of the current College and Degree Search. The redesign allows students the option of researching Missouri colleges and universities by several different factors and then comparing the schools and/or programs side-by-side. Phase II is the Course Transfer Tracker, which is based on the CORE 42 initiative. The tracker gives students the opportunity to enter their courses to see how they will transfer to any other public college or university in Missouri. It also shows the students their progress toward completing their general education requirements as outlined in the CORE 42. Phases I and II are expected to launch in July 2018. Work to redesign the current state financial aid portal (Phase III) and to create a student workspace (Phase IV) will begin in July 2018, with an expected launch date in July 2019.

Communication

Advocate with legislators to ensure that initiatives that require their support are well-understood, modified to address their concerns, and ultimately adopted

An update on this initiative can be found under Tab 6 – 2018 Legislative Session.

Convene public college and university leaders to gather feedback on and promote understanding of initiatives

The Commissioner's Advisory Group met April 18, in Jefferson City at the Governor's Office Building to discuss the timeline for developing a new model for institution budget requests, to review the department's progress on the Blueprint Implementation Plan, and consider the Presidential Advisory Committee's recommended topics for the June CBHE meeting.

The Data Advisory Task Force for the MOSTEMWINS project met April 26, in Jefferson City at the office of the Missouri Community College Association to review progress and discuss upcoming project deliverables. The group is made up primarily of two-year Institutional Research and workforce staff. Four-year Institutional Research staff were previously invited to a webinar on March 13, to reconnect to the project.

Mr. Barlow convened the Chief Financial Officers on Wednesday, May 23, in Jefferson City at the office of the Missouri Community College Association. The group discussed the FY 2019 TAFP budget and FY 2020 budget timelines; received an overview of the MissouriBUYS eProcurement system; received an update on the Blueprint Implementation Plan initiatives, the Performance Working Group, and the 2018 legislative session; and dined with Drew Erdmann before breaking into sector groups.

Mr. Barlow convened the Facility Directors on Wednesday, May 30, in Jefferson City at the LINC on Lincoln University's campus. The following topics were discussed: creating institutional facility dashboards, a higher education capital improvement update, an overview of OA Budget & Planning's capital improvement process, an opportunity for directors to share issues and best practices, and a tour of the LINC facility.

Nicole Epstein, General Counsel/Legislative Liaison, will be convening all the universities' general counsels and legislative liaisons at a meeting on June 11, in Jefferson City. They will discuss the legislative session, case law discussion, and roundtable discussions on different legal topics.

Ms. Epstein will also be convening career services staff on June 13, in Jefferson City at the Harry S Truman State Office Building to discuss best practices.

Zora Mulligan, Commissioner, will be convening college access and success stakeholders on June 14, at MOHELA's Columbia office to discuss the implementation of a Missouri College Access Network.

Speak with state and local organizations; present at influential professional conferences

Commissioner Mulligan has been touring the state to meet with many different stakeholders:

- March 22 (West Plains): Mizzou Alumni Event with University of Missouri System President Mun Choi
- March 23 (St. Louis): St. Louis Community College groundbreaking ceremony for the Center for Nursing and Health Sciences
- April 5 (Jefferson City): Council on Public Higher Education award luncheon in Jefferson City to honor the recipients of the Governor's Award for Excellence in Education
- April 19 (Columbia): Missouri FFA Convention with Chris Chinn, Director of the Missouri Department of Agriculture
- April 20 (St. Louis): Ranken Technical College career fair
- April 25 (Jefferson City): Meeting with Missouri Department of Elementary and Secondary Education leadership to discuss partnership
- April 26 (St. Louis): Harris-Stowe State University site visit
- April 30 (Columbia): Missouri College Advising Corps Luncheon to celebrate the organization's 10 years of service
- May 3 (Lebanon): Rotary Club Academic Banquet presentation to students and Rotarians
- May 10 (Columbia): Best in the Midwest Advisory Committee Kickoff
- May 12 (Cottleville): St. Charles Community College commencement address
- May 19 (West Plains): Missouri State University—West Plains commencement address

She was also in Rapid City, South Dakota for Midwestern Higher Education Compact meetings June 3-5.

Communicate regularly with MDHE staff about each employee's and unit's role in advancing initiatives, achieving successes, and serving Missourians

Samantha Dickey, Policy Analyst, convened an all-staff meeting on April 17 to introduce the Blueprint Implementation Plan. Ms. Epstein provided a legislative update and two divisions – Proprietary Certification and Contracts & Compliance – provided updates on their work and their goals for the year.

Increase social media reach

The department's goal is to increase social media coverage 10 percent over last year. A breakdown of each account's activity for the month of April is detailed below:

Journey to College

- Twitter: 914 followers Reach: 18,200
- Facebook: 3,833 followers Reach: 13,631

MDHE

- Twitter: 489 followers Reach: 46,300
- Facebook: 580 followers Reach: 2,994

After several requests, a Journey to College Instagram page was launched on May 15.

Meaningful Work

Ask each unit to establish goals and an approach to measuring progress toward those goals

The design phase of this initiative is complete. The department is now considering how to collect the data to measure progress.

Bring employees from each unit together to tackle an important problem that spans units and to produce a clearly defined, concrete deliverable

Ms. Dickey is leading a group to improve the access and success of foster and homeless youth in postsecondary education. They have done a literature review, heard from representatives from the Department of Social Services and the Department of Elementary and Secondary Education, and reviewed the MDHE's website and publications for better ways to point students to helpful resources.

Identify opportunities to give promotions to, increase compensation of, or otherwise recognize top-performing employees

Drew Erdmann, the state's Chief Operating Officer, convened an Advisory Committee of influencers from each state agency. Jaron Vail, Research Associate for Proprietary Certification, and Kelli Reed, Student Assistance Associate for Financial Aid, were chosen by their coworkers to serve on the committee. They are currently engaged in collecting ideas for non-financial rewards and recognition that can be implemented in the office.

Marla Robertson has been promoted to Interim Assistant Commissioner for the Missouri Student Loan Program to serve in Leanne's absence.

The department is making a more concerted effort to nominate employees for State Employee of the Month, yearly state Awards of Distinction, and other national awards of recognition.

The month of June will be designated as State Employee Recognition Month, and the department will celebrate the week of June 18, by organizing various activities like a picnic, scavenger hunt, and chair massages.

RECOMMENDATION

This is an information item only.

ATTACHMENT

- Blueprint Implementation Plan

Tab 4 Attachment A Blueprint Implementation Plan Update

Aspiration

The Missouri Department of Higher Education will develop innovative approaches to improving student outcomes and increasing public institutions' performance.

Themes

	Coordination	Affordability	Access & Success	Communication	Meaningful Work
Initiative	<p>Partner with Departments of Economic Development and Elementary & Secondary Education and other stakeholders to launch a statewide workforce assessment <i>Blueprint Goal 3.3 Commissioner</i></p> <p>Develop a common data set about all institutions <i>Blueprint Goal 3.3 Data & Research, Academic Affairs, Communications</i></p> <p>Implement performance funding model <i>Blueprint Goals 1.1, 1.5, 3.5 Fiscal Affairs, Data & Research</i></p> <p>Develop a new model for seeking institutions' funding requests for FY 2020, including special appropriations to meet workforce needs and capital funding requests <i>Blueprint Goal 3.3 Commissioner, Fiscal Affairs, Data & Research</i></p> <p>Develop a long-term plan for rational allocation of resources among public colleges and universities <i>Blueprint Goal 3.3 Commissioner, Academic Affairs, Fiscal Affairs, Data & Research</i></p>	<p>Increase FAFSA filing <i>Blueprint Goal 2 Outreach, Grants & Scholarships, Communications</i></p> <p>Review financial aid programs and make outcomes-based, goal-driven recommendations <i>Blueprint Goal 2.1 Grants & Scholarships, Data & Research</i></p> <p>Rigorously evaluate requests for waivers from penalty provisions of the Higher Education Student Funding Act <i>Blueprint Goal 2 Commissioner</i></p> <p>Make affordability a component of the performance funding model <i>Blueprint Goal 2 Fiscal Affairs, Data & Research</i></p> <p>Keep student loan borrowers eligible for federal financial aid <i>Blueprint Goal 2 Borrower Services</i></p>	<p>Reduce the number of remedial courses students must take before beginning credit-bearing courses <i>Blueprint Goal 1.1 Academic Affairs, Data & Research</i></p> <p>Decrease number of credits that do not transfer for the course for which they were taken <i>Blueprint Goal 3.3 Academic Affairs</i></p> <p>Provide targeted support to institutions that consistently struggle to meet performance targets <i>Blueprint Goal 3.3 Commissioner</i></p> <p>Establish a system for identifying high-performing schools certified to operate by the department <i>Blueprint Goal 3 Proprietary</i></p> <p>Create an online resource that provides complete information about college-going <i>Blueprint Goal 1 Communications</i></p>	<p>Advocate with legislators to ensure that initiatives that require their support are well-understood, modified to address their concerns, and ultimately adopted <i>Commissioner, Fiscal Affairs, General Counsel/Legislative Liaison</i></p> <p>Convene public college and university leaders to gather feedback on and promote understanding of initiatives <i>Commissioner</i></p> <p>Step up engagement with local, state, and national media to highlight Missouri's successes <i>Communications</i></p> <p>Speak with state and local organizations; present at meaningful conferences <i>Communications, Senior Staff</i></p> <p>Communicate regularly with MDHE staff about each employee's and unit's role in advancing initiatives, achieving successes, and serving Missourians <i>Communications, Program Specialist in Commissioner's Office</i></p> <p>Increase social media reach <i>Communications</i></p>	<p>Ask each unit to establish goals and an approach to measuring progress toward those goals <i>Commissioner, Senior Staff, and All Managers</i></p> <p>Bring employees from each unit together to tackle an important problem that spans units and to produce a clearly defined, concrete deliverable <i>Program Specialist in Commissioner's Office</i></p> <p>Identify opportunities to give promotions to, increase compensation of, or otherwise recognize top-performing employees <i>Commissioner, Senior Staff, and All Managers</i></p>