



# Strategic Planning Update

June 2022

# The Planning Process

## PREPARE



- Strategic Plan
- Environmental Scan
- HCM Strategists Review
- Strategic Framework
- Communications Review

## LISTEN



- Strategic Planning Committee Sessions (membership = board & staff)
- Executive Committee

## DISCUSS



- Strategic Planning Committee Review
- Nov 2021 Commissioner Meeting

## CREATE



- Strategic Plan
- Operating Plan
- Dashboard



# Mission

## *What good we do and for whom*

MHEC brings together leaders from midwestern states to develop and support best practices, collaborative efforts, and cost-sharing opportunities. Through these efforts it works to ensure strong, equitable postsecondary educational opportunities and outcomes for all.



# Vision

To improve individual career readiness and regional economic vitality through collective problem-solving and partnerships that strengthen postsecondary education.

# Values: *what guides our work & decision making?*

- **Collaboration.** We believe working together in an open, respectful environment creates the foundation for cooperation and innovation that allows us to research, share, pilot, and scale ideas to improve our individual institutions, states, and region.
- **Innovation.** We believe that bringing creativity and tenacious problem solving to the challenges and opportunities in higher education helps produce excellent results for our states, institutions, and students.
- **Diversity, Equity, Access, and Inclusion.** We believe that the diversity of our members is one of our greatest strengths and is a driving force in helping our region build access for all to a postsecondary education and inclusive environments that promote success.
- **Excellence.** We believe that high standards together with effective and efficient use of our resources are at the core of producing exceptional outcomes for our member states and their respective institutions.

# Strategic Priorities for next four years

## **Advance innovation, efficiency & effectiveness.**

- Serve as an incubator, conducting research, pursuing ideas, and piloting potential solutions in a low-risk environment.
- Study challenging topics (such as declining enrollment, learning gaps, affordability) and determine how MHEC could play a valuable role in addressing the issue.

## **Develop collaborative solutions to regional problems and opportunities.**

- Take on projects, issues and opportunities that are too big for one state to do alone, working jointly to improve higher education and to strengthen the Midwest region.
- Serve as a conduit, convening and connecting leaders to share successful models and actionable approaches that institutions and states can adopt and tailor.

## **Drive cost savings & business solutions.**

- Devise opportunities for institutions, states, and students to save money.
- Collaborate to reduce risk and take advantage of opportunities that solve business issues.

# Principles of the Strategic Plan

- We will continually evaluate the purpose and impact of our work to provide the leadership, responsiveness, and value needed by our members.
- We will integrate diversity, equity, and inclusion into all aspects of our planning and operations.
- We will be intentional within each priority about articulating who is served, who we want to participate, and who benefits.

# Decision-making Process

- All staff will offer ideas (projects, actions, etc.) related to the goals and strategies.
- The staff leadership team will evaluate the staff suggestions against its decision-making rubric to ensure alignment with the strategic plan, impact, and best use of MHEC resources.
- Staff leaders will present final recommendations to MHEC commissioners.

# Example

Strategy	Major Actions	Maintain, Renew, Create	Who Leads
1a. Serve as an incubator, conducting research, pursuing ideas, and piloting potential solutions in a low-risk environment.	Provide professional licensure resources and support to states and institutions.	Maintain	Jenny, Leah, Emily
	Promote OER report on cost savings & return on investment with MHEC members and other compacts.	Maintain	Jenny, Mary
	Incubate credentialing ideas through MCTA convenings.	Maintain	Sara
	Expand graduate credit quest to solve teacher pipeline issues (dual credit, licensing component challenges).	Maintain	Jenny
	Develop advisory groups and responses and resources to help states with HLC deadline in 2023.	Create	Jenny
	Explore impact of potential federal language changes regarding reciprocity and next steps to address potential impact.	Create	Emily
	Develop a process to connect campuses with promising emerging vendors to solve/meet institutional needs (Ex: CyberPassport)	Create	Jennifer

# Example: Professional Licensure Work

- USDE requirements
- Heavy lift for institutions: staffing and available resources
  - Costly
  - Non-existent
- MHEC/M-SARA have started some support work using SARA
- Expansion of support work by MHEC/M-SARA recommended

# Decision-making Rubric

<b>Criteria</b>	<b>Professional licensure example</b>
Advances career readiness	4
Contributes to economic vitality of region	4
Needs MHEC's leadership	4
Is valuable to MHEC membership	5
Reaches underserved audiences	3
Has clear targeted population and outcomes	4
Has clear, achievable scope and timeframe	4
Necessary partners and stakeholders are clearly identified and accessible to/in relationship with MHEC	4
Barriers are identified and manageable	3
Resource needs are clear (\$, staff, external constituents)	4
Requires new or expanded funding	4
Is/can be financially self-sustaining	4