Fairfield 2020

Building a Sustainable Future

Strategic Plan Refresh
Loosing the Ability to raise prices
Disruptive Innovation
Demographics
Clock speed

- Economic Conditions
- Weakening Value proposition
- Significant Competition
- MOOCs
- Distance Learning
- Competency Based Programs
- Number of High School Graduates Declining
- Northeast States experiencing largest decline/greatest overcapacity
- Higher Education market is changing at a pace faster than decision making process
Increasingly Competitive Market Places a Premium on Universities that

- Understanding their market and Its needs
- Have a “change capable culture”
- Have a limited defined mission
- Strong Value Proposition
- Sufficiently disciplines to jettison extraneous costs and programs
- Leverages pedagogical innovation
- Reacts quickly to changing conditions
- Measures success based on outcomes
Preliminary Approach

- Presidential Charter
- Oversight and Coordination Counsel
- Structured Interrelated Task Forces on Key elements
- Standard set of formats, ground rules and challenges
- Supporting Forums as needed
- Representation from all constituencies
- Common Web site
Cross Cutting Affirmations:
We will...

• Be centered on teaching mentoring and learning.
• Be guided by our mission, identity and core values
• Focus on improving our competitiveness and sustainability
• Lead in transformational learning models
• Leverage technology
• Know our unique value proposition
• Provide a powerful student experience
• Encourage and support community engagement
• Foster collegial and collaborative communities
• Be guided by outcome and competency based metrics
Timeline

Team identification, chartering and staffing (Dec 13)

Process launch (Jan 13)

Team work (April 13)

Preliminary reports and presentations (May 13)

Steering team feedback, questions and comments (Sept 13)

Final team reports and presentation (Nov 13)

Consolidation, prioritization, resourcing and publishing (Mar 14)
Four Types of Supporting Teams

- **Steering Team (1)**
  - Process Design
  - Environmental Scan
  - Challenge, question and clarify
  - Synthesize
  - Write and Present

- **Action Teams (12-15)**
  - Interviews
  - Research and benchmarking
  - Forums

- **Analytical Support (1)**
  - Own the base case
  - Data mining
  - Analytical support

- **Writing & Editing (1)**
Team Structure

Steering

- Analytical support
- Writing and Editing

Team 1
Team 2
Team 3
Team ...

Steering Team

Charter
• Establish the structure, process, and timeframe for strategic planning
• Establish guiding principles and key themes
• Ensure regular communication with the Board of Trustees about the strategic planning process
• Develop communications plan to promote engagement and information flow to/from internal and external constituencies: trustees, faculty, students, staff, alumni, friends
• Synthesize products from working groups and circulate draft strategic plan for comment as appropriate
• Produce final strategic plan
• Ensure implementation through normal institutional operations and management structure
• Assess progress of strategic plan implementation

Composition
• Four Administrators
• Four Deans
• Four Faculty Members
• Two Students
• Two Alumni
Potential List of Teams
(Honing our value proposition)

- Student competencies in a changing world (the core)
- Portfolio Review & Cost Competitiveness
- Enhancing the Student Experience (undergraduate)
- Enhancing the Student Experience (graduate)
- Part time learning and Community engagement
- Attracting and retaining the classes of tomorrow
- A new business model and revenue streams
- Innovative Pedagogies, Teaching and Mentorship (distant learning, competency based degrees)
- Infrastructure, technologies and Facilities
- Improved Outcomes (curriculum to career)
- Alumni Engagement and Life long learning
- Highly customized degree programs
Select Steering Team and Agree on Process Framework
Staff Teams and agree on charters/problem statement
Finalize timelines, communication strategy and logistics
Launch!
Out of the Box Thinking

- Three years bachelors degree?
- Competency Based learning?
- Distance/Classroom Hybrids?
- Outcome based metrics?
- Re-invented Core?
- Mandatory Internships?
- Pay forward tuition?
- At risk pay structures?
- Program sunsets (expiration dates)?
- Reconfigured business model
- Streamlined Decision making
- Experiential Learning?
- Rapid time to market?
- Lifetime learning.
Must Have’s

A new, more broadly based business model
A more flexible, more focused cost structure
Real competence and infrastructure to support online learning
A reconstituted and revitalized part time learning emphasis
A recognition system that rewards innovative learning models
Strong distinct School Identities