• Welcome and introductions
• Outcomes affirmed:
  – Roles and responsibilities
  – Visioning
  – Strategic directives
• Project update
• Visioning exercise
• Strategic directives/business directives
• Wrap up and next steps
• Roles
  – Strategic partners with senior management
  – Thought leaders
  – Advocates
  – Liaison with the Board and Executive Committee

• Responsibilities
  – Technical and domain expertise
  – Participate in priority setting
  –Visioning
  – Data analysis
    • Communications
STRATEGIC PLANNING – LEADERSHIP DRIVEN, YET INCLUSIVE

The ACADEMY

STAKEHOLDERS & CONSTITUENTS

The BOARD

EXECUTIVES, MANAGERS & STAFF
A Custom TNG Project Plan and Timeline

Phase 1
Base Building

Phase 2
Project Plan, Visioning, & Constituent Engagement

Phase 3
Listening & Planning

Phase 4
Solution Teams, Validation & Business Plan

Phase 5
Project Completed

University Base Building
PLANNING ACTIVITIES

Key Milestones & Timelines

- Stakeholders and constituents engaged – May 2013 / January 2014
- Listening Sessions and data analysis – completed – September 2013
- Vision Affirmed – September 2013
- Strategic Goals Finalized – October 2013
- Business Plan Developed – December 2013
- Plan Approved – December 2013
- Implementation Plan Finalized – January 2014

Stakeholders

- Officer Team – Executive Committee
- Regents Strategic Planning Committee
- Council of Deans
- Faculty & Staff
- Solution Teams
- Constituent Groups – students, parents, alumni, community
SUMMARY MARKET DATA
• Graduate demand in Hartford region – academic/professional needs, accessible location or format, convenient and flexible options
  – Growing majority interested in non-traditional formats; 60% would consider entirely online program
  – Among competitors, UH stands out for student outcomes/job placement; quality of faculty; academic reputation
  – State’s new requirement for master’s degree for teachers in 2016 – market of nearly 500K
  – Other top occupations requiring master’s – rehabilitation counselors, mental health counselors, librarians, physicians assistants
UNIVERSITY OF HARTFORD MARKET OPPORTUNITIES

- Undergraduate – largest job growth requiring bachelors degree in region – education, science, fine arts/media, health care
  - Expected growth of 4000 jobs over next six years in finance and financial analysis; education second with 3600 positions
- Online – “greatest opportunity” online are non-traditional working adults who want flexible hours and access; focus on degree completion and graduate level instruction
  - Focus for online differentiation – certificate courses for skill building, skill enhancement and career development
  - Priority – convey value and quality of education for the price
Employers seek graduates with multi-faceted capabilities – broad knowledge as well as field-specific skills

Renewed focus and value of liberal arts -> critical thinking, problem-solving, communication and other skills that prepare students not for just one but several jobs (or careers) over their lifetimes

Health care growth – expected to generate more new wage and salary jobs than any other industry between 2008 and 2018, doubling that predicted for all other industries combined

Use of cutting-edge pedagogies that address educational and workforce needs as well as technology expectations of faculty and students
KEY NATIONAL TRENDS - 2013

• Increasing role of analytics for student retention - identifying students at risk of dropping out, course sequences and degree pathways, feedback to adjust interventions and integrating faculty into the institutional effort

• Partnerships between post-secondary institutions and K-12, community colleges and business/industry -> pipeline, $$, entrepreneurial ventures and other community benefits that are win-wins

• Potentially sustainable university models [Forbes] – open systems with continuous access; blended boundaries; human connectivity (faculty as mentors and tutors); integrated wholeness (student well-being); students who are solution-focused

• Metrics dashboards to demonstrate efficiency gains, accountability and progress in all areas
KEY NATIONAL TRENDS - 2013

• 15% of post-secondary learners are traditional college age, while 85% of post-traditional learners are fastest-growing market -> opportunity to rethink post-secondary education in a more holistically viewed market and right combination of high-tech and high-touch

• Disruptive technology -> new ways to organize people, technology and processes to deliver a service at a lower cost and price to new customers and allowing disruptive innovators to beat their incumbent competitors through a new business model

• Student life trends – 1\textsuperscript{st} and 2\textsuperscript{nd} Year Experience; one-stop shopping for all services 24x7; residential facilities with prime emphasis on common spaces for peer-to-peer interaction and support of academic mission; student engagement/services to promote retention and degree completion
VISION
• Work group questions:
  
  1. The University of Hartford is the lead article in the Fall 2025 Chronicle of Higher Education – write the headline
  
  2. What are the 2 major activities that led to this recognition?
  
  3. What is the 30-second elevator speech that describes this new identity?
  
  Discussion: a proposed vision for the University of Hartford
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