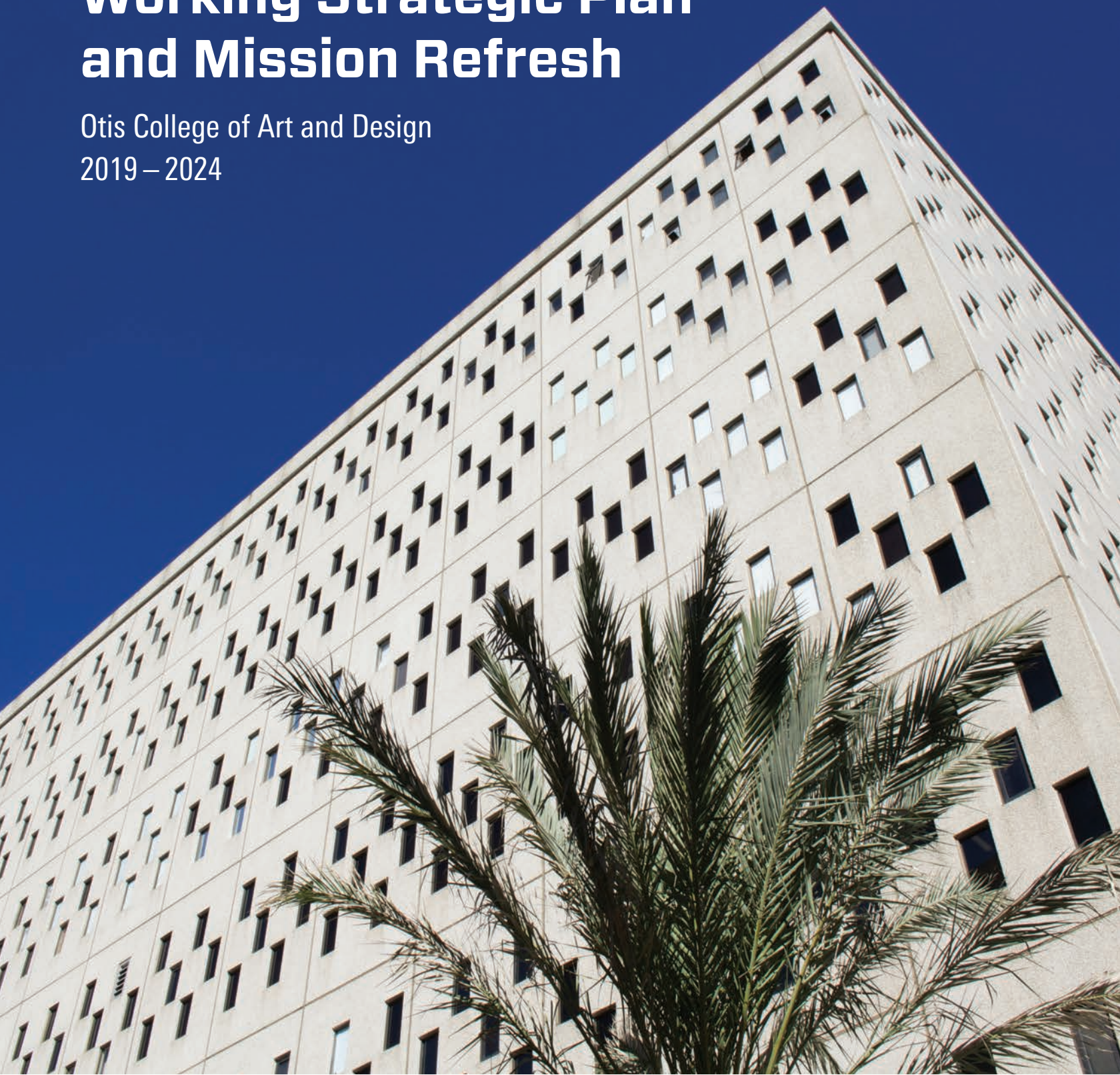


# Working Strategic Plan and Mission Refresh

Otis College of Art and Design  
2019 – 2024

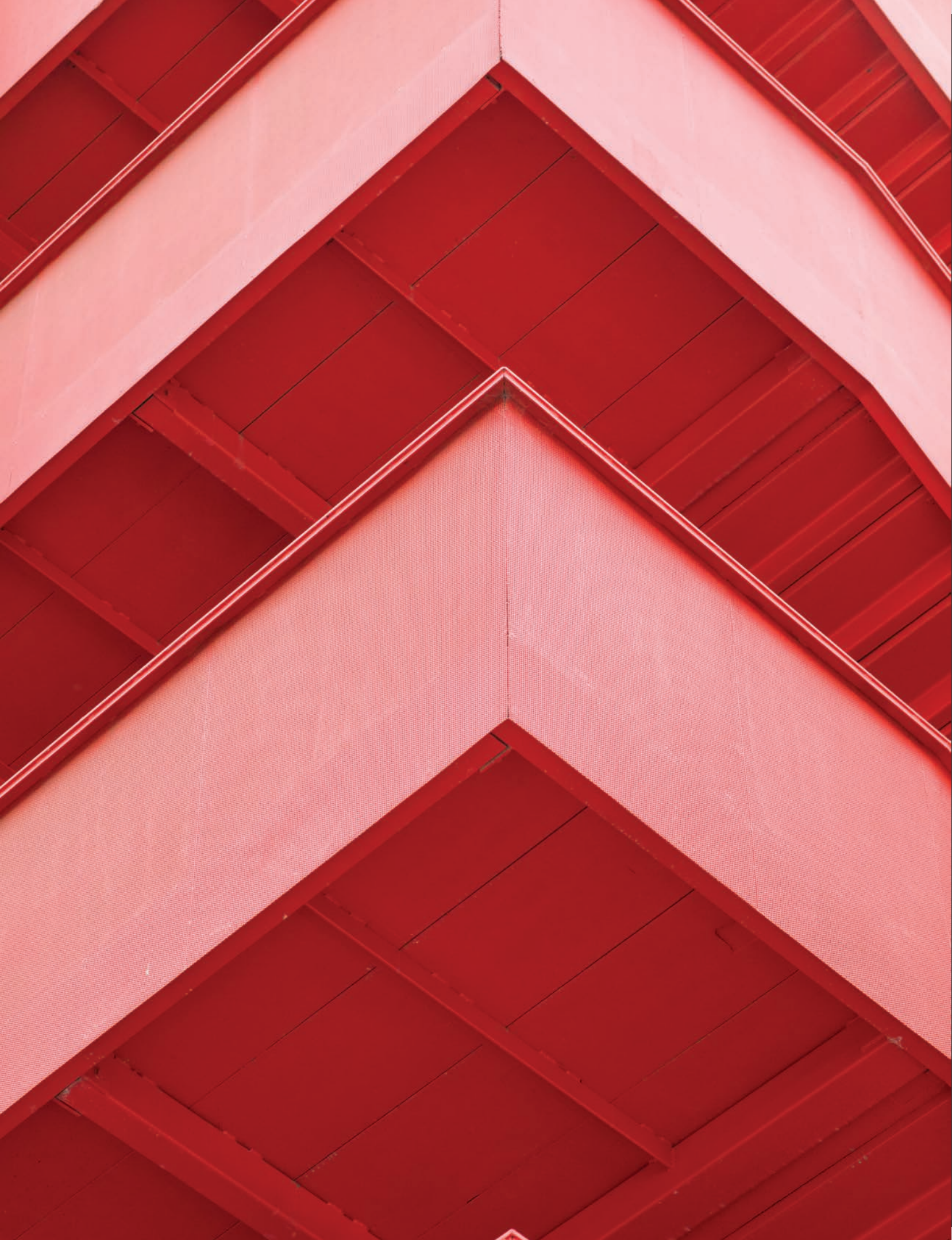


## Contents

College Mission Refresh	3
The 2019–2024 Strategic Plan	4
S.M.A.R.T. Goal 1	5
S.M.A.R.T. Goal 2	6
S.M.A.R.T. Goal 3	8
S.M.A.R.T. Goal 4	12
S.M.A.R.T. Goal 5	14

**“Otis College nurtures and educates the artists who will illuminate and explain the future to us, and design how we will present ourselves to the world and what we will put in our homes. They will tell us new stories and find the novelty and relevance in old ones. They will help bind us together in an increasingly fractured world.”**

– Winifred Neisser, Trustee  
Otis College of Art and Design



## Introduction

Otis College of Art and Design undertook a two year-long comprehensive and inclusive process to re-examine its mission and to create the following 2019–2024 Working Strategic Plan. The plan chronicles not only Otis College’s goals and aims for the next five years, it maps how the College plans to engage challenges, ensure institutional sustainability, and leverage its success toward continuous improvement over time. This plan was named the 2019–2024 Working Strategic Plan to allow the new President and Provost the option to re-engage the community on plan goals, objectives, and strategies, as needed.

## College Mission Refresh

### Single-Sentence Version

Otis College of Art and Design educates a diverse community of students to become highly skilled, well-informed, and responsible professionals—empowering them to shape the world.

### Longer Version

(for occasional fundraising and marketing purposes)

A leader in art and design education for over 100 years, Otis College of Art and Design educates a diverse community of students to become highly skilled, well-informed, and responsible professionals—empowering them to shape the world. Ideally situated within Los Angeles, our distinguished programs and faculty transform students’ lives through rigorous practice that nurtures and propels their creativity, skill, vision, and critical thinking.

## The 2019-2024 Strategic Plan

Five S.M.A.R.T.\* Goals to guide the College's near future:

*\*S.M.A.R.T. is an acronym that stands for: Simple, Manageable, Achievable, Realistic, and Timely*

1. Build alignment within the College toward one Otis in support of a diverse, collaborative culture with strong shared governance.
2. Expand new sources of funding and enhance net revenue derived from all College endeavors.
3. Further academic excellence, improve degree completion rates, innovate for College selectivity, and support curricular and co-curricular opportunities for all students.
4. Examine and renew current infrastructure, including facilities, systems, and technologies to maintain maximum relevance and fullest efficiency.
5. Sustain and support our people, environment, and resources for a strong institutional future.

## S.M.A.R.T. Goal 1

Build alignment within the College toward one Otis in support of a diverse, collaborative culture with strong shared governance.

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|----------------------|--|
| <b>Objective 1.1</b> | Increase diversity and inclusion throughout the institution through hiring processes, related training, and increased support for faculty and staff.   |
| <b>Strategy A</b>    | Create and convene a Diversity, Equity, and Inclusion (DEI) Council to act as a hub for strategic thinking and implementation support responsive to College diversity initiatives; membership to include faculty, staff, students, alumni, senior leadership, and Trustees.  |
| <b>Strategy B</b>    | Expand the reach of Otis job postings to maximize their exposure to diverse communities, and create policy ensuring diversity in search committee membership.  |
| <b>Strategy C</b>    | Coalesce current efforts on campus and within the AICAD to research, define, and plan for the enhancement of diversity in the faculty to more closely reflect or exceed that of the professional art/design disciplines.   |
| <b>Strategy D</b>    | Create a comprehensive diversity and inclusion training program for faculty, instructors, and staff.   |
| <b>Strategy E</b>    | Develop and implement a comprehensive and continuous faculty development program for teaching and critiquing diverse students.   |
| <b>Objective 1.2</b> | Further define and bolster shared governance, information sharing, and administrative transparency across the College.   |
| <b>Strategy A</b>    | Form a Task Force on Shared Governance to develop a statement on, and action plan for, reviewing, aligning, and making readily visible shared governance at the College.   |
| <b>Strategy B</b>    | Introduce a President's Council that includes rotating faculty, staff, senior team, and Trustees to meet regularly and review, share, and learn from each other, and from external research, about forward needs, key institutional questions, and larger issues affecting higher education to more deeply inform institutional decision-making. |
| <b>Strategy C</b>    | Ensure that internal communications about campus-wide decisions and initiatives state a given problem, seek broad input, synthesize that input, and share decisions with resonant rationale to foster administrative transparency and shared understanding between students, faculty, and staff, College divisions, and various roles on campus. |
| <b>Strategy D</b>    | Develop ways to strengthen relationships between faculty and academic leadership, staff, senior team, and Trustees.  |

## S.M.A.R.T. Goal 2

Expand new sources of funding and enhance net revenue derived from all College endeavors.

**Objective 2.1** Launch a comprehensive capital campaign for Otis College with the aim of increasing net non-tuition revenues.

**Strategy A** Develop the foundation upon which to research feasibility for, plan, and initiate a campaign with consideration for campaign phasing needs, such as preparation, silent, and public phases.

**Strategy B** Based on College priorities, such as those identified through the strategic and divisional planning processes, inspire support from all key campus constituencies, including Trustees, the President, the Institutional Advancement division, Academic Affairs (Chairs, Directors, faculty, staff), alumni, current and prospective donors, etc. for College funding needs and goals.

**Strategy C** Partner with the Trustees to assist with Board development toward expanding fundraising opportunities with industries, foundations, and individual donors.

**Strategy D** Craft a compelling case for support based on institutional plans, goals, budgets, and needs.

**Objective 2.2** Conduct long-range planning and budgeting focused on appropriate resource-allocation for an educational institution, sustaining operational efficiencies already achieved, and ensuring fiscal soundness going forward.

**Strategy A** Research new tools to foster highly effective budget planning, maintenance practices, and related trainings.

**Strategy B** Continue to budget for and fund annual contributions to the debt retirement fund to ensure adequate funds to satisfy future loan commitments.

**Strategy C** Create a college-wide budgeting strategy that includes multi-year planning, spending controls, and budgetary training, with ongoing awareness of potential needs for department staff or budget augmentations, with special attention given to faculty and staff compensation issues.

**Strategy D** Strive to balance annual budgets to allow for a net operating surplus of a minimum of 1.5% of total operating expenses, in order to achieve and maintain a strong reserve for organizational sustainability.

**Objective 2.3** Broaden and deepen constituent engagement with the College by developing more meaningful relationships with alumni, friends, parents, and students.

**Strategy A** Research Alumni engagement to properly gauge sentiment toward the College and inform outreach efforts, including invitations to participate in campus workshops, networking opportunities, and possible access to certain facilities or services.

**Strategy B** Develop a comprehensive alumni relations plan to help alumni feel positively connected to the College, and increase alumni giving participation by approximately 4%.

**Strategy C** Increase giving rates among other key constituent groups—parents, corporations, foundations, and friends—through particular attention to their unique attributes and interests.

**Strategy D** Develop and relaunch an integrated online/print magazine aimed at alumni and friends to share stories for and about the Otis community, enrollment, and fundraising.



## S.M.A.R.T. Goal 3

Further academic excellence, improve degree completion rates, innovate for College selectivity, and support curricular and co-curricular opportunities for all students.

**Objective 3.1** Review and update as needed educational offerings, pedagogical practices, and related resourcing across academic programs to best address the diverse needs of our student population.

**Strategy A** Support Admissions by helping refine College selectivity in a way that manages future enrollment growth, sustains student diversity, and minimizes impacted majors.

**Strategy B** In consultation with Department Chairs and faculty, and in view of ongoing Program Reviews and Departmental Assessment work, develop initiatives to enhance the understanding of best practices in higher education delivery for diverse populations, to consider potential revisions to courses, pedagogies, or online academic resources. Involve the Faculty Learning Community, especially on the infusion of diversity in the curriculum.

**Strategy C** Increase and deepen support for low-income students who wish to participate in travel study opportunities.

**Strategy D** In partnership with Student Affairs, identify any predominant learning needs, such as those of international students, or students with learning differences that may require additional academic support.

**Objective 3.2** Research and develop new structures and possible staffing support for, and programming of, undergraduate, graduate, and Extension academic experiences that can further academic excellence by adding flexibility for nontraditional students, and invite more kinds of learners to engage in College offerings.

**Strategy A** Form an International Partnerships Committee to investigate how international partnerships and related programming can reach new audiences and diversify funding sources.

**Strategy B** Increase support for Instructional Design at the College to raise the number of Creative Action, LAS, and Studio courses offered online or blended.

**Strategy C** Expand Extension curriculum to include online Certificate Programs; closely involve academic Chairs and faculty in developing associated curricula to maintain academic integrity across Otis offerings.

**Strategy D** Explore the feasibility of, and, if promising, begin development of, [a] a re-entry program to help adults earn/complete a BFA during evenings and weekends, and [b] a possible Competency Based Education (CBE) initiative leading to the BFA or MFA.

**Objective 3.2 (cont'd)**

**Strategy E** Continue researching and, if promising, begin development of a Prior Learning Credit Program for students.

**Strategy F** Seek to increase curricular opportunities with other educational institutions through offering possible shared courses, certificates, and/or degree programs.

**Objective 3.3** Explore ways to strengthen the identity and attractiveness of the MFA at Otis to compete more successfully—nationally and internationally—for top-tier students.

**Strategy A** Continue developing and seeking support for a Graduate Studies Plan to support institutional direction in strengthening and supporting graduate education at Otis.

**Strategy B** Assess the possibility and advantages of siting all graduate programs in a shared facility with favorable proximity to main campus to support interdisciplinary work, graduate students' needs for access to campus amenities, and visibility to undergraduate students.

**Objective 3.4** Sustain and grow the Extension curriculum in alignment with the degree programs to bring Otis's unique education to artists and designers at all stages in their development and careers.

**Strategy A** Align youth curriculum with offerings within L.A. Unified School District and other public charter schools to expand potential youth programming opportunities.

**Strategy B** Create internal articulation agreements between Extension and degree programs. Ensure clarity across Otis that, for matriculated degree candidates, Extension courses do not substitute for regularly scheduled on-campus course offerings.

**Strategy C** Engage in an objective external study of Extension instructor compensation.

**Strategy D** Develop a customized program for lifelong learners.

**Objective 3.5** Increase persistence of first-year students to ensure greater progress toward degree completion, demonstrated by a first-to-second-year retention rate above 80%.

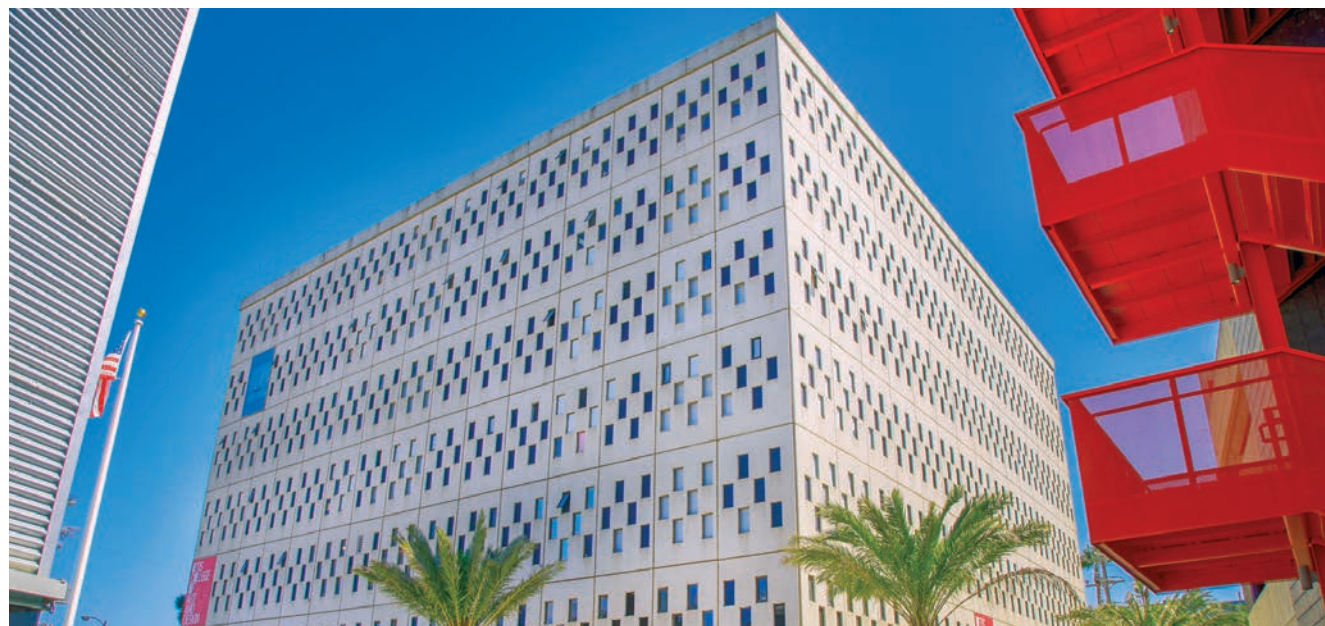
**Strategy A** Increase participation in the First Year Experience program to bolster first-to-second-year retention and persistence toward graduation.

**Strategy B** Based on Otis’s AICAD-consistent TOEFL score requirement for admission, review and strengthen the Summer Language Program to better support high GPA/portfolio, conditionally-admitted, non-native English speakers in their language proficiency and cultural adjustments as they seek college admission.

**Strategy C** Examine and analyze the relationship between, and effectiveness of, all academic student support services, such as, but not limited to, Academic Advising and Mentoring, Student Learning Center services, and ESL support to ensure and maximize effectiveness and coordination.

**Strategy D** While developing overall student aid, also offer diversity scholarships to support and retain discrete student populations, including first-generation students.

**Strategy E** Research the feasibility of adding evening and weekend hours for various student services, since more student schedules now include Saturday classes.



**Objective 3.6** Increase College completion and degree attainment by raising the six-year graduation rate to 70%.

**Strategy A** Develop a comprehensive analysis of student needs in the One Stop, and create a mechanism to assess and improve One Stop student learning outcomes.

**Strategy B** Leverage new and growing student engagement datasets, and consult with the Students’ Union, and other relevant groups, to inform and drive new processes and procedures for addressing student retention and completion.

**Strategy C** Develop a predictive model for understanding the persistence of students based on comprehensive attributes.

**Objective 3.7** Continue developing career preparation as a central component of an Otis College education.

**Strategy A** Through collaboration between Academic Affairs, Communications and Marketing, and Career Services, create a student design lab to provide work/life experience within Otis while enhancing students’ preparation for their careers, and serving as a channel for exploring professional outlets.

**Strategy B** Continue to develop and strengthen the Entrepreneurship minor to ensure students’ access to business skills and strategies for use after graduation.

**Strategy C** Increase internship participation rates above 80% through the ongoing development of the Internship Fair(s) to better support the career development and success of students in all majors, and to ensure higher placement rates after graduation.

## S.M.A.R.T. Goal 4

Examine and renew current infrastructure including facilities, systems, and technologies to maintain maximum relevance and fullest efficiency.

**Objective 4.1** Investigate options for further development and/or refurbishment of the Elaine and Bram Goldsmith Campus to better facilitate academic programs, promote program innovation, and potentially provide additional student housing in support of rising enrollments.

**Strategy A** Assess and define space needs with on- and off-campus facilitation opportunities and capital/operating outlay, naming opportunities, and new revenue potential in mind.

**Strategy B** Continue to seek funding to fulfill the Ahmanson Building renovations partially completed on floors B–3, to include floors 4–7.

**Strategy C** Subject to fiscal preparedness, develop a capacity study for possible future campus expansion and completion, consistent with Phase II of the Otis Master Plan and remaining campus improvement needs.

**Objective 4.2** Evaluate and support current and future infrastructure needs through the development of a rolling capital expenses budget with long-term modifying projections.

**Strategy A** Centralize One Card services to better support One Card needs across all campus constituencies and functions, including student, faculty, and staff card printing, dining, access, ID, and PaperCut needs.

**Strategy B** Develop a comprehensive rolling plan for maintenance and/or replacement of existing fixed assets, buildings, and infrastructure items.

**Strategy C** Consulting with campus leaders, departments, faculty, and staff, evaluate existing buildings and spaces for inefficiencies, and identify possible new space use efficiencies.

**Objective 4.3** Upgrade our Academic Technology infrastructure to develop multifunctional classroom space, and develop a sustainable model for procuring and supporting technology throughout the academic disciplines and administrative functions.

**Strategy A** Develop a hybrid Studio/Lab room configuration for select computer labs to allow for true multifunctional uses, including computing, studio, discussion, lecture, critique, and demonstration.

**Strategy B** Create greater flexibility and efficiency of computing lab spaces by identifying and implementing the Academic Computing Plan to bring student-owned computing to appropriate academic programs and spaces.

**Objective 4.4** Evolve our current technology infrastructure to accommodate a modern digital ecosystem by migrating services to cloud-based solutions, as appropriate, for added efficiency of disaster recovery, system and software updating, testing of software patches, rolling out new software, and staying compliant with licensing needs.

**Strategy A** Move the Banner Enterprise Resource Planning (ERP) systems into the cloud environment.

**Strategy B** Aim for a more robust, up-to-date, and user-friendly technical infrastructure, including more comprehensive file-sharing, archiving, document management, and employee timesheet/timecard/benefit platforms to maximize time efficiency for end users.

**Strategy C** Evaluate current and emerging technologies to determine which local systems can be migrated to cloud computing.

**Objective 4.5** Expand technology infrastructure to better address academic computing needs in student workspaces by meeting emerging trends in mobile technology usage, enhancing communication to boost student retention and success, and improving administrative operations.

**Strategy A** Expand wi-fi coverage to support expanding digital initiatives, such as the Academic Computing Plan, to allow student computing in lieu of select lab space allocations and better coverage in campus buildings.

**Strategy B** Invest in mobile a app that easily integrates with existing and constantly evolving IT platforms and strategies.



## S.M.A.R.T. Goal 5

Sustain and support our people, environment, and resources for a strong institutional future.

**Objective 5.1** Continue to enhance compensation and benefit programs, as well as the understanding of such programs, in support of the College’s market competitiveness.

**Strategy A** Based on external market analysis, strive for fiscally feasible budget allocations that encourage competitive compensation.

**Strategy B** Review benefits programs, such as access to courses; flex schedules/number of days off in the Otis calendar; and appropriate forms of recognition/acknowledgement to enhance market competitiveness.

**Objective 5.2** Clarify compensation and benefits policies and practices.

**Strategy A** Review and/or develop new integration opportunities for compensation, performance, and salary policies.

**Strategy B** Develop written Stipend Framework for faculty, instructors, and staff.

**Strategy C** Design and distribute Total Compensation Statements to faculty and staff.

**Strategy D** Design and develop a comprehensive Wellness Program.

**Objective 5.3** Enhance faculty, staff, and instructor recruiting, training, and development programs.

**Strategy A** Enhance faculty, staff, and instructor development opportunities, including, where needed, on teaching diverse student populations and/or technology training.

**Strategy B** Continue to plan, based on peer and appropriate school benchmarking, for total workforce growth/scaling/efficiency to ensure operational effectiveness and mission success.

**Strategy C** Develop new approaches to recruiting by clarifying and communicating unique aspects of Otis College as a community, workplace, and employer, and developing hiring manager tools accordingly.

**Objective 5.4** Explore alternatives to rising tuition levels and tuition discount rates.

**Strategy A** Create a working committee with representation from the faculty, staff, and Trustees to explore new tuition and fee models.

**Strategy B** Collaborate to develop an efficient, sustainable tuition discount rate model that protects needed applicant selectivity, total enrollment levels, and limits total discount rates as they impact the institutional operating budget.

**Objective 5.5** Expand commitment to environmental sustainability on campus.

**Strategy A** Fulfill Otis College’s commitment to the President’s Climate Commitment to minimize the College’s environmental impact.

**Strategy B** Minimize or eliminate single-use plastic on campus.

**Strategy C** Develop and provide faculty and staff professional development training on environmental sustainability.



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