

TIS COLLEGE OF ART AND DESIGN

Strategic Plan 2025-2029:
Continuing an ARC of Growth



Otis College of Art and Design prepares a diverse community of creative students for success and to lead transformation across the creative economy.





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A LETTER FROM OUR BOARD

Otis College is a vital part of Los Angeles, creating opportunities for students to thrive in their creative pursuits and positively impact their professions and communities around the world.

This framework builds on more than 100 years of preparing students to flourish across creative fields, and sets the stage for generations to come.

Mei-Lee Ney
Chair, Board of Trustees
Otis College of Art and Design



A LETTER FROM CHARLES HIRSCHHORN

Our strategic plan sets Otis College on an ambitious path for the next five years, with emphasis on growing and supporting the success of our diverse community of creative students, alumni, staff, and faculty.

From high school visits and portfolio reviews to classroom and studio breakthroughs and professional achievements, we are driven by our focus on admissions, retention, and career success for our creative students.

Working toward our goals with a steadfast commitment to diversity, equity, inclusion, and belonging, we will empower our community to transform creative fields, each other, and the world.

Charles Hirschhorn
President
Otis College of Art and Design

MISSION

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





EDUCATIONAL VISION STATEMENT

Through its commitment to a fully inclusive and career-oriented education, Otis College of Art and Design prepares a diverse community of emerging artists and designers to become change-makers within creative fields, finding novel solutions to the challenges of the 21st century.

Otis' Ten Points: Standing Up for Equity

- 1.** We do not tolerate racism or any other form of violence or discrimination from anyone.
- 2.** We expect all Otis community members to work toward dismantling systems of oppression.
- 3.** We recognize the College's historical struggles around equity and the ways those reflect struggles in U.S. culture and beyond.
- 4.** We recognize diversity as a reality, a responsibility, and a resource.
- 5.** We commit to treating every person's identity with dignity and respect.
- 6.** We commit to practicing institutional responsibility to redress unjust histories.
- 7.** We commit to an ongoing systemic and structural approach in correcting inequalities: this work is collective, not individual.
- 8.** We commit to hold ourselves and one another accountable to our collective effort to create an inclusive campus invigorated by difference.
- 9.** We commit to honesty, vulnerability, and openness as we dialogue across differences.
- 10.** We commit to an intersectional and justice-oriented approach.



OPPORTUNITY

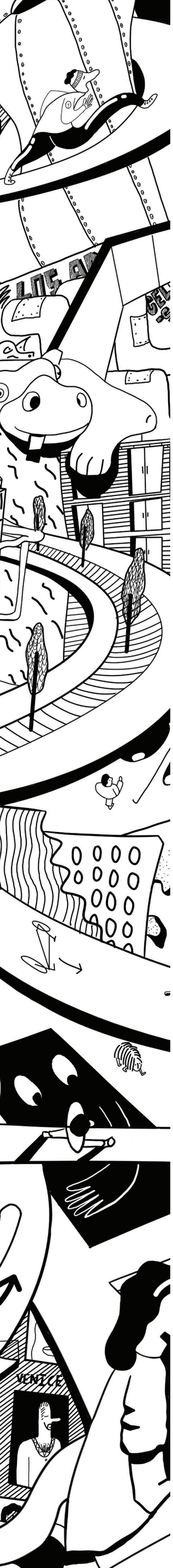
A leader in art and design education for over 100 years, Otis College distinguishes itself by offering one of the nation's most diverse creative student bodies unparalleled access to art and design education, experiences, and industry.

Our campus in Los Angeles enables our students to immerse themselves in a global creative capital that is culturally rich and full of opportunity for creative expression and work. Our alumni enrich our campus community and the world as artists, designers, makers, founders, collaborators, scholars, educators, and more.

Building on decades of successful student outcomes and transformative alumni impact, Otis is empowering a new and diverse generation of artists and designers to move culture forward, transform industries, impact communities, solve complex problems, and shape the future.

While we prepare our students for success, Otis must continue to demonstrate the value of quality art and design education and to establish itself as a leader in environmental, social, and economic sustainability in higher education.

We come together as a community around a forward-thinking and inspiring strategic plan that will set an ambitious path for the next five years. The plan articulates our vision, goals, and objectives and is guided by the direct participation and collaborative spirit of our students, alumni, staff, faculty, and leadership.



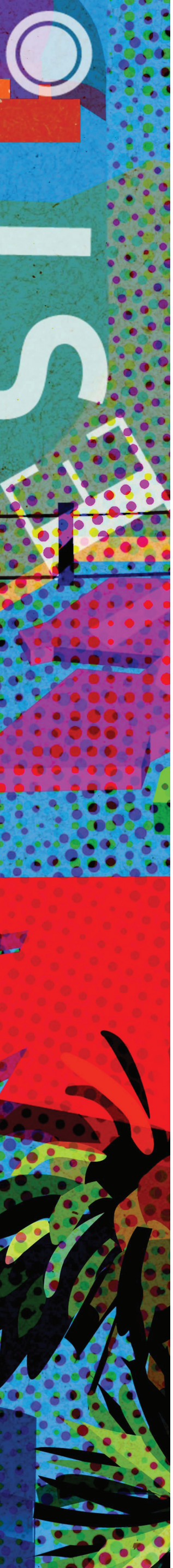
GUIDING PRINCIPLES

This strategic plan is structured around five Guiding Principles that represent perennial areas of emphasis for the institution. They reflect overarching themes that emerged throughout the planning process: belonging, sustainable growth, and excellence.

- > Empower and support our diverse community**
- > Pursue creative and academic excellence while preparing graduates to excel in creative fields**
- > Increase awareness of the College in order to grow and celebrate our community**

- > Strengthen our financial foundation**
- > Enhance campus infrastructure**

By focusing on these Guiding Principles over the next five years we intend to continue the College's upward trajectory in relation to admissions, retention, and careers.



GOALS

Otis College of Art and Design has made significant advances over the past five years, including on matters listed below. This overview of the 2025–2029 Strategic Plan highlights the areas we commit to emphasizing over the next five years, charting a vision for the College that will continue its ascent within the art and design education field.

The following goals emerged from an intentional, inclusive planning process. Each goal is connected to key groups that will guide progress toward achieving the goals. Those lead groups will identify actionable objectives and involve additional collaborators from across the college.

This strategic plan also draws from and is in conversation with proposals and plans from the Office of Diversity Equity and Inclusion, the Retention Task Force, the Careers Task Force, and the Environmental Steering Committee.

GUIDING PRINCIPLE A

Empower and support our diverse community

GOALS

- > Provide holistic enrollment, academic, and co-curricular support for prospective and continuing students.
- > Center diversity, equity, and inclusion while fostering a culture of belonging and engagement among students, faculty, and staff.
- > Equip students and alumni with the skills, resources, and networks necessary to pursue their professional and creative ambitions.



GUIDING PRINCIPLE A: Empower and support our diverse community

GOAL 1

Provide holistic enrollment, academic, and co-curricular support for prospective and continuing students.

- > Improve student retention and increase student engagement, particularly among underrepresented and low-income students.
- > Reduce summer melt among prospective students.
- > Increase student engagement with academic programs, faculty, and co-curricular programming.
- > Develop capacity and effectiveness of student services to support student wellbeing.

GOAL 2

Center diversity, equity, and inclusion while fostering a culture of belonging and engagement among students, faculty, and staff.

- > Increase students' sense of belonging and engagement through targeted programs.
- > Increase faculty and staff engagement through programs designed to build community.

GUIDING PRINCIPLE A: Empower and support our diverse community

GOAL 3

Equip students and alumni with the skills, resources, and networks necessary to pursue their professional and creative ambitions.

- > Advance an updated employer relations and engagement strategy.
- > Integrate a standardized career action plan across BFA programs.
- > Raise internship participation or other forms of direct employment within a relevant creative field among all students.
- > Expand alumni engagement through career-focused programs and opportunities.

GUIDING PRINCIPLE B

Pursue creative and academic excellence while preparing graduates to excel in creative fields

GOALS

- > Cultivate a curious, driven, and diverse pool of prospective creative students. Attract and retain diverse, highly qualified faculty and staff.
- > Assess and prioritize Institutional Learning Outcomes and interdisciplinary initiatives.
- > Expand engagement with industry among students and alumni.



GUIDING PRINCIPLE B: Pursue creative and academic excellence while preparing graduates to excel in creative fields

GOAL 1

Cultivate a curious, driven, and diverse pool of prospective creative students. Attract and retain diverse, highly qualified faculty and staff.

- > Expand our diverse population of prospective students.
- > Continue to increase diversity among staff and faculty to be more aligned with student demographics.
- > Support faculty and staff professional development opportunities.

GOAL 2

Assess and prioritize Institutional Learning Outcomes and interdisciplinary initiatives.

- > Continually improve the skills, abilities, knowledge, and values of every Otis graduate.
- > Increase interdisciplinary courses and programs to support student retention and career preparedness.
- > Support and engage faculty in achieving Institutional Learning Outcomes and developing interdisciplinary initiatives.

GUIDING PRINCIPLE B: Pursue creative and academic excellence while preparing graduates to excel in creative fields

GOAL 3

Expand engagement with industry among students and alumni.

- > Increase project sponsorship and mentorship engagement.**
- > Grow the reputation and portfolio of Design Lab.**
- > Increase enrollment for acceleration and certificate programs.**

GUIDING PRINCIPLE C

Increase awareness of the College in order to grow and celebrate our community

GOALS

- > Grow the college's reputation among prospective students, art and design communities, and culturally engaged Angelenos.
- > Strengthen industry and alumni engagement through communications, partnerships, research, and activations.



GUIDING PRINCIPLE C: Increase awareness of the College in order to grow and celebrate our community

GOAL 1

Grow the college's reputation among prospective students, art and design communities, and culturally engaged Angelenos.

- > Increase volume and quality of applications throughout the enrollment funnel.
- > Expand points of engagement with the art and design community and culturally engaged Angelenos.
- > Launch strategic awareness campaigns.

GOAL 2

Strengthen industry and alumni engagement through communications, partnerships, research, and activations.

- > Adopt a centralized database to support an institutional approach to partnerships.
- > Strengthen existing industry partnerships and engage new partners and industries.
- > Deploy a coordinated and consistent alumni engagement strategy domestically and internationally.
- > Leverage the Creative Economy initiative to expand engagement with industry, government, alumni, and supporters.

GUIDING PRINCIPLE D

Strengthen our financial foundation

GOALS

- > Grow revenue from enrollment and alternative sources including housing, grants, and fundraising.
- > Assess and support scholarship programs as well as basic-needs resources and services.



GUIDING PRINCIPLE D: Strengthen our financial foundation

GOAL 1

Grow revenue from enrollment and alternative sources including housing, grants, and fundraising.

- > Control tuition discount while increasing enrollment.
- > Increase Extension net revenue with a focus on K-12 program, micro-credential certificate programs, and high-visibility partnerships.
- > Grow government engagement in the form of partnership and funding.
- > Increase facilities rentals, including summer housing, and pilot strategic partnership model.

GOAL 2

Assess and support scholarship programs as well as basic-needs resources and services.

- > Increase unrestricted, restricted, and scholarship funds raised.
- > Increase income from sponsored projects and programs.

GUIDING PRINCIPLE E

Enhance campus infrastructure

GOALS

- > Plan for new facilities to create a safe and welcoming environment that contributes to the community's success and well-being.
- > Upgrade facilities and systems to meet curricular, co-curricular, technology, accessibility, and sustainability goals.



GUIDING PRINCIPLE E: Enhance campus infrastructure

GOAL 1

Plan for new facilities to create a safe and welcoming environment that contributes to the community's success and well-being.

- > Include aspects of a safe and sustainable campus environment into all construction and improvement projects.
- > Install more gathering options to increase communal and collaborative spaces in common areas.
- > Evaluate and reallocate office space with a focus on those that contribute to student success.
- > Create more opportunities for showcasing work by students and alumni on campus.

GOAL 2

Upgrade facilities and systems to meet curricular, co-curricular, technology, accessibility, and sustainability goals.

- > Implement campus-wide accessibility, technology, and infrastructure improvement plans.
- > Implement a comprehensive space design strategy.
- > Create multifunctional curricular spaces and common areas that accommodate bring-your-own-device and foster collaboration, learning, and social interaction.
- > Earn campus LEED certification.
- > Improve availability of training and information in order to meet industry standards and maintain business continuity.

