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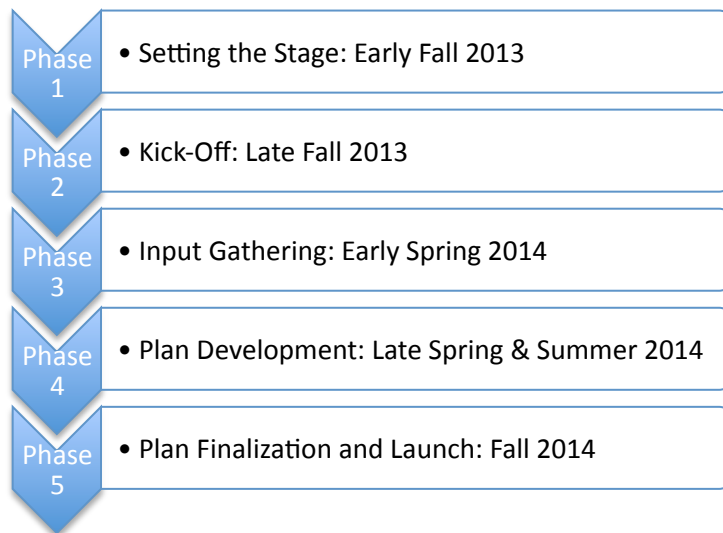
Mapping the Future: The Otis Centennial and Beyond
A Guide for Strategic Planning
November 6, 2013

In 2018, Otis will celebrate 100 years of excellence in art and design education. During the 2013-14 academic year, the College has embarked on a year-long, highly participatory process to create a new Strategic Plan, which will guide the College through the Otis Centennial Celebration and beyond, from Fall 2014 through Spring 2019.

The Strategic Plan for 2014-19 will serve as a follow-up to the successful 2010-13 Strategic Bridge Plan (SBP), which was designed to focus attention on a group of top College priorities within a brief three-year timeframe. The 2014-2019 Strategic Plan will include ongoing objectives launched from the SBP—including faculty and student workload, multi-year faculty and staff compensation plans, assessment of the new Institutional Learning Outcomes, and others—as well as new areas of strategic importance, to be developed by the entire Otis Community.

The strategic planning process will engage a wide range of Otis stakeholders, including internal constituencies (faculty, staff, and students) and external constituencies (Otis trustees and governors, alumni, key industry leaders). Most planning work will be incorporated into existing committees and working groups so that campus members can be engaged widely and organically.

The process will take place in five phases, as described below.



President Samuel Hoi set the stage for the strategic planning process in a well-received State of the College Address on August 21, 2013, at a convening of all faculty and staff. He provided a holistic definition of Otis success and laid out seven Strategic Pathways for Otis' next phase of development. The seven Strategic Pathways are interrelated and interdependent. Each one drives the others, and together they lead to the mission-centric, externally recognized, and sustainable college that we envision.



Endorsed by the Board of Trustees at their Retreat on October 16, 2013, these Strategic Pathways will guide our planning efforts throughout the strategic planning process.

Two forums will officially kick off the College-wide strategic planning process for faculty and staff this month. A forum for students will be organized in early February. The purpose of the forums is to explore the seven Strategic Pathways and to gather initial ideas and input. External constituencies will be engaged via other appropriate meetings.

To help the campus community prepare for meaningful participation in the planning process, information regarding the two forums, along with succinct pathway descriptions, is provided below.

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Kick-Off Forum 1: Educational Excellence and Market Competitiveness

When: Thursday, November 14, 2013, 11:15am-12:20pm

Where: The Tent on Commencement Lawn, Goldsmith Campus

This forum will focus on Strategic Pathways related to how we can fulfill our core educational mission by strengthening educational excellence and improving market competitiveness. Three Strategic Pathways are associated with this broad topic, as described below.

Strategic Pathway 1: Strengthen and Evidence Student Learning and Success

Student learning and success are at the very heart of the College's mission, which is to prepare a diverse student body to enrich our world through their creativity, their skill, and their vision as professional artists and designers. Our collective goal must be not only to continuously strengthen educational excellence, but also to demonstrate it to key external audiences. These include prospective students, faculty, and staff whom we wish to attract to the College; the parents who need to be confident that an investment in an Otis education is worth making; our accrediting agencies, WASC and NASAD, which require evidence of the effective education we provide; government agencies that increasingly regulate institutions in which students receive federal financial aid; and the public at large, which has called for a new level of transparency and accountability in higher education. A culture of evidence should be as vital at Otis as our already thriving culture of excellence.

Sample Questions to Consider

- a. How can we ensure that our students succeed, persisting from one year to the next and ultimately completing their degrees?
- b. In what ways can we evidence educational outcomes (including alumni professional outcomes) in order to attract top students, faculty, and staff, demonstrate our quality to our many external audiences, and make the most informed decisions?

Strategic Pathway 2: Expand Enrollment Demographics

Since moving to Westchester, Otis' enrollment has increased by 48% and our recruitment approach has grown from regional to national and international. As demographics for college students shift and competition for students increases, we need to take deliberate steps to continue expanding the types of students we recruit. While Otis is a leader in student diversity in the AICAD (Association of Independent Colleges of Art and Design), we can do even better, by extending our reach into new markets both nationally and internationally for highly qualified students. Importantly, Otis has historically served students with great financial need, and we are proud that half of our students currently come from low-income families. The transition to a more global and economically diverse student demographic will enable us to remain true to

our social mission while assuring the College’s financial sustainability, student success, and brand reputation.

Sample Questions to Consider

- a. How can we enhance the education, services, and amenities (such as housing) that we provide in order to appeal to a greater diversity of highly qualified students regionally, nationally, internationally?
- b. How can we enhance recruitment efforts in new and existing markets?

Strategic Pathway 3: Enhance Marketing Impact

From 1997 until 2011, Otis enjoyed virtually uninterrupted growth, making it less urgent to market the College aggressively. As the global economy has faltered and the value of a college education has been widely questioned, the core demographic groups of Otis students have been disproportionately impacted. It becomes imperative for us to advance the brand values of Otis College of Art and Design for students and families questioning where to invest their education. Effective marketing is about finding strategic ways to tell a compelling Otis story to improve our market position, add value perception, increase prestige, and result in increased enrollments, greater philanthropic support, and strengthened educational excellence. A coordinated, campus-wide, multi-channel marketing campaign is underway, heralded by a new website, new social media capabilities, and new partnership across institutional sectors. These efforts must be nurtured by all campus constituencies if they are to succeed.

Sample Questions to Consider

- a. How can we enhance our marketing efforts to attract a geographically and socioeconomically diverse student demographic?
- b. How can we leverage the 100th Anniversary of Otis to increase visibility for the College?

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Kick-Off Forum 2: Institutional Resources and Sustainability

When: Wednesday, November 20, 11:15am-12:20pm

When: The Forum, Ahmanson Hall, Goldsmith Campus

This forum will focus on Strategic Pathways related to how we can ensure Otis' sustainability through careful stewardship of existing resources and strategic development of new resources. Four Strategic Pathways are associated with this broad topic, as described below.

Strategic Pathway 4: Manage Institutional Costs

Strategic management of costs involves both control of expenses and smart investments. In expenses, higher education has become unaffordable not only for families but also for most "higher education providers"—colleges and universities like Otis. Employee healthcare costs alone have annually increased by 10% or more for most of the last ten years. Other fixed costs, such as business liability and workers' compensation insurance, are also on a steady rise. Otis has taken decisive steps on the road to fiscal sustainability, including aligning healthcare benefits and retirement. At the same time, we strive to strike a balance between cost saving and strategic investments, such as competitive compensation packages for faculty and staff, systems enhancements, and other strategic priorities that will improve the overall experience and effectiveness of the campus community.

Sample Questions to Consider

- a. How can we strengthen faculty and staff engagement while managing increasing costs?
- b. In the current challenging economic climate, what should the College's top priorities be?

Strategic Pathway 5: Diversify Revenue Stream

Otis is a brick-and-mortar, full-time, tuition-dependent institution in an era when, simply put, this traditional model is no longer sustainable. Fortunately, we have a well-earned reputation for being smart, nimble, and can-do (remember the move from MacArthur Park to Westchester). Otis' entrepreneurial spirit has been the driving force behind several new and successful academic programs. And it is this entrepreneurial spirit that will enable us to develop in new areas that are both institutionally sustaining and mission-centric—areas such as online and blended learning, design incubators/accelerators, new unique programs, and other revenue-generators that will enhance the College's mission and appeal.

Sample Questions to Consider

- a. How can we best add revenue from new academic enterprises (programs, certificates, degrees, customized training offerings, etc.)?

- b. How can we best add revenue from new non-academic enterprises (business ventures)?

Strategic Pathway 6: Expand Facilities

Otis has grown considerably in programs and enrollment, as well as faculty and staff infrastructure, at a pace not yet matched by the degree of facilities growth at the main campus. The result is space impact at the Goldsmith campus and multiple leases of off-site spaces. The Board of Trustees is championing a campus facilities expansion plan that proposes the addition of 80,000 - 90,000 gross square feet to the main Goldsmith Campus, which includes student residences and contemplates consolidating currently leased facilities in downtown Los Angeles (Fashion Design) and El Segundo (Administrative). The plan is guided by an optimal enrollment goal of 1,350 (a modest increase over current state) and six educational goals: to encourage college affinity and commitment, create community through residential life, promote faculty-student interaction, develop programmatic synergies, enrich educational experiences through large-scale gatherings, and build academic excellence through market competitiveness.

Sample Questions to Consider

- a. How can an expanded and consolidated main campus that includes residence halls add to the quality of student life and enhance student success?
- b. How can we enhance faculty-student interaction and opportunities for connecting outside of classes on an expanded campus?

Strategic Pathway 7: Achieve Campaign and Increase Fundraising

Since 2000, the College's endowment has more than tripled, growing from just over \$4M to approximately \$15M. During the same period, fundraising from corporations, foundations, and individuals (including alumni and parents) has also grown. The current \$30M comprehensive fundraising campaign, which is scheduled for conclusion in 2016, has already exceeded the halfway mark, with \$17M in contributions and pledges received. These funds will be used to support student learning and success, scholarships, and the planned facilities expansion. At this critical stage in the campaign, success must be a whole-team effort. All College stakeholders—the Boards, faculty, staff, students, and their families—need to work together to broaden and deepen the College's donor pool, establish long-lasting and engaged relationships with parents and alumni, and nurture ongoing relationships with major foundation and corporate supporters, especially those that also provide internships and jobs to our students and alumni.

Sample Questions to Consider

- a. What is special about Otis that would compel an individual to make a philanthropic contribution? (Or, what is our value proposition?)
- b. How can we engage corporations with the College so they will invest in our future growth?