dream
BIG

CALIFORNIA COLLEGE OF THE ARTS
strategic plan extension 2016–20

contents

executive summary // dream big strategic plan 2010–15
PRESIDENT STEPHEN BEAL

Six years ago we embarked on a yearlong process of creating a strategic plan for the college. To help envision the future of CCA, we engaged a broad spectrum of our community—alumni, faculty, staff, students, parents, donors, and trustees. The result, Dream Big: Strategic Plan 2010–15, was a values-based plan that outlined our ambitions and challenges while setting long-term goals. As we complete the final year of the plan, I want to assess our efforts, acknowledge the amazing work of the CCA community, and identify upcoming challenges.

significant achievements 2010–15

In the Appendix we highlight many accomplishments under each of the five themes: Dream Big, Cultivate Diversity, Foster Excellence, Connect Communities, and Lead Responsibly. From robust enrollment and the development of innovative academic programs to the expansion of the campus footprint and formation of strategic partnerships, the accomplishments are impressive. Below are further observations in the areas of campus planning, enrollment, academic planning, external relations, and financial stability.

campus planning & student housing

Thanks to the generosity of our trustees, we purchased the two-and-a-half-acre lot adjacent to the San Francisco campus in 2011, and it will surely be a game changer for CCA. It allows us to envision and realize CCA's future as a regional hub of creativity and innovation and a global leader in next-generation art and design education. Developing a comprehensive long-range campus plan with suitable student housing is now a top priority, and in 2014 we embarked on this process with the help of Gensler and MKThink. In the near term, we were able to expand our facilities in San Francisco including the purchase of 350–360 Kansas Street as a new home for the CCA Wattis Institute for Contemporary Arts, the creation of a student center, and the opening of the Back Lot as a flexible space for a variety of temporary uses. In summer 2015, we opened much-needed student housing (200 beds) at the Panoramic in San Francisco.

enrollment & student retention

CCA continues to attract a growing number of talented students from across the country and around the world, and we can now confidently acknowledge the college's transition from a valued local school to a leading national and international institution. We reached our original strategic plan goal of 1,950–2,000 students in fall 2014. This growth has been achieved by increases in the international student population, enrollment in new academic programs, and strong retention. In the past five years our student body has become increasingly diverse and currently comprises 34 percent US students of color, 28 percent international students, and 32 percent Pell grant–eligible students.

academic planning

One of CCA's strengths is our ability to anticipate needs in art and design education and nimbly develop new academic programs in response. The groundbreaking MBA in Design Strategy has been a tremendous success story; the program now enrolls more than 100 students and has spawned additional programming. Five programs have launched since the implementation of the strategic plan: Interaction Design Program (BFA) and Masters of Advanced Architecture and Design (MAAD) in 2011; MFA in Comics and MFA in Film in 2012; and the MDes in Interaction Design in 2015.

More than 300 students, faculty, and staff members participated in the Academic Pathways project during academic year 2013–14. The final report focused on seven critical themes that articulate our academic values and are serving as guideposts for future academic decision-making. The themes were San Francisco Bay Area, Risk and Experimentation, Social Justice, Technological Innovation, Hybridity and Interdisciplinarity, External Education, and Collaborative Communities. This was important and essential work that is now informing our campus long-range planning efforts.

external relations & partnerships

CCA embodies the collaborative, project-based style of learning that many traditional colleges and universities strive to implement, and business and community leaders increasingly value. Engagement with industry partners has increased dramatically since 2010 as CCA has developed new platforms for collaboration that range from single-day design sprints to full-semester explorations. In the past two years, more than 30 leading companies in the fields of technology, engineering, design, education, health, and transportation have worked with CCA students and faculty. In addition, increased participation in our ENGAGE at CCA, IMPACT, and CCA Connects programs have propelled the college's leadership in community engagement and project-based learning.

strategic investments & fiscal stability

In the last five years many disruptive issues have occurred in the field of higher education such as the escalating cost of attendance, the high level of student debt, and new modes of delivering education. Despite this changing landscape, CCA has thrived. Key hires in finance, facilities, technology, and research have helped CCA implement a collegewide strategic vision for growth. We've been able to make critical investments in academic and administrative technology that will enable us to stay at the forefront of arts education. And at a time when Moody's gave the entire higher education sector a negative outlook, we should all be proud CCA received a positive outlook from Standard and Poor's and an upgrade in our bond rating from Moody's—sure signs of our financial stability.

I am grateful to the CCA community—alumni, faculty, staff, students, parents, donors, and trustees—who have contributed so much toward CCA's success. I feel a sense of pride in CCA and great enthusiasm for the future. Since the adoption of the plan in 2010, the college has experienced healthful growth, increased visibility, and steady academic improvements. But I believe greater successes and expanded opportunities lie ahead for the college. CCA is poised to take the lead in shaping art and design education for the future.

Sincerely,

STEPHEN BEAL
PRESIDENT

mission

California College of the Arts educates students to shape culture and society through the practice and critical study of art, architecture, design, and writing. Benefitting from its San Francisco Bay Area location, the college prepares students for lifelong creative work by cultivating innovation, community engagement, and social and environmental responsibility.

values statement

As an educational and cultural institution, CCA believes in fostering the artistic and academic excellence of our students and faculty. We cultivate intellectual curiosity and risk-taking, collaboration and innovation, compassion and integrity. As a global citizen and good neighbor, CCA believes in its role as a proponent of social justice and community engagement. We promote diversity on our campus by improving access and opportunities for underrepresented groups, and we see this endeavor as vitally enriching for everyone. We value sustainability and believe that as a school of the arts we have a unique ability and an ethical responsibility to shape a culture that is more environmentally responsible. We understand the importance of creative economies and the role of artists, architects, designers, and writers in solving social, cultural, environmental, and economic problems.

We believe artists and designers have the power to change the world. Our home—the San Francisco Bay Area— is the nexus of innovation and California College of the Arts is distinctly positioned to have a powerful and lasting effect on cultural, social, and environmental issues. For over a century, we have educated creative people to become problem-solvers, trailblazers, and entrepreneurs while embracing our values of social responsibility, diversity, and academic excellence. CCA will redefine art school for the 21st century by drawing on its legacy in the Arts and Crafts movement to reinvent the future. Our vision is to change the world by training our students to make art that matters.

By 2025 California College of the Arts will ...

- Offer the most progressive and rigorous academic programs to prepare students for success in the ever-evolving global workplace.

- Bring together its broad and dynamic academic programs onto one campus to encourage multidisciplinary projects and collaborations among different types of thinkers and makers.

- Build a sustainable, environmentally conscious campus in San Francisco that will greatly enhance the student experience and have a positive impact on the city, the greater Bay Area, and beyond.

- Attract a diverse student body of 3,000—a mix of full-time students, online and part-time students, professionals seeking to further their skills, and youth— taught by a faculty of accomplished and world-renowned practitioners and scholars.

- House 1,000 students on, or near, our San Francisco campus, where they can build a vibrant, socially conscious community and take full advantage of one of the world's most thriving urban centers.

- Provide the creative spark and be the hub for industry and community organizations to join together to solve social, cultural, environmental, and economic challenges.

- Present a compelling and diverse array of public exhibitions, lectures, symposia, conferences, and events that will benefit our community and contribute significantly to thought leadership in the fields of art, architecture, design, and writing.

- Enjoy a reputation as the best place to become and discover the next generation of leaders in the creative economy and the number-one choice on the West Coast for the study of art and design.
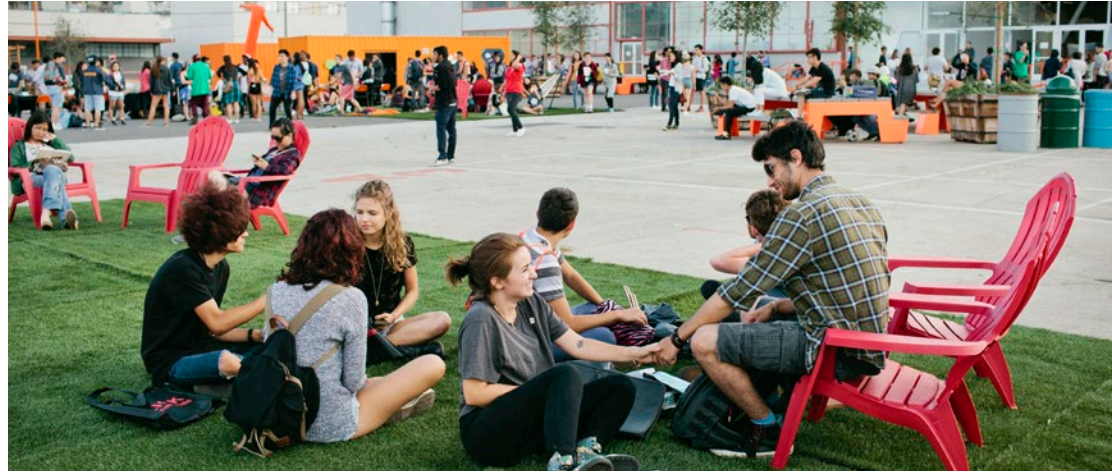
For more than a century California College of the Arts has educated creative people to become problem-solvers and entrepreneurs while embracing our values of social responsibility, diversity, and academic excellence.

We now have a once-in-a-lifetime opportunity to make a fundamental change that will allow us to redefine arts education for the 21st century. We plan to bring together our two campuses to create a unified, innovative, and vibrant institution in San Francisco that will have a powerful, positive effect on cultural, social, and environmental issues.

Our goal is not to reshape CCA's core mission and educational ideology. Rather, we want to reaffirm our founding legacy in the Arts and Crafts movement, to amplify the college's reputation for diverse practice, and to promote the distinctive educational model that has always defined a CCA education.

campus planning

Building on the Academic Pathways project (see Executive Summary above), we worked with Gensler and MKThink to develop a strategic framework for campus planning. The yearlong process involved alumni, faculty, staff, students, parents, donors, and trustees and built on our previous work in academic planning.

During the planning process, we confirmed one of our greatest challenges is CCA's two-campus structure and its effect on teaching and learning inside and outside the classroom. The physical divide that currently separates our community of makers presents social, logistical, and most importantly, pedagogical challenges.

 Bringing our academic programs together will have far-reaching benefits: It will significantly increase synergies among disciplines; allow us to build new, improved, and integrated facilities for making, learning, and living; and increase connections among CCA community members and with leading practitioners, industries, and supporters outside the college.

extension of the dream big plan

Intensive planning continues on how and when CCA will bring together its academic program on the San Francisco campus as well as the future best use of the historic Oakland campus. While those longer-term plans are under development, CCA must continue to operate as efficiently and effectively as possible to deliver a high-quality learning experience for today's students.

To that end, CCA senior cabinet members created this extension of the Dream Big Strategic Plan 2010–15. It encompasses CCA's operational plan for 2016–20. There is much important work to do over the upcoming years to strengthen our academic, extracurricular, enrollment, business and operations, advancement, alumni engagement, and marketing and communications programs in preparation for a future unification of the academic program in San Francisco.

The steps we are taking today will prepare us for the future and position CCA to take advantage of opportunities that we couldn't even have imagined as recently as five years ago. We are in the right place, at the right time, with the right values and pedagogy.

goal 1 // Ensure CCA's mission and values are reflective of and supported by the academic life of the college.

goal 2 // Increase degree-seeking student applications by 10 percent annually to increase selectivity and bring overall enrollment to 2,165.

goal 3 // Continue to enhance the student experience and student success rate, demonstrated by an 85 percent first-year retention rate, a 45 percent four-year graduation rate, and a 66 percent six-year graduation rate.

goal 4 // Diversify revenue, promote stronger fiscal responsibility with balanced annual budgets, leverage facilities to maintain a healthful financial picture for cca, and grow annual revenues to $100 million.

goal 5 // Successfully complete a major capital campaign to fund new facilities, program enhancement, and increased endowment in support of CCA's unification in San Francisco. Simultaneously grow the number of annual donors and gifts by 30 percent and 20 percent, respectively, with at least 25 percent of that increase coming from institutional partnerships.

goal 6 // Develop an integrated and environmentally sustainable campus in San Francisco with 1,000 new beds.

goal 7 // Position CCA as a wellspring of creative resources for degree- and nondegree-seeking students, community partners, professional affiliations, and key influencers.

goal 8 // Enable the cca community to access information and resources that improve communication, decision-making, enrollment marketing strategy, and overall user experience.

goal 1 // **ENSURE CCA'S MISSION AND VALUES ARE REFLECTIVE OF AND SUPPORTED BY THE ACADEMIC LIFE OF THE COLLEGE.**

I. Further the development of a distinctive curriculum that embodies the critical and distinguishing characteristics of CCA, its pedagogies, location, strengths, and academic vision.

   a. Refine the undergraduate degree programs to be truly four-year degrees, freeing up the curriculum to allow for more interdisciplinary work and providing a more flexible pathway through the curriculum.

   b. Launch new degree programs and new mission/values-based minors in a fiscally sustainable manner to deepen the diversity of our academic offerings and maintain competitiveness among peer institutions.

   c. Refocus and strengthen fine arts at CCA through efforts to heighten the profile of our MFA in Fine Arts program, strengthen connections to the CCA Wattis Institute, explore new opportunities in 3D practice, and enhance opportunities for visiting artists, strategic public programs, and exhibitions.

   d. Successfully navigate upcoming accreditation visits.

II. Accommodate today's students with flexible programming via extension-education courses, online courses, summer, and hybrid-course options.

III. Launch new nondegree programs that amplify the academic vision and goals, reach new markets, build our institutional reputation, and bring in additional revenue.

   a. Explore the opportunity to launch a series of CCA "Summer Institutes," new models of "pre-college" in San Francisco, with revamped degree offerings.

   b. Establish a new professional studies nondegree program that provides opportunities for career discovery, workshops, and courses designed for specific corporate partners, and post-professional continuing education for individuals.

IV. Continue to support faculty-development efforts that will positively affect teaching and learning, attract and retain top faculty, and expand visibility and stature of CCA.

   a. Support strengthening CCA pedagogy through a Center for Teaching & Learning.

   b. Strengthen the deans' position as the intersection of academic leadership and administration for deeper strategic leadership.

   c. Continue to grow and strengthen tenure-track faculty with approximately four to six searches per year, and continue progress of diversity efforts with regard to hiring and pedagogy.

   d. Successfully conclude the initial bargaining process with SEIU Local 1021, which now represents our lecturer and adjunct faculty.

V. Promote more alignment of institutional goals across the college, especially within and across the academic divisions, ensuring robust experiences while avoiding spending money on things that are not meeting desired goals and outcomes.

   a. Work on instructional budget to find efficiencies and redirect a portion of savings back to faculty research and development.

   b. Assess events and public programming to maximize impact on student experience as well as marketing opportunities.

goal 2 // INCREASE DEGREE-SEEKING STUDENT APPLICATIONS BY 10 PERCENT ANNUALLY TO INCREASE SELECTIVITY AND BRING OVERALL ENROLLMENT TO 2,165.

I. Develop strategies to increase first-year, transfer, and graduate applications by 10 percent annually.

   a. Evolve and refine our visual and verbal narrative to tell CCA's authentic story to help attract the best-fit student through integrated marketing campaigns across multiple print and digital channels.

   b. Ensure our field counselors and marketing team work closely together to align business objectives and refine strategies for attracting new students including in-person events.

c. Create a digital advertising strategy that encompasses outbound and inbound marketing tactics to reach known—and anonymous—prospective student visitors to our website.

d. Institute best practices to better leverage search engine optimization (SEO) for improved organic search results, strengthen search engine ranked pages (SERP) tactics, and capitalize on lead-generation opportunities.

e. Build our academic reputation locally among peer institutions, key influencers, and industry partners to establish CCA as a thought leader in the creative economy.

f. Empower instructors with CRM tools to track and analyze alumni statistics to better understand the career pathway and outcomes of a CCA graduate.

g. Migrate to evidence-based marketing methodologies to analyze results and assess ROI for shaping all future strategic marketing plans.

II. Increase to 60 percent diversity of international student applications outside China.

a. Expand recruitment territories to include the Middle East and Latin America.

b. Increase participation of parents, alumni, and faculty in international recruitment efforts.

III. Increase enrollment of underrepresented minorities by 5 percent.

a. Develop relationships with community-based organizations to gain exposure to target demographic and increase accessibility to CCA.

b. Using marketing automation tools, develop lead nurturing campaigns to increase application completion rates for African American students from 60 to 80 percent.

c. Encourage the participation of staff, faculty, and students of color in recruitment activities to demonstrate CCA's commitment to diversity.

IV. Maximize effectiveness of financial aid/scholarships while maintaining a 28 percent discount rate.

a. Redistribute "savings" from full-pay students to targeted undergraduate populations.

b. Develop an individualized graduate financial aid approach based on market, value of degree, and enrollment goals.

c. Improve financial aid operations to support student enrollment, retention, and graduation rates.

d. Maximize effectiveness of financial aid/scholarships by meeting our enrollment goals while maintaining our 28 percent discount rate.

e. Increase efforts to expand corporate scholarships by 5 percent.

II. Focus on post-graduate career and life readiness.

    a. Expand internship opportunities and professional practices coursework.

    b. Establish career development requirements.

    c. Cultivate active and connected alumni to engage with and mentor students.

III. Create a campus environment that supports learning, development, and engagement.

    a. Add new online learning opportunities to expand visibility, increase student success, and speed time to graduation.

    b. Ensure strong support for our growing international population, in which a great number of English-language learners exists.

goal 4 // DIVERSIFY REVENUE, PROMOTE STRONGER FISCAL RESPONSIBILITY WITH BALANCED ANNUAL BUDGETS, LEVERAGE FACILITIES TO MAINTAIN A HEALTHFUL FINANCIAL PICTURE FOR CCA, AND GROW ANNUAL REVENUES TO $100 MILLION.

I. Diversify revenue so that >10 percent comes from sources outside tuition.

    a. Develop infrastructure to increase the number and depth of external partnerships to gross a total of between $500 and $800K over the next five years.

    b. Grow endowment from $30 to $40 million through prudent investment and distribution strategies and adding approximately $5-8 million through the capital campaign (2016–21).

    c. Ensure technology and resources are in place to advance annual fundraising efforts with a goal of bringing in at least $5 million annually once the capital campaign is complete in 2021.

    d. Create more appropriate reserve to address deferred maintenance and capital renewal on the San Francisco campus in five to seven years.

II. Develop infrastructure via Workday Finance to enable better financial decision-making.

    a. Create more access for managers to see their financial activity and allocate their resources accordingly.

    b. Use enhanced reporting to understand where opportunities are for improved investment and allocation of resources

    c. Use ROI to determine reallocation of resources and work with provost to reduce the cost of education per student while maintaining quality of education.

goal 3 // CONTINUE TO ENHANCE THE STUDENT EXPERIENCE AND STUDENT SUCCESS RATE, DEMONSTRATED BY AN 85 PERCENT FIRST-YEAR RETENTION RATE, A 45 PERCENT FOUR-YEAR GRADUATION RATE, AND A 66 PERCENT SIX-YEAR GRADUATION RATE.

I. Provide robust educational support to maximize the student experience.

    a. Grow capacity to accommodate more individualized attention from Student Affairs.

    b. Create opportunities for meaningful student interaction.

    c. Develop support networks for international and English-language learners.

    d. Leverage technological enhancements to support supplemental class instruction, bridge and remediate class instruction, and by requiring participation in high-impact practice.

    e. Continue to focus on social justice and community impact to nurture stewardship and citizenship equity.

III. Grow revenues faster than expenses.

  a. Work with leadership to empower departments to make more difficult decisions around use of their resources so that growth is not always additive.

  b. Calibrate tuition growth against nondiscretionary items like benefits, and grow the remaining expenses by 75 percent of projected revenue growth.

IV. Leverage facilities such that they are used at 80 percent occupancy throughout the year and further reduce energy consumption where possible

  a. Work with Academic Affairs to enhance scheduling including nondegree programming during the summer and weekends, to improve use of facilities.

goal 5 // SUCCESSFULLY COMPLETE A MAJOR CAPITAL CAMPAIGN TO FUND NEW FACILITIES, PROGRAM ENHANCEMENT, AND INCREASED ENDOWMENT IN SUPPORT OF CCA'S UNIFICATION IN SAN FRANCISCO. SIMULTANEOUSLY GROW THE NUMBER OF ANNUAL DONORS AND GIFTS BY 30 PERCENT AND 20 PERCENT, RESPECTIVELY, WITH AT LEAST 25 PERCENT OF THAT INCREASE COMING FROM INSTITUTIONAL PARTNERSHIPS.

I. Build an external relations hub that centers on academic priorities, situates CCA as a leader in innovation, and develops our capacity to serve as a nexus for critical engagement on issues of the creative economy and social impact of art and design.

  a. Increase industry partnerships and continue to develop and promote clearer curricular and co-curricular engagement with partners.

  b. Finish building industry partners infrastructure, enabling program to scale up while developing and implementing companion marketing/communication plan to leverage it as a magnet for enrollment and fundraising.

  c. Invite VP of Marketing Communications to join small working group engaged in industry-partner program planning.

  d. Expand academic program staff infrastructure to collaborate with Advancement on assessing prospects and assigning them to appropriate faculty to help develop and implement.

  e. Standardize documentation for partnerships.

II. Realign alumni engagement to better involve alumni in shaping CCA's future and strengthen the alumni network for the benefit of the entire CCA community.

  a. Create engagement programming based on affinity group model that provides alumni with unique networking, thinking/making experiences connected with students, faculty, and other alumni.

  b. Launch new alumni/student co-engagement programs that leverage alumni experience to support student career goals (e.g., Alumni Life Chats, CCA Suppers, online mentorship)

  c. Expand meaningful alumni volunteer opportunities in the enrollment process at admission fairs, Portfolio Days, Admitted Student receptions, etc.

III. Grow number of alumni, parents, and friends giving at all levels and deepen support from current donors to develop a more robust giving pyramid to support campaign.
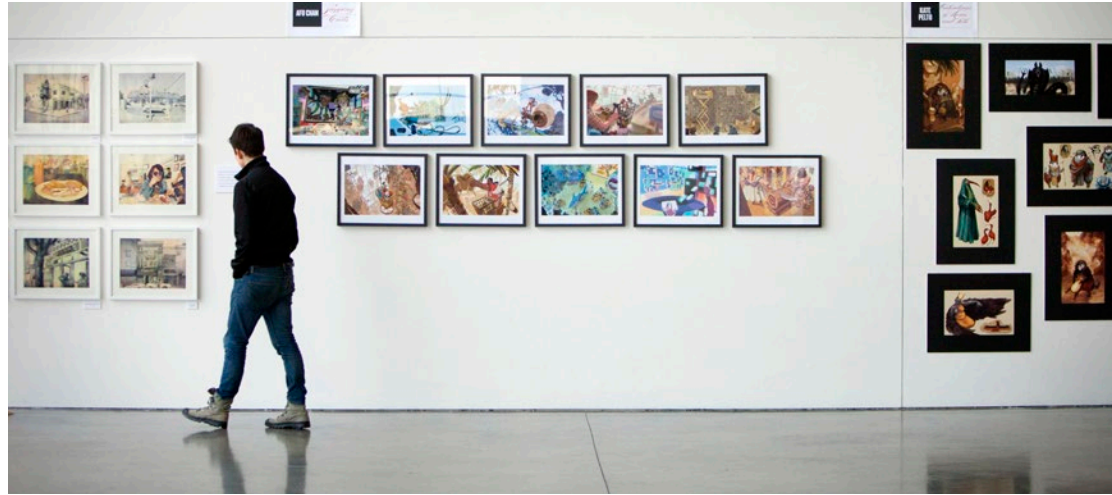
  a. Fill open positions in individual giving with experienced, high-performing employees.

  b. Rebuild entire lower-level giving program to coordinate direct mail, email solicitations, and telefund into a cohesive annual fund campaign structure.

  c. Routinize major gifts portfolio management around an affinity-group model to increase effectiveness of fundraisers and to more fully realize giving potential within prospect pool.

IV. Deepen engagement of current trustees while cultivating and connecting with new trustee prospects who have ability and inclination to be campaign leaders.

    a. Give trustees every opportunity to participate in leadership-level planning, encouraging their feedback and input at each juncture.

    b. Develop individualized cultivation and moves-management plans to ensure trustees are engaging with the program elements they feel most passionate about.

    c. Position Committee on Trustees agenda to prioritize trustee prospects with significant capacity and inclination.

V. Cultivate and solicit early-phase gifts while assessing campaign needs and opportunities and developing effective plan for quiet and public phases of the campaign.

    a. Conduct wealth screening and subsequent yield analysis with Marts and Lundy to determine capacity within current database.

    b. Leverage each step in planning as an opportunity to engage top prospects in the development of the project.

    c. Set stage for success with three to four donors making seven-figure gifts in the early phase, raising the bar for all subsequent giving.

goal 6 // DEVELOP AN INTEGRATED AND ENVIRONMENTALLY SUSTAINABLE CAMPUS IN SAN FRANCISCO WITH 1,000 NEW BEDS.

I. Ensure the long-range campus-unification plan is built on the academic vision and goals and enhances the teaching and learning distinctive to CCA.

    a. Involve faculty leadership in academic programming work to be conducted as phase two of long-range campus strategy.

    b. Draw on campus-planning process insights to set benchmarks for the new campus we want to create.

II. Engage key stakeholders in next phases of campus/program planning to ensure everyone feels responsible for and important to CCA's future success.

    a. Develop and implement detailed alumni and parent communication/ engagement plans.

    b. Employ CCA's alumni and parent councils and clubs as regular so-called focus groups and disseminators of information.

    c. Facilitate alumni feedback and input during the planning process and make this visible to the broad alumni community.

    d. Reconstitute the campus-planning faculty advisory committee to inform and help direct new pedagogical models for a 21st century arts education.

III. Achieve all sustainability goals to create an environmentally responsible campus.

c. Write and promote biweekly articles depicting internships, industry connections, and partnerships between students, faculty, and our local community.

d. Leverage social media more deeply across programs and among key influencers to gain exponential institutional awareness.

goal 8 // **ENABLE THE CCA COMMUNITY TO ACCESS INFORMATION AND RESOURCES THAT IMPROVE COMMUNICATION, DECISION-MAKING, ENROLLMENT MARKETING STRATEGY, AND OVERALL USER EXPERIENCE.**

I. Improve access to critical information.

   a. Implement new CRM to track and assess student engagement from prospect to alumni lifecycle.

   b. Migrate Advancement, industry partnerships, and more academic programs to Salesforce CRM.

   c. Implement Workday Student (Admissions, registration, Financial Aid, and Student Records).

   d. Implement Workday Financials (accounting, financial operations, expense tracking, financial reporting).

   e. Design and implement CCA Portal and intranet for personalized access to information and resources.

   f. Realign key positions in Administrative Information Services and other places in Education Technology Services to bridge implementation and production environments as well as change management through transition to new platforms.

   g. Develop reporting and dashboard structure in Workday and Salesforce for improved visibility into real-time analytics.

II. Improve user experience.

   a. Design and implement CCA Portal dashboard as integration points for all platforms and to highlight important and timely information.

   b. Retire old and inefficient systems: Raiser's Edge, Hobsons, Colleague.

   c. Work with academic program leaders to create comprehensive vision for ecosystem of teaching and learning tools and platforms.

   d. Strengthen alumni/CCA relationships through online community building.

goal 7 // **POSITION CCA AS A WELLSPRING OF CREATIVE RESOURCES FOR DEGREE-AND NONDEGREE-SEEKING STUDENTS, COMMUNITY PARTNERS, PROFESSIONAL AFFILIATIONS, AND KEY INFLUENCERS.**

I. Evolve, refine, and strengthen CCA's reputation to position the college in its best light possible.

   a. Work with a branding firm to conduct quantitative and qualitative research on perceptions of CCA from all key constituencies.

   b. Test the brand strategy platform with key stakeholders for resonance and to ensure accuracy, authenticity, and comprehensiveness.

   c. Iterate with the branding firm to develop guidelines that will shape and drive the CCA brand expression both visually and verbally.

II. Activate the CCA narrative to tell the authentic CCA story in all communication channels.

   a. Create new marketing and communication messages that embody the CCA ethos.

   b. Activate the narrative visually with a variety of initiatives to increase brand awareness and promote pride and loyalty.

III. Develop a media-relations strategy to maximize local and global visibility.

   a. Develop a strategy to place five key thought-leadership articles on national press syndicates annually.

   b. Focus on developing and pitching four stories annually to national media outlets that showcase student achievement and creativity in the classroom.

highlights of dream big achievements 2010–15

goal 1 // **DREAM BIG**

Reaffirm and extend CCA's investment in the values of the Arts and Crafts movement.

- To position CCA as a leading proponent of the role of arts education in community engagement, launched ENGAGE at CCA, a project-based learning program, in 2010. To date we have run 83 courses in 23 disciplines, and 806 students, 61 faculty, and 69 organizations have participated.

- Hosted the national symposium Craft Forward in 2011, positioning CCA as a leader in the resurgence of craft in contemporary culture.

- Raised $300,000 in gifts from alumni, trustees, faculty, and friends to support scholarships for students enrolled in craft disciplines.

- Participated in Maker Faire in 2010, 2014, and 2015, which resulted in a productive partnership with Autodesk including recruitment of CEO Carl Bass to CCA's Board of Trustees and a sponsored architecture studio.

Create innovative and socially responsible curricula that move the college to the forefront of creative practices.

- Established new academic programs, many of which are the first of their kind: Interaction Design Program (BFA); Masters of Advanced Architecture and Design (MAAD); MFA in Comics; MFA in Film; and MBA in Strategic Foresight.

- Launched MDes in Interaction Design in 2015. MBA in Public Policy didn't achieve the enrollment target we wanted in 2014, so program has been revamped to MBA in Civic Innovation, which launched in fall 2015.

- Received $200,000 grant from the National Science Foundation to support the innovative Exploring Science in the Studio project (2013).

- In summer 2014 presented Design of Wearables, three weeks of curated panels, meetups, and short-duration workshops taught by industry experts.

- Created two enhanced thematic curricular paths: EcoTAP, a set of courses focused on sustainability that runs across all divisions; and a set of craft courses now required of all 3D fine arts majors.

Expand our institutional culture of risk-taking, innovation, and new modes of thinking.

- In 2011 we inaugurated the IMPACT Social Entrepreneurship Awards program, which enables interdisciplinary teams of CCA students to develop and implement social innovations. Projects have ranged from the local to the global. We have awarded a total of $120,000 in grants to 13 student teams.

- Engagement with industry partners has increased dramatically as CCA has developed new platforms for collaboration that range from single-day design sprints to full-semester explorations. During the past two years, more than 30 leading companies across the fields of technology, engineering, design, education, health, and transportation have engaged with CCA students and faculty. The Career Development Office has expanded the annual Career Expo event to more than 60 companies for a full day on campus to talk with students about their career plans and employment.

- In fall 2012 we opened the Hybrid Lab to support interdisciplinary, collaborative work and engage industry leaders.

goal 2 // **CULTIVATE DIVERSITY**

Increase racial, socioeconomic, and global diversity of students, staff, faculty, and trustees.

- Increased the diversity of CCA's student body, which is currently is 34 percent US students of color, 28 percent international, and 32 percent Pell grant–eligible

- Grew international enrollment to 28 percent of the entire student body (27 percent of undergraduate enrollment), far exceeding our original goal of 12 percent by 2015 and surpassing our adjusted goal of 20 percent by 2015.

- Continued to build the diversity scholarship award program. In fall 2009, 96 students received $2.4 million in aid. In fall 2014 nearly $3 million was awarded to 94 students.

- We've doubled the hiring of tenure-track faculty of color—50 percent of tenure-track hires in last five years have been people of color, compared to 22 percent in previous five years. People of color now comprise 23 percent of the faculty, compared to 20 percent in fall 2009.

- While we added 14 new trustees in the last five years, only one is a person of color. We have more work to do in this important area.

- Created partnership with Central Academy of Fine Arts in Beijing including a transfer student program and short- and long-term faculty exchanges. Hosted on campus five presidents from Chinese art academies.

Develop our pedagogy and curriculum to reflect social and cultural diversity.

- Conducted audit of diversity in the major curricula (spring 2011).

- Collegewide learning outcomes include diversity and social responsibility. Through course evaluations, students assess every class with regards to cultivation and support for diversity of perspectives.

- Significantly increased outreach to diverse communities through ENGAGE, CCA Connects, and IMPACT programs (see Goal Four: Connect Communities below for metrics).

- Increased cross-listed courses in Diversity Studies; more Diversity Studies faculty members now teach in other programs.

Build a campus community that supports and values diversity.

- Created President's Diversity Steering Group (PDSG) in 2010. The group set goals and implemented several initiatives to diversify the community, the curriculum, and the institution.

- Created diversity programming including public events such as workshops, forums, and panels. Developed a diversity resource section on CCA website.

- Bolstered administrative infrastructure for diversity by hiring a faculty mentor for students of color in spring 2010 and starting the Launch program (2011). On track to hire full-time staff position for diversity issues in fiscal year 2015–16.

goal 3 // FOSTER EXCELLENCE

Position and engage CCA at the forefront of creative and intellectual discourse at the national and international levels.

- More than 300 students, faculty, and staff members participated in the Academic Pathways project (2013–14). The final report focused on seven critical themes that articulate our academic values and will guide us in future academic decision-making.

- Increased ranked faculty from 116 in fall 2009 to 168 in fall 2014. The number of tenured/tenure-track faculty increased from 68 to 74.

- Brought many high-profile visiting artists to campus from around the globe.

- CCA Wattis Institute directors curated high-profile international contemporary art exhibitions including the 2011 Istanbul Biennial, 2012 Shanghai Biennial, and 2014 Liverpool Biennial.

Improve disciplinary expertise and professional preparation while supporting breadth of knowledge and interdisciplinary experiences.

- Made improvements to a number of academic programs. The First Year Program was revamped in 2010 and the Humanities and Sciences curriculum was retooled in 2013.

- Completed an external review of both First Year Program and Diversity Studies program in 2014, and are working on program response and implementation of recommendations.

- Revamped Career Development Office in 2012 with new senior director and staff hires, refocusing programming, and working more closely with Alumni Relations.

Enhance our learning environment and resources.

- Launched long-range campus planning project in 2014. At the end of 2015 we analyzed the organizational/operational structure and physical space while engaging a broad sector of the CCA community.

- Hired vice-president for operations (2010), chief information officer (2012), and chief financial officer (2013) to help set strategy for facilities and technology use across the college. Other significant hires included institutional research director (2012) and director of libraries (2014).

- Made strategic investments in technology and campus infrastructure including implementation of Salesforce for Student Affairs, internships, and some academic programs; Workday for HR and Payroll; Moodle, a learning-management system; Vault, an institutional archive to support academic assessment and improve access; and a document management system for the Business Office.

- Made strides in academic technology by creating smart classrooms on both campuses; hiring an instructional designer (2013); and revamping the Animation and Photography studios with significant investments in equipment and technology.

goal 4 // **CONNECT COMMUNITIES**

Create a stronger, more inclusive community that reflects CCA's multidisciplinary environment.

- Strengthened student leadership program. Chimera leaders serve as mentors during new student orientation, community leaders responsible for planning events and activities, and advocates for the undergraduate student community. There are currently 25 Chimera leaders.

- Increased participation in faculty governance. Full membership on standing committees. Held successful faculty retreats in 2012 and 2013. Hosted faculty welcome back events and regular all-faculty meetings. Expanded faculty orientation to both fall and spring semesters, and invited returning faculty to attend these sessions to get updates and share faculty views.

- Increased alumni involvement in professional-development programming including workshops, networking events, and alumni-student mentorship program from 1,400 participants in 2009–10 to 2,800 in 2013–14. Hosted inaugural Alumni Weekend in 2014 with attendance of more than 300.

- Conducted alumni career survey in 2011; received 20 percent response rate (1,126 returned survey). Sixty-four alumni also participated in national 2009 SNAAP survey. Launched Half-Century Club in 2012 to engage older alumni, and 1907 Club in 2014 for younger alumni. Increased alumni contacts; we now have 1,700 contacts in database. More than 5,000 alumni are engaging in alumni social media networks.

- Trustee participation and engagement has increased. Added 14 new trustees since 2009, increasing parent, alumni, and Silicon Valley representation while strengthening ties to higher education and the arts community. The Committee on Trustees has revised governance policies, created a succession plan, and conducted a survey of trustees. Created trustee section of the website with bios and photos of all trustees.

Create productive and meaningful connections to local, national, and global individuals and organizations.

- CCA is part of Intel's Design School Network, joining Copenhagen Institute for Interaction Design, The Royal College of Art (London), Art Center College of Design, and Carnegie Mellon University. To date Intel has provided nearly $400,000 in support of multiple projects including the Hybrid Lab, sponsored studios, and the technologist in residence.

- Developed numerous community partnerships through ENGAGE at CCA, IMPACT, and CCA Connects. Since 2010 69 community partners have participated in ENGAGE at CCA and six with IMPACT. Through CCA Connects, 35 students complete approximately 9,100 hours of work at community partner sites each academic year.

- Forged relationships with city officials and key Bay Area businesses and organizations. Mayor Lee spoke at 2012 commencement. CCA was the host site in 2012 for two citywide UnHackathon events. CAPL organized design sprints in 2013 (WheelWell) and 2014 (TechRaking). These efforts brought together designers, business leaders, entrepreneurs, community organizers, and government officials to solve real-world problems. CCA was a key participant in the Market Street Prototyping Festival (2015).

- CCA became a partner in the Kleiner Perkins Caufield Byers Design Council.

Improve visibility to advance our mission and goals.

- Embarked on an institutional brand development project to clarify, refine, and update the CCA brand in order to build the college's reputation and improve marketing and communications efforts. Research portion of project took place in spring/summer 2015. On track to hire branding firm in January 2016.

- To improve marketing efforts to potential students, we redesigned the CCA website (2011) and developed a responsive version in 2012. Developed a vibrant social media presence (e.g., growing college Facebook community from zero in 2009 to 20,000 in 2014), and garnered media coverage in key national outlets such as the *Wall Street Journal*, the *New York Times*, *Artforum*, *ArtNews*, *Fast Company*, and *Wired*.

- Highlighted stories of alumni, student, and faculty accomplishments through website, *Glance* magazine, and monthly e-newsletter. Published more than 300 homepage banner stories since website launch in January 2011.

- Advanced CCA's mission and goals through executive thought leadership including development of a vision document, biannual Letter from the President, and President Beal's Huffington Post blogs (first published July 2012).

goal 5 // **LEAD RESPONSIBLY**

Increase resources to meet challenges with ingenuity and innovation.

- Reached enrollment goal of 1,950–2,000 students by 2015; current enrollment is 1,998. Growth has been achieved by increases in the international students and by enrollment in new academic programs, along with strong retention. (Note: Goal was revised in 2013 to enrollment of 2,200 by 2015.)

- Undergraduate applications increased from 1,784 in 2009 to 2,670 in 2014 (50 percent increase). (Note: Common application was adopted in 2014.)

- Kept discount rate under 30 percent: 30.17 percent in 2009 to 28.35 percent in 2014.

- Thanks to generous support of CCA trustees, purchased the Greyhound property in February 2011. Resolved entitlement and environmental issues related to property, and opened lot for temporary use in fall 2014.

- In 2012 acquired and renovated 350–360 Kansas Street to house the CCA Wattis Institute and create a new facility for public programs and events.

- New student housing (200 beds) in San Francisco opened in summer 2015.

- Expanded fundraising for scholarships, programs, and strategic land acquisition raising a total of $26 million from 2010 to 2015. Launched four new alumni groups (Half-Century Club, 1907 Club, President's Alumni Advisory Council, and Alumni Campus Planning Committee) and a new Parents Leadership Council to engage these key constituencies.

- Made strides in first-year retention rate goal of 80 percent by 2015. Rate rose from 75 percent in 2010 to 81 percent in 2014. Overall retention (graduate and undergraduate) also improved. Spring 2009 to fall 2009 rate was 88 percent and spring to fall 2014 was 93 percent.

- Six-year graduation rate has not improved: from 55 percent in 2010 to 54 percent in 2014. It's clear we won't be able to achieve goal of 65 percent by 2015. (Note: Figures taken from IPEDS data and follow only students who entered as first-time first-year students.)

- In 2014 CCA received a positive outlook from Standard and Poor's and an upgrade in our bond rating from Moody's.

Engage our constituents to better understand their needs, interests, and aspirations while empowering them to solve problems and lead initiatives.

- Formed the Web Advisory Committee in 2014 to provide strategic goals for the college's digital presence. Empowered two working groups (content and platform) to conduct stakeholder research and make recommendations. Set to develop intranet/portal in 2015–16 and redesign cca.edu in 2016–17.

- In 2009 established President's Steering Committee for Sustainability, which has significantly heightened the college's overall commitment to sustainability. Signed three higher-education environmental accords: ACUPCC, the Talloires Declaration, and AASHE. Named a top-ranked college in the Princeton Review's Guide to Green Colleges in 2011, 2012, and 2013.

- Implemented collegewide website content-management tools for cca.edu.

- Established CIO administrative and academic advisories to engage constituents in setting priorities for technology.

Communicate priorities, manage expectations, and make visible the processes.

- Established Enrollment Management Group to connect Admissions, Student Affairs, and Academic Affairs and spearhead enrollment growth efforts.

- To increase transparency, held regular all-faculty/all-staff meetings; created and distributed President's newsletter both in print and on the web; developed presentations on important issues such as the operating budget and campus planning; and created campus planning blog and staff newsletter.

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