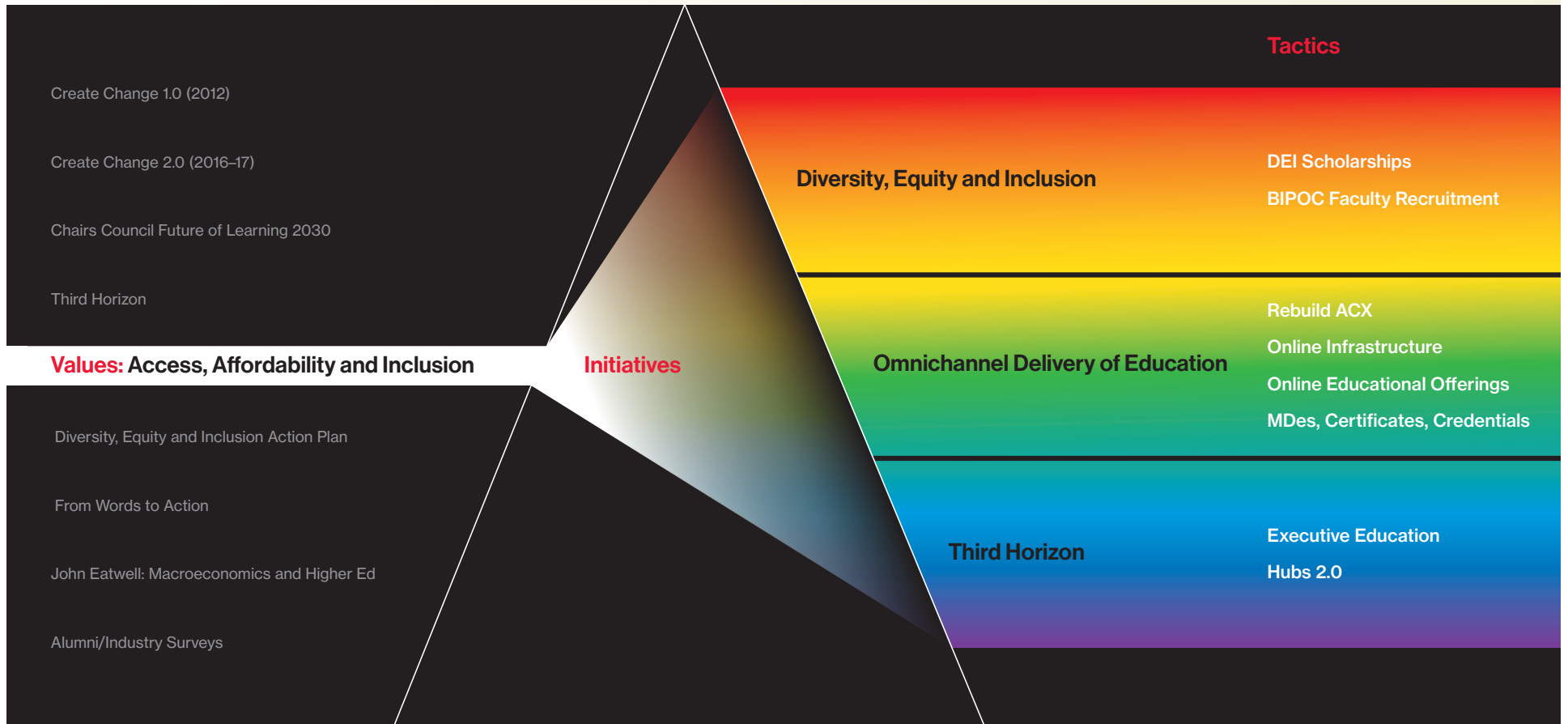


ArtCenter Strategic Agenda Toward a Community of Access, Affordability and Inclusion

ArtCenter Strategic Agenda



Even with the challenges of today—including a global pandemic, coming to terms with issues of social justice, and the changing landscape of higher education—ArtCenter’s future is full of possibility. And to realize that possibility,

the College is intent on improving access, affordability and inclusion in a meaningful way.

These values have been the driving force in much of our planning and will continue to inform the College’s development for years to come.

For the past decade, the College has twice authored a strategic plan, Create Change 1.0 (2011–2016) and Create Change 2.0 (2017–2021), to focus our collective efforts, guide our decision-making and inform our allocation of resources. Our strategic plans have always been community-driven, reflecting input from students, faculty, staff, alumni, industry partners and trustees—all with the goal of maintaining ArtCenter’s position as a leading art and design school in the 21st century.

Recognizing the shifts in higher education and a pending leadership change at the College, we are eschewing our typical past practice of developing a five-year strategic plan. Though we recognize at this moment a vision of access, affordability and inclusion that could easily occupy us for a decade or more, we are deliberately limiting our current efforts to a two-year “agenda” toward that longer-term goal. It is a strategic agenda, moreover, that builds on the accomplishments of our previous five-year strategic plans and sets the College up for success as it prepares to welcome a new president in 2022. We are hopeful that it will provide new leadership with forward momentum on initiatives collectively identified by the ArtCenter community as imperative to strengthening the College’s position as a global leader in art and design education.

A Strong Foundation

Beyond our existing strategic plans, much of the groundwork for our strategic agenda has been established over the last few years and has encompassed (among other things) trend forecasting, future visioning, market research and community conversation. Some of the highlights of our preparation include:

- A presentation for College leadership by global economist Lord John Eatwell, who outlined the macroeconomics of higher education
- A “Future of Learning 2030” visioning workshop with Chairs Council and academic leadership to reimagine our curriculum and culture, and define new educational models and spaces for learning over the next decade
- Retreats organized by the Development office with corporate partners, alumni and trustees about the future of strategic partnerships at the College and to explore ArtCenter’s Third Horizon (further defined below)

- “From Words to Action,” a college-wide event held in response to the murder of George Floyd and in support of the Black Lives Matter movement
- Targeted alumni and industry surveys conducted by an expert market research firm to measure satisfaction and deepen engagement

At the same time, we have learned a lot over the last 18 months; quickly transitioning to a remote learning environment in response to the pandemic; providing an increasing level of technological and resource support to students, faculty and staff; and securing funds to ensure students could continue progressing toward a degree.

Our collective knowledge and experience informs the initiatives outlined in our strategic agenda, the success of which is dependent on the College’s shared governance structure. To that end, the College will continue to evolve that structure to ensure equity and transparency in achieving our goals.

Values

The following values are central to our strategic agenda:

Access

Ensuring that new interested audiences are able to appreciate and obtain an ArtCenter education in multiple ways. We are particularly focused on communities that have been historically underrepresented at the College and in higher education in general.

Affordability

Developing new economic models so individuals can benefit from the overall value of an ArtCenter education and bear the cost without extreme financial hardship.

Inclusion

The ongoing practice of building community and advancing the needs of those who have been historically underrepresented at the College with authenticity and respect.

Major governing values and principles articulated in **Create Change 1.0 and 2.0** continue to shape the College's approach to education.

Academic Excellence
Creativity & Innovation
Conservatory Spirit
Diversity, Equity & Inclusion
Global Citizenship
Human-Centered Education
Interdisciplinarity
Professionalism & Research

Major Strategic Initiatives

ArtCenter’s strategic agenda is conceived around three major initiatives that will elevate all aspects of the College and serve our larger purpose of access, affordability and inclusion. These initiatives are formed initially as ideas—rallying cries, even—but end up providing a strong foundation to catapult ArtCenter forward.

If the central question of Create Change 1.0 was about “who we are” as an institution and Create Change 2.0 was about “how we create value,” then **our current strategic agenda is about “who has access” to an ArtCenter education.**

● Diversity, Equity and Inclusion

Encouraging representation and participation of diverse groups of people in the ArtCenter community.

● Omnichannel Delivery of Education

Creating flexible education models shaped around the unique needs of lifelong learners.

● Third Horizon

Imagining a new economic operational model to help mitigate against tuition dependency and to provide students of all kinds new ways to engage with the College.

Create Change 1.0

Conservatory Spirit

Convening Diverse
Communities
and Disciplines

New Spaces for Learning

Create Change 2.0

Student Success

Educational Innovation

Strategic Infrastructure

Diversity, Equity and Inclusion

In August 2020, the College launched a Diversity, Equity and Inclusion Action Plan that articulates 40 initiatives intended to transform the culture of ArtCenter by accelerating our commitment to these values. The initiatives demonstrate our determination to address disparities within our system, strengthen the rich diversity of our community and improve the climate in which we work and learn.

The action plan continues to inform our important work in this regard and is predicated on our belief that multiple points of view, life experiences, ethnicities, cultures and belief systems are essential to academic and creative excellence.

While that important work continues, our strategic agenda reaffirms and expands upon issues related to student and faculty recruitment and retention. Specifically, the College is methodically expanding the ways we recruit BIPOC (Black, Indigenous and People of Color) faculty and increasing diversity within our student body through increased scholarship, expanded recruitment and outreach initiatives, and continued development of programmatic efforts that bolster diversity, equity and inclusion with a goal of coming into alignment with or exceeding enrollment of underrepresented students as benchmarked against our fellow California AICAD schools.

1

Diversity Recruitment and Scholarships

- 1.1** Establish sustained and focused outreach to local, regional and global partners with the goal of identifying new financial aid and scholarship opportunities to support diverse student enrollment, as well as developing ongoing opportunities for engagement.
- 1.2** Expand existing and develop more community outreach programs with local, regional and global organizations to create additional pathways to our new and existing educational offerings; and to cultivate greater awareness of and sensitivity to diverse communities and the realities they face.
- 1.3** Create more affordable pathways through ArtCenter for transfer students by building upon the progress achieved in Create Change 1.0 and 2.0 to design programmatic initiatives and partnerships that expand our acceptance of studio transfer credit in the Admissions process.
- 1.4** Continue to develop new culturally responsive courses and workshops that support the representation, cultural perspectives and contributions of historically underserved communities; and create a co-curricular transcript that provides students credit for participating in extracurricular DEI related programs.
- 1.5** Amplify ArtCenter-related messaging and media that represents an active and diverse student body and showcases our commitment to creating a welcoming and inclusive environment, including exhibitions and docuseries (e.g. 90/300), social media content and event programming.
- 1.6** Build on our current \$7 million allocation of institutional financial aid offered to diverse students for recruitment and retention and raise an additional \$1 million through a focused micro-campaign strategy.

2

BIPOC Faculty Recruitment

- 2.1** Establish a BIPOC Faculty Recruitment Task Force composed of department chairs and other educational leaders responsible for developing multiple strategies to achieve a more equitable representation of BIPOC individuals within ArtCenter's faculty.
- 2.2** Create, support and promote new and emerging Fellowship opportunities available at the College in conjunction with external partners and academic departments across the College to provide professional practice opportunities to emerging BIPOC faculty.
- 2.3** Expand the ways in which ArtCenter recruits a diverse part-time (adjunct) faculty.
- 2.4** Create more pathways for part-time BIPOC faculty to achieve permanent, full-time appointments across academic departments.
- 2.5** Develop exchange programs with educational, corporate, community and global partners [including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and Native-Serving Institutions] to engage underrepresented artists, designers, educators and industry leaders as visiting faculty, workshop facilitators and guest speakers.
- 2.6** Build on our current allocation of \$1 million for diverse faculty recruitment and retention, and raise an additional \$500,000 through a focused micro-campaign strategy by June, 2023.

Omnichannel Delivery of Education

It is imperative that ArtCenter develop an integrated and holistic approach between multiple educational offerings that focuses on lifelong learners. Today's students—and tomorrow's—require flexible education models that can be shaped around busy schedules and geographic boundaries, allow for different levels of learning and skill-building, and result in qualifications that align with their creative and career objectives.

During the pandemic, ArtCenter adapted our studio-based curriculum for a remote teaching and learning environment with speed and effectiveness that would have previously been unimaginable. Embracing the tools, skillsets and lessons learned during a time of crisis will allow ArtCenter to provide an entirely different kind of access to new and diverse audiences seeking a different kind of education—all the while retaining ArtCenter's conservatory spirit.

Our strategic agenda focuses on a near-term, tactical approach to developing an omnichannel portfolio over the next two years. The College will build on the strength of its degree programs, enhance its non-degree programs, and continue to develop its online offerings while allowing for new learning opportunities and the ways in which completion is recognized, adding educational intensives, certificates and badges to ArtCenter's educational portfolio. Most importantly, our omnichannel delivery of education will provide students the building blocks to become lifelong learners.

In addition to the near-term initiatives outlined here, a new Omnichannel Task Force composed of College leaders and industry experts will simultaneously develop a long-term strategy, expanding our certificate programs and new educational models, to be implemented beyond fall 2023.

1

ArtCenter Extension (ACX)

- 1.1** Align ArtCenter Online and ArtCenter Extension (ACX) to develop a comprehensive approach to serving non-matriculated students and future ArtCenter audiences.
- 1.2** Refine the courses currently being offered by ACX with renewed focus on various demographics of lifelong learners and identify the most needed new offerings to serve changing student needs (and demands).
- 1.3** Continue building ACX Online courses with a focus on 1) prospective students for our degree programs, and 2) early and mid-career professionals looking to develop new skills. To begin expanding our offerings, new ACX Online courses will be developed in Transportation Design, Creative Direction, and Photography and Imaging.
- 1.4** Develop a comprehensive approach to expand the pipeline for recruitment for ACX and ACX Online courses by synchronizing operations and systems with marketing, outreach, recruitment, admissions and financial aid in order to expand access to new diverse audiences of students.

2

Certificate Programs and New Educational Models

- 2.1** Prepare for the Fall 2022 launch of new Master of Design (MDes) programs in Brand Design and Strategy and Interaction Design for which we have already obtained WSCUC approval. These graduate level degree programs—offered entirely online and completable in one year—will be ideal for working professionals and other individuals seeking career advancement and personal enrichment.
- 2.2** Conduct market research to determine the need and impact of offering a post-baccalaureate (post-bacc) academic certificate program for students working toward a second bachelor's degree or other entry-level degree. Explore the feasibility of launching two post-bacc certificate programs in 2023, including Production Design and Language and Typography.
- 2.3** Work with the Omnichannel Task Force to define the future of omnichannel programs and develop a comprehensive and flexible approach to educational intensives, badges and other new models of lifelong learning.

Third Horizon

Over the last two years, ArtCenter has been reimagining our economic operational model to help mitigate against tuition dependency. Extending beyond the current ArtCenter experience, this initiative is called the “Third Horizon” and encompasses bold ideas about new educational offerings for new markets, new revenue streams to support our programs, and new cost structures to reduce traditional expenses.

Recognizing that a new economical operational model will evolve over the long term, we expect to develop many programs under the Third Horizon initiative. To date, two specific ideas have gained traction within our community, including executive education, and international and domestic hubs through which the College can offer an array of programs to new audiences. The success of these programs will not only help in mitigating the need for perennial tuition increases but will increase the accessibility and affordability of an ArtCenter education more generally.

For decades, the College has offered a series of bespoke educational offerings to industry partners and third-party organizations seeking to benefit from ArtCenter’s design-focused curriculum outside of existing, skill-based extension programs. Executive Education will formalize and expand upon these historic offerings, providing corporate, alumni and industry partners with a number of ways to deepen their engagement with the College.

More recently, the College established international community hubs in Beijing, Shanghai, Seoul and Shenzhen to serve matriculated students in Asia as a result of the pandemic. Community Hubs 2.0 will explore the next iteration of these and future locations, in an effort to mix online and in-person learning opportunities with maker spaces located in targeted cities nationally and internationally. We recognize Community Hubs 2.0 could lead to a decentralized, distributed, future ArtCenter model that could substantially increase affordability for students.

1

Executive Education

- 1.1** Seek individual state authorization or develop alternative strategies to deliver a fully dispersed executive education program to local, regional and global partners and alumni.
- 1.2** Leverage the College's extensive resources and brand eminence to ensure the relevance, quality and academic excellence of executive education.
- 1.3** Refine and regularly reexamine the business and marketing plan to ensure viability of executive education for the first 36 months with the goal of maximizing revenue to the College.
- 1.4** Further develop and launch the top five courses which emerged from a recent survey as the most desirable to alumni and corporate partners, exploring topics such as innovation methodology, systems thinking and organizational development.
- 1.5** Further develop and market the membership of AGILE (Alliance for Global Innovation, Leadership and Excellence), a paid-for executive education model, with multi-tiered membership costs for 1) an alumni/designer audience, and 2) a corporate audience.
- 1.6** Pilot, test and then launch various models of educational offerings to executives in the form of roundtables, executive forums, trend talks and custom workshops.

2

Community Hubs 2.0

- 2.1** Create a Hubs Task Force composed of administrative and educational leadership to define specific goals, locations and programming for Community Hubs 2.0, based on an analysis of Community Hubs 1.0—international hubs established in Beijing, Shanghai, Seoul and Shenzhen to serve matriculated students in Asia during the pandemic.
- 2.2** Develop a set of criteria for determining the best locations and appropriate programming to pilot Hubs 2.0 in one or two domestic locations in alignment with our values of access, affordability and inclusion, and with a focus on cities that may benefit from existing partnerships and ArtCenter relationships in communities such as Portland, Seattle, San Francisco, Austin and Miami.
- 2.3** Based on lessons learned and our analysis of Hubs 1.0, reconceive the ways in which our international hubs are offered in Asia (including how to best operate in China) and reposition ArtCenter Berlin as our primary European Hub.
- 2.4** In conjunction with ArtCenter Extension, identify a mix of programs (ACX workshops, online courses, new certificate programs, etc.) for individual hubs based on need and opportunity unique to each location with an eye toward diversifying our student and faculty pipeline.
- 2.5** Develop a business and marketing plan to inform our resource strategy and ensure viability of Hubs 2.0 for the first 36 months in accordance with our objectives to improve access and increase affordability.

Resource Strategy

It is imperative that our strategic initiatives are supported with sound financial planning, as well as skilled and knowledgeable employees to help achieve our goals. The College has identified appropriate resource strategies to support our strategic agenda which includes dedicated philanthropy and carefully considered investment of the College's quasi-endowment as summarized here.

The Center for Diversity, Equity and Inclusion has an annual operating budget of \$500,000 but many of the initiatives in the strategic agenda are either cost neutral or are being covered by existing departmental budgets. Additionally, as outlined above, specific micro-campaign strategies will focus on fundraising for Diversity Recruitment and Scholarships (building on the \$7M institutional funds offered for this purpose), and BIPOC Faculty Recruitment (building on the additional \$1M institutional funds allocated in the last fiscal year for this purpose).

Funding for Omnichannel initiatives is a combination of borrowing from the College's quasi endowment in FY22, reallocation from other budget lines and anticipated revenue from new programs in FY23 and beyond. The longer term goal is to fully support Omnichannel via net revenues from new program offerings.

Executive Education has been funded to date by the College's operating budget (under the Development department). In FY22 Executive Education will be at least partially funded by borrowing from quasi endowment. In time, it will be fully supported by net program revenue.

As part of our efforts to address access, affordability and inclusion, additional revenues generated by the Omnichannel Delivery of Education and Third Horizon (Executive Education and Community Hubs 2.0) will be applied to the College's budget, ultimately offsetting operating costs and mitigating against tuition-dependency on the degree program side.

ArtCenter Strategic Agenda: **Toward a Community of Access, Affordability and Inclusion**

Diversity, Equity and Inclusion

Diversity Recruitment and Scholarships

- 1.1** Fundraising (Development)
- 1.2** Outreach (Center for DEI)
- 1.3** Affordability (Admissions and Enrollment Management)
- 1.4** Courses and Workshops (Center for DEI)
- 1.5** Messaging and Media (Marketing and Communications)
- 1.6** Increase DEI Scholarships by \$1M (Development)

BIPOC Faculty Recruitment

- 2.1** BIPOC Faculty Recruitment Task Force (Provost/Education)
- 2.2** Fellowships (Provost/Education)
- 2.3** Recruitment (Provost/Education)
- 2.4** Pathways (Provost/Education)
- 2.5** Faculty Exchange Programs (Provost/Education)
- 2.6** Increase allocation of BIPOC faculty recruitment and retention by \$500,000 (Development)

Omnichannel Delivery of Education

ArtCenter Extension (ACX)

- 1.1** Align ArtCenter Online and ArtCenter Extension (Provost/Education)
- 1.2** Refine Courses for Lifelong Learners (Provost/Education)
- 1.3** Focus on Prospective Students for Degree Programs and Working Professionals (Provost/Education)
- 1.4** Synchronize Operations and Systems (Provost/Education)

Certificate Programs and New Educational Models

- 2.1** New MDes Programs for Working Professionals (Provost/Education)
- 2.2** Conduct Market Research for Post-Bacc (Provost/Education)
- 2.3** Develop New models of Lifelong Learning (Provost/Education)

Third Horizon

Executive Education

- 1.1** Establish State Authorization (Development)
- 1.2** Ensure Program Quality (Development)
- 1.3** Develop Business and Marketing Plan to Maximize Revenue (Development)
- 1.4** Launch Top Five Courses (Development)
- 1.5** Develop and Market the Membership of AGILE (Development)
- 1.6** Pilot, Test and Launch Various Models (Development)

Community Hubs 2.0

- 2.1** Define Goals, Locations and Programming (Provost/Education)
- 2.2** Pilot in Best Locations with Appropriate Programming (Provost/Education)
- 2.3** Reconceive International Hubs (Provost/Education)
- 2.4** Identify Mix of Programs for Each Hub (Provost/Education)
- 2.5** Develop Business and Marketing Plan (Provost/Education)

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