



# DREAM BIG

California College of the Arts  
Strategic Plan 2010–15

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# INTRODUCTION

In 2007 California College of the Arts (CCA) celebrated a historic milestone: 100 years of leadership in arts education. The beginning of the college's second century has been a time to bring together alumni, students, parents, faculty, trustees, staff, and friends of the college to celebrate our past, to reflect on the hard work and values that brought us to this moment, and to consider CCA's tremendous potential to shape the future of culture.

CCA's legacy and history are tied to the Arts and Crafts movement. This was a time when artists and designers believed that connecting the arts to social, economic, and political life would deepen the power of creative work while making a positive contribution to the community. Today, as the role of creativity in our society and economy is increasingly recognized and valued, CCA's founding ideals have never been more relevant. Artists, designers, and writers have become leaders in a culture that relies on the combined expansion of technological innovation and creative content. The San Francisco Bay Area is the locus for much of this development, and CCA—with two campuses, 28 programs, 1,800 students, 500 faculty members, and 15,000 alumni—is a leading educational resource in the region.

Looking to the future, CCA will continue to be a place of promise and transformation and a premier choice for young people who believe that creative work can positively and powerfully affect our world. To this end, the 2010–15 strategic plan focuses on the student experience, from the classroom and the studio to the community and beyond. In developing the plan, we reflected on what we accomplished in the last five years (see Appendix) and engaged a broad sector of the community—students, faculty, staff, alumni, trustees, parents, and donors—to envision the future of the college.



# VALUES and MISSION

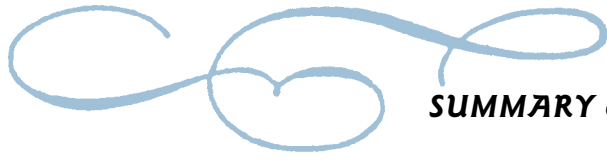
## values statement

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 campuses 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, designers, architects, and writers in solving social, cultural, environmental, and economic problems.

## mission statement

California College of the Arts educates students to shape culture through the practice and critical study of the arts. The college prepares its students for a lifetime of creative work and service to their communities through a curriculum in art, architecture, design, and writing.





## **SUMMARY of THEMES of the 2010–15 PLAN**

### ***dream big***

CCA is a place for people who want to make a difference in the world. Our values are rooted in the Arts and Crafts movement, which emphasized the power of art and design to make a positive impact on society. The San Francisco Bay Area has an important history of diverse social movements, innovation, free thinking, and risk taking. This convergence of compelling forces is embodied in our institution and guides our educational mission.

### ***cultivate diversity***

CCA is committed to reflecting and serving the diverse populations of the San Francisco Bay Area. The wealth of knowledge, experience, and perspectives here creates incalculable cultural energy, enriching CCA's conversations, curriculum, and community. We are committed to enhancing this diversity, ensuring access to opportunities, and preparing our graduates for an increasingly complex global society.

### ***foster excellence***

People are inspired by an educational environment that stretches minds to new heights. CCA challenges everyone in our community to create significant work in an environment of world-class academic and artistic excellence. CCA supports learning experiences in all contexts, from the classroom to the studio to the community. We encourage the exploration of broad and deep interests, and the balancing of theory and practice.

### ***connect communities***

CCA values a system of connections that form the basis of resilient and dynamic social and learning ecologies. We seek to strengthen relationships among stakeholders: faculty, staff, trustees, alumni, students, and our students' families. CCA intends to further develop partnerships with our local neighbors as well as with national and global educational institutions, nonprofits, professional organizations, industry, and government.

### ***lead responsibly***

Responsible administrative and faculty leadership is based on a shared identity as an institution and a clear vision for the future. CCA's goal is to further empower our community's innate ingenuity toward creating realistic, honest, and appropriate solutions to the challenges we face.





## THE PLAN

themes, goals, and objectives

Employing the five themes, major collegewide long-term goals and objectives have been developed. Each college department will also create its own specific annual plans in response to the strategic plan.

### *dream big*

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

- a. Position the college as a leading proponent of the role of arts education in community engagement and social justice.
- b. Recruit and retain students and faculty who are inspired by our founding values.
- c. Involve the CCA community in creating and celebrating symbols of identity and pride that arise from the college's unique history.

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

- a. Build an effective project-based service-learning program with courses throughout the curriculum.
- b. Explore new programs that reflect our values and further our position at the forefront of education while contributing to enrollment growth, with a goal of 1,950–2,000 students by 2015.
- c. Create curricular pathways or emphases that will enhance students' ability to focus on themes such as ecological sustainability and social justice, regardless of their majors.

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

- a. Work across boundaries to engage staff, faculty, students, and trustees in solving institutional challenges.
- b. Use CCA resources, such as microgrants and awards, to reward innovative and creative solutions.
- c. Expand CCA's connections with dynamic individuals, firms, and organizations all over the San Francisco Bay Area.



## *cultivate diversity*

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

- a. Strengthen our financial aid strategy to foster diversity.
- b. Develop more effective relationships with local and national schools with large underrepresented populations.
- c. Continue to grow international enrollment from 9 percent to 12 percent in the next five years.
- d. Build and diversify the membership and leadership of the Board of Trustees, faculty, and staff.



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

- a. Conduct an audit of diversity in the major curricula and implement a plan for ensuring that diversity is a central programmatic learning outcome.
- b. Strengthen Diversity Studies and its connections with other programs.
- c. Deepen connections between our public programming and our diverse curriculum.

Build a campus community that supports and values diversity.

- a. Increase co-curricular events and forums that address the diversity of our world.
- b. Bolster administrative infrastructure with the goal of increasing retention of underrepresented students.
- c. Create a diversity resource center at the CCA website.

## *foster excellence*

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

- a. Heighten the college's profile to attract and support the kind of faculty and students who would flourish in our environment.
- b. Increase the number of ranked faculty, with the goal of a 10 percent increase by 2015.
- c. Continue to attract nationally and internationally renowned visiting faculty.
- d. Explore new programs and curricula in areas such as technology, design, animation, interaction design, and craft.

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

- a. Ensure that the first-year experience remains interdisciplinary and experimental while adding opportunities to build discipline-specific skills and knowledge.
- b. Improve co-curricular experiences to complement learning that takes place in the studio and classroom.
- c. Continue to work with faculty leaders to identify the distinctive qualities of the humanities and sciences curriculum to support the disciplines and ensure that our graduates become engaged citizens.

Enhance our learning environment and resources.

- a. Increase first-year retention to 80 percent and maintain overall retention of 87 percent.
- b. Improve the graduation rate to be competitive with our peer institutions. Set a four-year graduation rate target of 45 percent and a six-year graduation rate goal of 65 percent.
- c. Provide CCA faculty with opportunities and resources to improve their teaching, such as creating a center for excellence in teaching and offering ESL support.
- d. Ensure that our facilities and technology resources continue to meet the needs of our growing and changing enrollment while improving efficiency.
- e. Inspire new and increased gifts from individuals and organizations to improve educational resources for students and faculty.

## **connect communities**

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

- a. Develop a student leadership culture.
- b. Continue to foster a culture of strong faculty governance.
- c. Increase engagement of the Board of Trustees in the life of the college.
- d. Build interconnectedness and collaboration between campuses and among disciplines.
- e. Help alumni forge enduring and more relevant bonds with the CCA community.

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

- a. Develop educational partnerships with companies and organizations that enhance learning opportunities for our students in the classroom, the studio, and beyond.
- b. Engage trustee, alumni, faculty, parent, and staff networks to cultivate connections and increase our donor pool.
- c. Collaborate with institutions in the Bay Area and beyond to share resources and develop programming.

Improve visibility to advance our mission and goals.

- a. Demonstrate the value and vitality of a CCA education through stories of alumni, student, and faculty accomplishments.
- b. Highlight strong institutional leadership that shows integrity, vision, and excitement for CCA's future.
- c. Strengthen internal and external communications to increase visibility, connect communities, and engender transparency.



## *lead responsibly*

Increase resources to meet challenges with ingenuity and innovation.

- a. Refocus CCA's annual fundraising efforts on the institution's core mission, refreshing the case for top-priority needs: support for scholarships and academic programs. Prepare for the next major campaign opportunity, which will likely support campus expansion/improvement and/or endowment.
- b. Maintain the college's economic stability through continued enrollment growth (particularly focused on international students, students from historically underrepresented populations, and graduate students) and diversification of revenue sources (including summer programming, certificate programs, postprofessional programs, and off-campus opportunities).
- c. Continue to make a CCA education accessible to deserving students while keeping the discount rate less than 30 percent. Strive to reduce this rate without compromising our commitment to supporting a diverse student body.
- d. Continue to build the Board of Trustees with new members who are passionate about art, architecture, and design education and have the inclination and resources to help CCA realize its ambitions.
- e. Pursue real estate opportunities in San Francisco, including one-campus options and student housing, under the leadership of the trustees.

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

- a. Develop and implement website content management tools across the college.
- b. Increase the involvement of students and alumni in recruitment efforts.
- c. Increase communication with donors to better understand their interests and let them know how their gifts make a difference.
- d. Enhance CCA's Human Resources Department to improve personnel management and staff development opportunities.
- e. Retain the energy and practices of the strategic planning process to keep the community involved in accomplishing the plan's goals and objectives.
- f. Establish a Steering Committee for Sustainability to heighten collegewide awareness and improve the college's environmental practices both in and out of the classroom.

Communicate priorities, manage expectations, and make visible the decision-making processes.

- a. Leverage technology to create ways for students, faculty, and staff to access and share data.
- b. Create a group for enrollment management that will connect Admissions, Student Affairs, and Academic Affairs leadership and spearhead strategic monitoring of enrollment growth.
- c. Implement communications strategies to increase transparency.

## **CONTEXT and CHALLENGES for the 2010–15 PLAN**

### ***academic excellence and growth***

One of CCA's challenges is to make the connection between our values and institutional metrics more apparent to our community. As a tuition-driven institution that has invested major resources in faculty, facilities, and infrastructure, CCA acknowledges that enrollment growth is central to our success. An example of this is the recent development of the MBA in Design Strategy, which grew our student body by 60 students. Simultaneously, this unique and innovative program has moved the college to the forefront of conversations about creative economies and design business. The symbiotic relationships among academic excellence, values such as diversity and risk taking, and a sustainable business model illustrated in this example infuse all of CCA's core practices and strategic planning.

### ***mind the gap***

Just as London posts its famous signs to warn commuters, CCA calls on our community to “mind the gap” as a way of both acknowledging and addressing limitations in our institutional capacity (without sacrificing healthy ambition). This concept cuts horizontally through all five themes of the 2010–15 plan and serves as a foundational context to all institutional goals. CCA must set pragmatic and sustainable institutional priorities and metrics, balancing educational and operational needs and resources. We strive to empower our community's innate ingenuity toward creating realistic, honest, and appropriate solutions to the challenges we face.

### ***continuing evolution of art and design education***

Creativity and innovation are more and more valued in our world today. We see this in the growth of professional opportunities for artists and designers, the belief that innovation is a key economic driver, the embrace of creativity-based pedagogy, and the perspective that the most complex and intractable problems require creative solutions. Furthermore, the millennial generation has grown up with digital technologies and new forms of visual communication that provide a natural foundation for art and design education. For these reasons, we believe that the value proposition of CCA will continue to thrive in the upcoming decade. Our fundamental commitments—to the legacy of social and economic engagement rooted in the Arts and Crafts movement, to meaningful art and design that can make a positive impact, and to our strength in conceptual and critical thinking—are more relevant than ever.



### *importance and expansion of graduate education*

In the last five years the graduate programs at CCA have grown considerably in scale, quality, and reputation, enhancing the national and international visibility of the college while attracting increasingly talented students and faculty. Currently, the seven programs are committed to deep professional development and training in specific disciplines. Collaborative programming, grad-wide seminars, and dual-degree programs also create a distinct transdisciplinary environment. Led by our highly accomplished, professional graduate faculty, each program engages in critical investigation of the world through a range of scholarly and creative practices that shape culture in meaningful ways. Students in the graduate programs are prepared to become leaders in their fields, develop new forms of creative expression, and explore innovative avenues for social engagement. In the next five years, our goals are to continue to strengthen existing programs, consider developing new programs, and increase the transdisciplinary collaboration and influence that already characterize the CCA graduate experience.

### *economic factors*

As an institution where tuition represents 95 percent of revenue, CCA must do all it can to secure enrollment gains while looking to further diversify revenue sources. Every year trustees and senior staff explore in depth the key issues that drive the business model of the school, including setting tuition price and calculating revenue from endowed scholarships. Given the impact of the global recession, strategies around new student enrollment, retention, and financial aid will require more attention.



### *changing demographics*

The previous strategic plan took place during a period in which the number of high school graduates in the United States increased dramatically. The population of first-time freshmen reached a plateau in 2008–9 and is expected to decline moderately through 2014–15. In general, enrollment growth among first-year students will be challenging. To compensate the college will bolster its outreach to potential transfer students and explore programming for adult learners. The state of California will experience this decline in high school graduates and will also see an 11 percent decrease in its Caucasian population. The majority of public high school graduates in the state will soon be minorities. This will offer us a great opportunity for increasing diversity but may put pressure on the college to stay below our ceiling of a 30 percent tuition discount rate.





### *increased visibility and size*

The success of the previous strategic plan in regard to increased visibility and enrollment moved CCA into the top tier of art colleges nationwide. We are now competing for students with Rhode Island School of Design, the School of the Art Institute of Chicago, Pratt, and Parsons. We recognize the challenge inherent in competing with schools with greater resources, but we hope that this heightened status will help us continue to grow our application pool, improve our yield in students who have been admitted to other top-tier art colleges, and potentially increase our selectivity. If we improve retention and have small increases in our entering classes, we should meet our goal of 1,950–2,000 students by the end of 2015.

The increased visibility of CCA has also enhanced our opportunities for strategic partnerships with local and national educational and community organizations, and it has positioned the college for increased international enrollment and the development of dynamic exchange programs.

### *location*

CCA is located in one of the truly great metropolitan centers. In the Bay Area, education, design, technology, and the arts are all essential economic drivers. CCA benefits from and contributes to this fertile environment of creativity and innovation. It draws top faculty from the region's flourishing professional communities in architecture, design, writing, and the arts. Major corporations, cutting-edge artist spaces, and community-based nonprofit organizations collaborate with CCA by offering internships to students, sponsoring academic programs, and employing alumni. The Bay Area is noted for its cultural and ethnic diversity; it is the gateway to the Pacific Rim. In our increasingly global society, the educational experience we offer is strengthened by this international, multicultural environment.



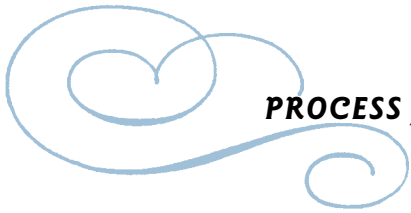
### *project-based service learning*

The premise of project-based learning is that people learn best in the context of real-world problems and situations. Service learning also benefits the community in tangible ways and gives students and faculty more meaningful educational experiences. We believe that this kind of engagement with the world outside the academy is a profound expression of our Arts and Crafts heritage, our location in the Bay Area, our commitment to social equity, and the creation of meaningful art and design. Furthermore, project-based learning is at the forefront of important new trends in education. It responds not only to the increasingly collaborative nature of emerging art and design professions, but also to the complexity of the problems our world faces today.

ENGAGE at CCA will be a collegewide initiative housed in the Center for Art and Public Life. It combines the Community Arts Program's model of community engagement with the project-based learning that is fundamental to art and design pedagogy.

### *rising importance of sustainability*

CCA believes that artists, architects, designers, and writers play an important role in addressing issues of sustainability. Whether they are designing and building solar-powered houses, promoting the use of organic cotton in the fashion design industry, or reusing materials to create meaningful and powerful works of art, our students—across all disciplines—are encouraged to embrace the value of sustainability in their practices. We are committed to exploring diverse, forward-thinking methods, theories, and techniques in contemporary practice and firmly acknowledge that art and design practitioners have the responsibility and power to lead positive change in this critical arena.

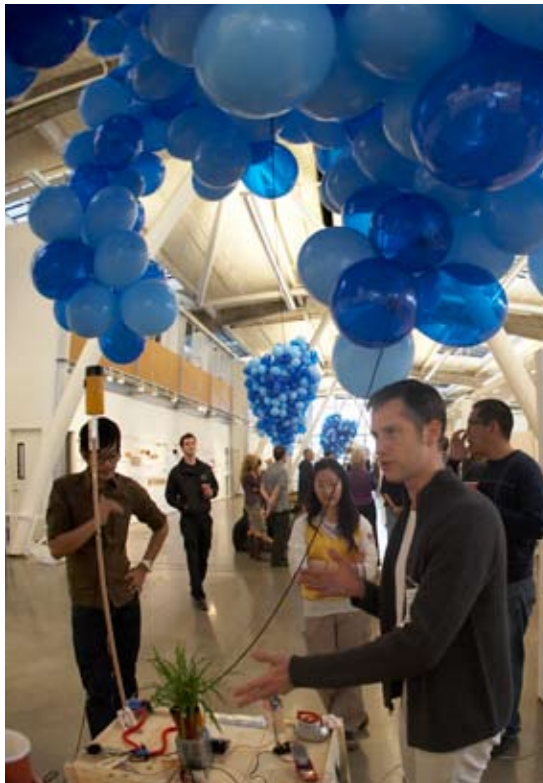


## PROCESS for CREATING the 2010-15 PLAN

In October 2008, after interviewing a range of planning consultants, CCA contracted with the innovation and design firm IDEO to facilitate the development of its new five-year plan. IDEO's human-centered, design-based approach enabled the college to engage a broad sector of its community—alumni, donors, faculty, staff, students, parents, and trustees—in envisioning its future. The IDEO method relies on emergent strategies, rather than top-down planning, to elicit the best ideas, insights, and strategies from a network of participants.

IDEO designed a highly collaborative 17-week project structure, which began in October 2008. Core planning teams from CCA and IDEO were joined by members of the CCA community and a group of IDEO designers. There were many opportunities for the CCA community to participate, including facilitated visioning sessions, meetings, and interviews. The college established a project blog to help spark conversation. Research took place in October and November, with IDEO conducting stakeholder interviews, campus visits, and studio visits. They facilitated a special partnership with CCA graduate students who created and implemented key research projects. Synthesis of the gathered data took place in December. Several key visioning sessions occurred in January, including all-staff and all-faculty meetings and a community-wide retreat led by IDEO staff and the CCA core planning team. In the end, more than 650 members of the CCA community were involved in the process.

With the conclusion of the IDEO partnership in March 2009, the CCA core planning team continued its work by poring over all the feedback and ideas and using them to refine the major themes of the plan and prioritize specific initiatives. Trustees and senior cabinet department heads convened during the summer to give feedback on early drafts and develop the various sections of the plan. The first full draft was presented to all CCA staff, faculty, and trustees in September. Feedback was solicited through November, and the plan was finalized and adopted at the board retreat on November 17, 2009.



*Crates full of prototyping tools and a special challenge awaited each group at the Visioning Extravaganza, held on the San Francisco campus in January 2009.*

*Nearly 200 people, including students, alumni, faculty, staff, trustees, and parents, participated in the Visioning Extravaganza.*



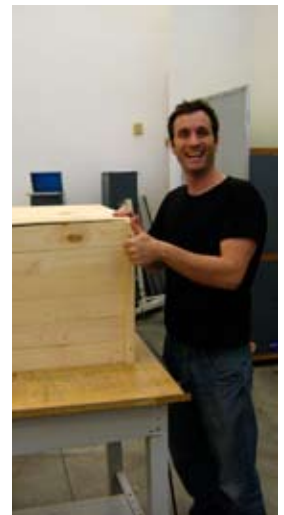
## core planning team

**CCA** SUSAN AVILA Senior Vice President for Advancement • STEPHEN BEAL President • LESLIE BECKER Director of Design • ILA BERMAN Director of Architecture • CHRIS BLISS Vice President for Communications • MARK BREITENBERG Provost • MELANIE CORN Associate Provost • MIK GASPAY Educational Technology Services User Support Manager • PAMELA JENNINGS Vice President for Student Affairs • BARBARA JONES Director of Fundraising Services • DAVID KIRSHMAN Senior Vice President for Finance • SHERI MCKENZIE Vice President for Enrollment Services • DAVID MECKEL Director of Planning and Research • F. NOEL PERRY Chair of the Board of Trustees • ROBYNNE ROYSTER Director of Undergraduate Enrollment • RACHEL SCHREIBER Director of Humanities and Sciences • GEORGE SEDANO Interim Vice President for Student Affairs • NATHAN SHEDROFF MBA in Design Strategy Chair • DEBORAH VALOMA Director of Fine Arts

**IDEO** HOLLY BYBEE transformation practice • DANA CHO associate partner • BRIANNA CUTTS environments designer • ERIK MOGA human factors • JEFFREY NEBOLINI art director • SANDY SPEICHER transformation practice

Breakout groups encouraged discussion among stakeholders.

CCA students helped prepare materials for the daylong visioning event.



CCA President Stephen Beal organized post-it notes during brainstorming sessions.



## GOING FORWARD

It is our hope that the 2010–15 strategic plan will be implemented as it was created—as an inclusive, community-based process extending across disciplines, across constituencies, and across the entire college. The plan will figure prominently in the development of our annual operational goals, making it a living document that will continue to evolve over the next five years.

This is truly an exciting time to be at CCA. A forward-thinking, communal spirit has propelled the development of this new plan. We are confident that it will ensure a vibrant and sound future for the institution as we prepare the next generation of artists, architects, designers, and writers.



## APPENDIX



### *achievements of the 2004–9 strategic plan*

CCA's last strategic plan, titled *California College of the Arts: Leadership in Arts Education, 2004–2009*, was adopted by the Board of Trustees in February 2004. The three main goals of that plan were to enhance national visibility through academic excellence, maintain a sustainable business model, and strengthen internal and external community relations.

#### *goal one*

*enhance national visibility through academic excellence*

Over the past five years CCA has made significant progress toward this goal. Highlights of our achievements in this area include:

**External visibility** The development of a high-caliber faculty body, increased student quality, and innovative new programming have been contributing factors to a substantial increase in national and international press coverage. We also made progress in capturing the attention of opinion makers and industry leaders.

**Faculty investment** The college increased its faculty from 406 in 2004 to 503 in 2008, including the addition of 41 new full-time faculty, bringing the total full-time faculty to 84.

**Recruitment and retention** We have become more selective at the graduate level while increasing our application rate; maintained the academic quality of our new students; increased our six-year graduation rate from 44 to 60 percent; and increased our freshman retention rate from 76 to 78 percent.

**Academic programs** Since 2004 the college has developed and implemented collegewide learning outcomes and added the undergraduate Animation Program, the undergraduate Community Arts Program, the Master of Architecture Program, and the MBA in Design Strategy program.

**Accreditation** In March 2009 CCA completed the 10-year re-accreditation visits by its two major accrediting bodies, the National Association of Schools of Art and Design (NASAD) and the Western Association of Schools and Colleges (WASC). Both visits were highly successful, and the teams offered the college numerous commendations. Specifically we were lauded for the development of a meaningful and sustainable process of program review and learning assessment; the strengthening of our faculty governance and academic leadership; the success of our Centennial Campaign; a demonstrated commitment to diversity; and the growth of our student body that was matched by development of resources and continued academic quality.

#### *goal two*

*maintain a sustainable business model*

The college maintained a healthy financial picture through strong enrollment, successful fundraising efforts, and prudent financial management.

**Enrollment** We made significant progress toward our enrollment target of 1,850 total students. In fall 2004 we had 1,587 students; by fall 2008 enrollment had grown to 1,740 students. We saw a 33 percent increase in graduate enrollment, from 268 in fall 2004 to 357 in fall 2008. We have also seen significant growth in the applicant pool: In 2004 we received 1,229 undergraduate applications and in 2008 we received 1,736, an increase of 41 percent.

**Fundraising** Our number of donors rose from 830 to 1,360, and the endowment grew from \$24.9 million to \$32.2 million. The increase in endowment, donors, and scholarship dollars was in large part due to a highly successful capital campaign that coincided with CCA's centennial celebration. This campaign surpassed its goal of \$25 million by 10 percent.

**Finance and facilities** We maintained balanced budgets from 2004 to 2009; our annual operating budget increased from \$40.1 million to \$54.1 million; and the campus footprint expanded by 20 percent from 371,082 square feet (excluding residence halls) to 447,031 square feet.



## goal three

### *strengthen internal and external community relations*

The college made major strides in reaching this goal through the development of institutional infrastructure: facility expansion and improvements, and an increase in programs and services for students, faculty, and alumni.

**Facility expansion** In the past we have seen how creating top-notch facilities can assist in community building. The first-year housing in Clifton Hall, opened in 2002, was a good example. In the past five years we built a new Graduate Center in San Francisco, created additional housing in Oakland (increasing the number of beds from 250 to 284), and built a Student and Faculty Services Center in the 80 Carolina building in San Francisco.

**Faculty leadership development** With major investments in hiring full-time faculty, the college now offers more leadership, governance, and development opportunities for faculty.

**Development of Student Affairs** To accommodate the expanding student body and to respond to their growing needs, CCA made significant investments in Student Affairs. We created a vice president position, increased the overall Student Affairs staff from approximately 13 to 22, and enhanced overall student support services and resources.

#### **Improvements to Educational Technology Services**

We increased staff in ETS; provided faster, improved connection speeds (from 4Mb to 20Mb); and created more workstations (from 180 in 2004 to 263 in 2008).

**Community outreach** CCA's centennial in 2007 was an excellent opportunity to reach out to alumni. More than 650 alumni attended the reunion weekend, an effort that was led by alumni. Over the course of the Centennial Campaign, gifts to the college from alumni increased by 25 percent.





San Francisco / Oakland  
[www.cca.edu](http://www.cca.edu)

