2014 – 2019

Strategic Plan

Delaware College of Art and Design

A Creative Partnership of Pratt and the Corcoran

Approved by the Board of Directors,

DATE _____

The Mission

Mission Statement

The College's mission is to educate talented and dedicated students to become art makers, idea generators, problem solvers, and visual communicators who can redefine the way we perceive and experience the world around us. It also serves as a visible stakeholder, cultural anchor, and catalyst for the revitalization of downtown Wilmington.

The Vision

Vision Statement

Distinguished by an exemplary living/learning community that fosters visual creativity, DCAD is well-positioned for further growth, development, and leadership in educating visual artists and designers. DCAD will be a first choice for students in the Mid-Atlantic region beginning their art and design education, with distinguished, articulated baccalaureate options available for transfer. The quality of its programs will attract students from across the nation and abroad. Affirming that a strong cultural presence can be a powerful force for change in downtown Wilmington, DCAD's urban campus and is will continue to be an area of vibrant activity at all times and increasing the appeal of city life for students, faculty, staff and visitors, as well as the local community.

Mission Objectives

To accomplish its mission, DCAD:

1. Offers a comprehensive and rigorous Associate of Fine Arts degree with programs that emphasize structured, visually-based, hands-on studio experiences and a well-conceived liberal arts curriculum, enabling students to continue their undergraduate education through transfer by providing a basic foundation for successful and satisfying professional careers in visual arts and design fields.
2. Engages a faculty of accomplished professionals who are committed to serve as teachers, role models, and mentors, as well as a qualified staff who understands, appreciates, and responds to the active and creative culture of DCAD.
3. Nurtures a vibrant, student-centered, college community, served by state-of-the-art learning, working, and living environments that inspire personal expression and effective collaboration.

4. Participates in Wilmington's educational and cultural life through a variety of community-based programs and activities.
5. Manages its human, financial, and physical resources effectively and efficiently to advance DCAD's programs and services.

The Approach

In January 2013, President Baron appointed a Strategic Planning Committee and charged the Strategic Planning Committee with drafting a new 2014-2019 Strategic Plan. President Baron's goals were 1) to engage DCAD internal and external stakeholders in a discussion about where the College should be headed in relation to its mission, 2) to create a strategic plan that is realistic and is integrated across the College's assessment, planning, and resource allocation cycle, and 3) to foster collegiality. To assist the Committee, the President hired a consultant to direct the process efficiently and assist in analyzing diverse opinions.

The Strategic Planning Committee actively engaged in the process for six months from January 2013 to June 2013. The 2014-2019 Strategic Plan represents the collective ideas of the DCAD community and provides goals and objectives for achieving the strategic plan. The operational side of the plan is the Strategic Planning Matrix. The Matrix includes timeframes for each strategy, the human and financial resources that will be required to achieve the strategies, the assessment framework combining quantitative metrics and qualitative indicators, and accountability - who is responsible for the strategies.

The Strategic Planning Committee membership was comprised of students, faculty, staff, the President, and members of the Board of Directors:

Lisa Baird, Adjunct Faculty, Fine Arts

Stuart Baron, President

Ron Brignac, Interim Dean and Photography Area Coordinator

Jane Campbell, Director of Continuing Education

Ariana Charping, student

Michael East, Adjunct Faculty, Fine Arts

Elizabeth Gatti, Director of Admissions

Pamela MacPherson, Director of Institutional Research and Assessment

Thorpe Moeckel, Board Chair

Jeanne Nutter, Board Member

Sam O'Neill, Student

Aliyah Pair, Student

Traci Parman, Chief Administrative Officer

Ian Tornay, Area Coordinator, Interior Design

The Process

Phase I – Discovery, gather facts and conduct SWOT analyses

In January 2013, the Strategic Planning Committee evaluated the progress of the current 2008-2013 strategic plan. A consultant met with the committee to review the framework for strategic planning and establish a mechanism to collect internal and external constituent input. The consultant developed a presentation outlining the strategic planning process and delineated resources to assist the committee.

In February, committee members chaired specific focus groups: student, adjunct faculty, full-time faculty, enrollment management committee, fiscal, external influencers, board members, and staff. The focus groups conducted SWOT analyses, assessed key indicators from assessment activities, identified trends, and prioritized recommendations for strategic goals and initiatives.

The following is a comprehensive inventory of the committee's focus groups' SWOT analyses:

Strengths – Internal
- Sense of community
- Relationships developed with staff & faculty/nurturing environment
- Quality & dedication of staff & faculty
- Location/proximity
- Flexibility/adaptability of curriculum
- Affiliation with Pratt
- Foundations Program
- Dorms, gallery & library
- Graduation rate
- Two-year college
- Affordability

- Transfer opportunities
- Quality of educational programs

Weaknesses – Internal
- Quantity of faculty & staff to support goals
- Technology
- Student support & engagement
- Tuition-driven
- Facilities/need for capital improvements
- Visibility/identity
- Rigidity of foundations program
- Location (including safety)
- Faculty development & staff training

Opportunities – External
- Articulation agreements
- Increase in non-traditional & Hispanic student populations
- Growth markets (S, SW)
- New majors/programming (support for under- & over-achievers; additional majors; CE; dual enrollment; internships; pre-college)
- Technology (staff, students) & web presence
- Enhanced gallery use
- Branding/messaging
- Downtown environment (politics, economics, physical)
- Improvement of current facilities
- Alumni services & relations
- Design & creative professional employment
- Simplification of processes & communication

Threats- External
- Economic uncertainty
- Federal regulations
- Competition of four-year art schools/competitors' ability to offer additional funding to prospects
- Ability to meet increased students' expectations
- Perceived value of arts education
- Desire to complete AFA in order to gain employment

- Location – safety/security
- Ability to pay and zero Expected Family Contribution
- Quality of students with decrease in applicant pool/underprepared students
- Changing political landscape
- Rapid growth of technology
- Art programs at liberal arts colleges
- Online education
- Changes to leadership and question of downtown/city support
- Promotional and discount strategies

Phase II – Review inputs, articulate and define initiatives

After the SWOT analyses were gathered and analyzed, the committee developed potential initiatives for the 2014-2019 Strategic Plan following the discussions of the focus groups. On March 26, 2013, the consultant met with the Strategic Planning Committee to distill the findings from the focus groups and articulate actionable strategic planning goals and objectives to solidify institutional health. The consultant was charged with drafting an outline of the Strategic Plan.

Phase III – Review and adjust the draft Strategic Plan Draft

Prior to the April 29, 2013 meeting with the Strategic Planning Committee, the consultant sent a draft of the 2014-2019 Strategic Plan for the committee to review.   The draft served as talking points for the committee to finalize. In May 2013, the Strategic Planning Committee met several times to adjust the draft strategic plan to meet DCAD's needs.   Once the Committee agreed on the goals, objectives, and actions, a Strategic Planning Matrix was developed with all College constituents.

Phase IV – Board Approval

The Strategic Planning Committee presented the Board with the final draft of the 2014-2019 Strategic Plan for board approval at its June 25, 2013 meeting.

Phase V – Implementation of 2014-2019 Strategic Plan

The new Strategic Plan represents the collaborative input of DCAD's internal and external constituents. The plan is a living document; progress towards goals are measured annually and

documented in the Strategic Planning Matrix; initiatives are reviewed each year in respect to emerging challenges and opportunities for the College. Annually, the strategic plan's assessment results and progress are documented in department and/or College reports.

The Strategic Plan

The Delaware College of Art and Design 2014-2019 Strategic Plan is comprised of strategic goals and objectives that will enhance the College's mission and its position among schools of art and design. Individual objectives are multi-directional, integrated, and consistent with DCAD's historical strengthens.

Strategic Goals

1. Grow Existing Programs
2. Enhanced Support of Academic and Social Needs of Students
3. Build on an Infrastructure that Supports Excellence
4. Strengthen the Institution's Sustainability and Strategic Effectiveness

Strategic Goal Objectives

1. GROW EXISTING PROGRAMS

1. Stabilize annual enrollment at 240 to 245 students
   - Determine market position
   - Investigate the feasibility of implementing new academic programs and internships
2. Demonstrate rising annual first-to-second year retention
   - Utilize annual student satisfaction surveys
   - Strengthen academic and financial aid advisement
3. Increase post-graduation acceptance opportunities to four-year institutions
   - Formalize articulation agreements with B.F.A granting institutions
   - Improve transfer advisement

2. ENHANCED SUPPORT OF ACADEMIC AND SOCIAL NEEDS OF STUDENTS

1. Use curricular maps to integrate student-learning outcomes at the course, program, co-curricular, and institution-wide levels
   - Maintain a series of annual reports describing how assessments of student learning outcomes are being implemented
2. Define and develop a mandatory First-Year Experience for new students
   - Investigate and initiate appropriate curricular and co-curricular activities
3. Increase library holdings
   - Seek outside funding
4. Explore additional student support services
   - Develop strategies to support underprepared students
   - Investigate strategies to meet the mental and physical health needs of students

3. BUILD ON AN INFRASTRUCTURE THAT SUPPORTS EXCELLENCE

1. Meet accreditation and federal standards regarding the College's governing board.
   - Revise the Board of Directors bylaws, committee structures, and policies and procedures
2. Develop systematic academic and administrative program review cycles for each constituent unit and use the data from these reviews as a basis for planning and resource allocation.
   - Develop a performance appraisal system that annually ties the performance goals of each employee to one or more of the institution's strategic initiatives.
   - Improve Academic Program Review reporting.
   - Ensure budgeting and human resource decisions are dictated by best practices.
3. Maximize use of technology.
   - Develop an Institutional Technology Plan.
   - Research and implement Learning Management System software.
   - Research and implement Customer Relation Management software.
   - Move to cloud-based software system services for Adobe Creative Suites.
4. Maximize use of current facilities.
   - Complete renovation of the second floor to create additional office and classroom space.
   - Expand physical library space.

4. STRENGTHEN THE INSTITUTION'S SUTAINABILITY AND STRATEGIC EFFECTIVENESS

1. Align the institutional planning process, the budgeting process, and strategies for assessing institutional effectiveness.

   - Revise institutional and educational effectiveness plans.

2. Communicate decision-making processes that are defined and inclusive of external and internal constituents.

   - Update handbooks and department policies and procedures.

Strategic Planning Matrix 2014-2019

The College utilizes a comprehensive institutional and departmental planning, assessment and resource allocation cycle to assess annually the implementation and outcomes of the Strategic Plan. Many of the strategic initiatives, measures, and targets inculcate multiple data and indicators. This document is a summary representing the primary metrics for the 2014-2019 Strategic Plan. Annually the strategic plan's assessment results are documented in department and/or College reports.

Strategic Goal 1 - GROW EXISTING PROGRAMS

Objective	Responsibility	Action Steps	Fiscal Resources	Measures/Metrics	Timeline
1.1 Stabilize annual enrollment at 240 to 245 students	Director of Admissions Dean	Determine market position through the use data (College Selection Survey, Google Analytics, etc.) to use in targeted communication Investigate the feasibility of implementing new academic programs and internships	Marketing budget Budget dollars to be determined	Enrollment Number of Applicants Yield Rate Conversion Rate	FY19: Objective of 240 to 245
1.2 Demonstrate rising annual first-to-second year retention	Dean Director of Financial Aid Director of Student Services Director of Institutional Research and Assessment	Utilize annual student engagement and satisfaction surveys Strengthen academic and financial aid advisement	$1,500 CCSSE/NSSE Student Satisfaction surveys (FY15) Funds to be determined	DCAD Student Survey Results CCCSSE / NSSEE Survey Results Number and % of attendance Persistence Rate and retention fall to fall	FY19 Objective Reached - 70% retention
1.3 Increase post-graduation acceptance opportunities	Dean Director of Student Services	Formalize articulation agreements with B.F.A granting institutions Improve advisement of the application and transfer process	Articulation Agreements: Minimal funds for travel To be determined	Formal Articulation Agreements DCAD Student Survey Results Number and % of attendance Transfer Rate	FY19: 5 Formal Articulation Agreements FY19: 80% knowledge of transfer opportunities FY19: 70% of graduates transfer

Strategic Planning Matrix 2014-2019

Strategic Goal 2 – ENHANCED SUPPORT OF ACADEMIC AND SOCIAL NEEDS OF STUDENTS

Objective	Responsibility	Action Steps	Fiscal Resources	Measures/Metrics	Timeline
2.1 Use curricular maps to integrate student-learning outcomes at the course, program, co-curricular and institution-wide levels through annual assessment of student learning outcomes	Director of Institutional Research and Assessment Dean	Maintain a series of annual reports describing how assessments of student learning outcomes are being implemented	No funds required	Curriculum and Assessment reports updated annually Use of results from student learning outcomes incorporated into the curriculum	FY14 100% - ongoing
2.2 Develop a mandatory First Year Experience (FYE) program	Dean Director of Student Services	Investigate and initiate curricular and co-curricular activities	$1200 FY16 National Survey of Student Engagement (every 3 years) See 1.2: Noel-Levitz Student Satisfaction Inventory (every 2 years) Conference Cost	Number and % of participation DCAD Student Survey results First Year Experience Report	FY14 Increase 10% of programs annually
2.3 Increase library holdings	Library Director Director of Development	Seek outside funding	$23,000 per year	Library holdings	FY19: 20% increase from FY14
2.4 Explore additional student support services	Dean Director of Institutional Research and Assessment	Develop strategies to support underprepared students Investigate strategies to meet the mental and physical health needs of students	Funds to be determined Student Services Budget Instruction Budget	Persistence full-time, first-time students taking Introduction to Academic Studies Academic Progress Report Student Services budget a percentage of total (institutional health) Instruction budget as a percentage of total (institutional health)	FY14: 80% persistence - ongoing target FY14 Student Services Plan complete

Strategic Planning Matrix 2014-2019

Strategic Goal 3 – BUILD ON AN INFRASTRUCTURE THAT SUPPORTS EXCELLENCE

Objective	Responsibility	Action	Fiscal Resources	Measures/Metrics	Timeline
3.1 Meet accreditation and federal standards regarding the College's governing board	Chairman and the Board of Directors President	Revise by-laws, committee structure, and policies and procedures	$5000 attorney fees	By-Laws Revised	FY14 By-Laws revised
3.2 Develop systematic academic and administrative program review cycles for each constituent unit and use the data from these reviews as a basis for planning and resource allocation	Director of Institutional Research and Assessment Dean Chief Administrative Officer	Develop a new performance appraisal system that annually ties the goals of each employee to one or more of the institution's strategic objectives Improve Academic Program Reviews . Ensure budgeting and human resource decisions are dictated by best practices	Funds to be determined	Department planning goals aligned with strategic plan, department plans and accreditation standards New Performance Appraisals System Complete Employee Satisfaction Survey External Institutional Health Benchmarks	FY14 Planning Goals aligned – ongoing FY14 Performance appraisals complete – ongoing FY17 Administration Program Review FY19 80% Satisfaction with appraisal system and administrative and academic review
3.3 Maximize use of technology	Chief Administrative Officer Dean Director of Admissions	Analyze college data and incorporate the use of results into Institutional Technology Plan Research and implement Learning Management System software services Move to software system services (the Cloud") for Adobe Creative Suites Research and implement Customer Relations Management software services	Technology. Plan: $2,500 Consultant LMS: $12,500 annually Creative Suites: $15,000 annually CRM: $20,000 annually (reallocation of funds)	Technology Plan complete with implementation schedule incorporated into the planning, assessment and budgeting cycle. LMS implemented CS cloud implemented CRM implemented Student and employee satisfaction survey	FY16: Technology Plan Complete FY15: Learning Management System Software FY14: Adobe Creative Suite Cloud FY15: Customer Relations Management software

Strategic Planning Matrix 2014-2019

Strategic Goal 3 – BUILD ON AN INFRASTRUCTURE THAT SUPPORTS EXCELLENCE (continued)

Objective	Responsibility	Action Steps	Fiscal Resources	Measures/Metrics	Timeline
3.4 Maximize use of current facilities	Chief Administrative Officer Director of Institutional Research and Assessment	Complete renovation of the second floor to create additional office and classroom space (Phase II – Facilities Master Plan) Expand physical library space	$650,000 second floor (partially funded through grants and donations) $200,000 library expansion	Renovations Complete Expansion Complete Student and employee satisfaction surveys	FY16: Renovations complete to second floor FY19: Library expansion complete

Strategic Planning Matrix 2014-2019

Strategic Goal 4 – STRENGTHEN THE INSTITUTION'S SUSTAINABILTY AND STRATEGIC EFFECTIVENESS

Objective	Responsibility	Action Steps	Fiscal Resources	Measures/Metrics	Timeline
4.1 Align institutional planning process, the budget process and strategies for assessing institutional effectiveness	Director of Institutional Research Chief Administrative Officer	Monitor and asses continuous improvement using DCAD Institutional Effectiveness performance indicators	To be determined	DCAD Dashboard DCAD Fact Book	Objective complete FY17
4.2 Communicate decision-making processes that are defined and inclusive of internal and external constituents	Director of Institutional Research Chief Administrative Officer	Update handbooks and department policies and procedures to reflect best practices and meet federal and accreditation standards	$2500 attorney fees for staff and faculty handbooks	Handbooks complete Ongoing update of department policies and procedures Employee Survey – awareness of policies and procedures	FY14 Handbooks complete (Student, Faculty and Staff) FY15 Department policies and procedures updated