



**STRATEGIC PLAN  
2020-2025**

SUBMITTED TO THE BOARD OF TRUSTEES: JANUARY 18, 2020

**Table of Contents**

**Mission ..... 2**

**Strategic Planning Process ..... 2**

**Strategic Planning Committee ..... 3**

**Strategic Planning Context..... 4**

**GOAL 1: GROW (EVOLVE) RESPONSIBLY TO ENSURE FOCUS AND MAINTAIN CULTURE 5**

**GOAL 2: ENHANCE STUDENT EXPERIENCE TO CREATE BALANCE AND STUDENT CARE**  
**..... 6**

**GOAL 3: ADVANCE ACADEMIC EXCELLENCE AND DISTINCTION ..... 7**

**GOAL 4: INCREASE FINANCIAL STRENGTH..... 9**

## **Mission**

Laguna College of Art & Design prepares individuals for careers as creative artists and designers in a culturally and ethnically diverse world through a curriculum that emphasizes acquiring skills based on observation, representation, and concept development, while embracing challenges of new, innovative technologies. The College is committed to offering its curriculum through accredited degree programs that imaginatively combine studio work with academic studies, and to sharing its resources with the broader community through continuing education and exhibition programs.

## **Strategic Planning Process**

The strategic planning process began in October 2018 with a preliminary meeting with Trustee Ron Holecek, appointed by the Board of Trustees to assist in the planning process, President Jonathan Burke, and Provost Hélène Garrison to discuss the launch of the project. Hélène Garrison was tasked with drafting the process and a timeline for the project.

The planning process was designed to be collaborative, including feedback from all LCAD constituents. The steps of the process are described below.

### **Surveying the Constituencies**

A Strategic Planning Survey, approved by the President and Trustee Holecek, was sent to all LCAD stake holders. A brief context of the planning process introduced the initiative to students and alumni to make them aware that their participation in shaping the future of LCAD is crucial. The results of the survey were compiled and shared with stake holders. This feedback provided the backbone of the visioning exercise. The following issues were identified through this survey:

- Planning
- Future Generation Needs
- Financial Support
- Evolution of LCAD

### **Appointing a Steering Committee**

President Burke and Provost Garrison chose Steering Committee members with a goal of inclusivity across all LCAD stake holders. Members include Trustees, administrative staff, faculty members and a student. The mission of the Steering Committee was the creation of the 2020-2025 Strategic Plan.

### **Visioning Exercise**

A visioning exercise was designed to be a collaborative process to identify the true values of LCAD constituents. Sessions were led by Catharin Eure and duplicated over several months to allow for full participation. Members included faculty, staff, alumni, students and board members. The following key issues were identified through the visioning exercises:

- Culture of Excellence
- Culture of Care
- Culture of Place
- Culture of Support

### **Creation of the Overarching Goals**

The Strategic Planning Committee met over a period of several months. The first step was discussing the enduring values which stemmed from the surveys and the visioning exercises. During this process, the following *Value Statement* was created to guide the development of strategic overarching goals for the next five years:

*We believe in fostering a student-centered, inclusive and diverse community that promotes creativity and offers individualized service through a culture of care.*

*We value our location with its historic roots in the community of Laguna Beach and honor artistic tradition as well as innovation.*

### **Creation of the Objectives and Strategies**

The Strategies are the smaller units of the Plan and are designed to accomplish the more encompassing Objectives. Strategies, wherever possible, were devised by members of the Steering Committee with input from each relevant constituency. Teams were created to work on the development of objectives and strategies. Team representation was selected in order to provide input from different stakeholders within each group.

### **Compilation of the Plan**

During the drafting of the Goals, Objectives, and Strategies of the Plan, the Steering Committee has kept a close eye on the work to ensure its practicality and feasibility. As drafts are completed, it is the responsibility of the Steering Committee to edit and refine it until it is ready to present to the Board for review and approval.

### **Circulation of the Plan**

Once approved by the Board, the 2020-2025 Strategic Plan will be shared with all LCAD stakeholders.

### **Strategic Planning Committee**

The committee members were inclusive of all LCAD stakeholders with a goal of collaboration and inclusivity.

- Dr. Helene Garrison, Provost (Committee Chair)
- Dan Boulos, Chair of Animation
- Chris Brown, V.P. of Admissions
- Johnathan Burke, President
- Mike Ervin, Board of Trustees
- Joan Gladstone, Board of Trustees
- Veronica Gray, Board of Trustees
- Ron Holecek, Board of Trustees
- Nicole Leshner, Director of Assessment + Accreditation
- Miranda Lindsey, Student
- Bonnie Livingston, Board of Trustees
- Marc Lyncheski, Director of Marketing + Communications
- Matt Morton, Chief Information Officer
- Dominic Mumolo, V.P. of College Advancement
- Laura Patrick, Registrar/Director of Institutional Research
- Mike Pearlman, Controller

- Hope Railey, Chair of Fine Arts
- Kerri Redeker, Executive Assistant to the Provost
- Marcella Stockstill, Faculty
- Julian Velarde, Student Life

## **Strategic Planning Context**

*(presented to Strategic Planning Task Force on 12/18/19)*

- Enrollment is projected to be at just over 800 FTE by academic year 2024-2025, a modest growth from our current levels.
- We are at around 60% capacity for facilities usage, which means that we can service a maximum of 850 students with our current facilities.
- Adding the Student Center, scheduled to open in 23/24, not only supports our desire to improve the student experience by increasing and improving amenities offered students, but it also aligns with current enrollment trends of the college.
- The functions of South Campus (VR room, photo lab, graphic design senior studios) can be moved to the Student Center without jeopardizing open space for students. The spaces being moved are mostly student spaces that are used for individual work and experimentation.
- One of the strategies of the Plan calls for ongoing analysis of space utilization at Main Campus and at Big Bend to ensure maximization of usage.

## **Financial Considerations**

- The operational and debt service costs of the Student Center will amount to about \$1,000,000, however if we eliminate all but one studio at South Campus, we will be reducing general operational costs by \$350,000.
- Limiting enrollment growth will result in levelling revenue streams, which in turn will limit potential for facilities, faculty, administrative, and student life improvements unless we can grow the endowment and increase fundraising opportunities.

## **GOAL 1: GROW (EVOLVE) RESPONSIBLY TO ENSURE FOCUS AND MAINTAIN CULTURE**

### **OBJECTIVE 1.1 Manage enrollment growth**

- Strategy A – Optimize opportunities for shared resources between majors
- Strategy B – Establish an ongoing task force to identify and recommend optimal enrollment and resources for the next five years and beyond
- Strategy C – Use data to support effective planning

### **OBJECTIVE 1.2 Conduct research on new programs that can advance the mission of the college**

- Strategy A – Seek input from Chairs, faculty, students, alumni and industry contacts
- Strategy B – Research industry trends

### **OBJECTIVE 1.3 Expand outreach within the Laguna Beach community to achieve awareness and support**

- Strategy A – Create task force to work with President Burke to develop and oversee a plan

## **GOAL 2: ENHANCE STUDENT EXPERIENCE TO CREATE BALANCE AND STUDENT CARE**

### **OBJECTIVE 2.1 Create and enhance student services and activities**

- Strategy A – Meet students basic needs
- Strategy B – Increase health and wellness services and training for LCAD community
- Strategy C – Increase campus transportation services
- Strategy D – Implement intentional and strategic on/off campus activities
- Strategy E – Enhance Campus Safety awareness program
- Strategy F – Create Behavioral Intervention Team

### **OBJECTIVE 2.2 Create sufficient space for LCAD students and alumni**

- Strategy A - Create Student Center
- Strategy B - Create additional space for students to work on homework/projects
- Strategy C - Find creative solutions for affordable student housing options
- Strategy D - Optimize use of existing outdoor space to include sufficient dedicated space for recreation, relaxation, and revitalization
- Strategy E - Create “ColLABoratory” space (incubator lab) for the LCAD community
- Strategy F - Rethink physical space, senior studios and use of software/ hardware

### **OBJECTIVE 2.3 Revolutionize academic schedule to allow for better balance of student lifestyle/experience**

- Strategy A - Evaluate credit hour requirements and refine schedule
- Strategy B - Create schedule allowing students to take part in student life activities
- Strategy C - Design on-campus time outside of scheduled classes for lab and homework
- Strategy D - Explore multimodal learning choices

### **OBJECTIVE 2.4 Enhance opportunities for greater student voice/input in decision making**

- Strategy A - Increase student participation in the planning process
- Strategy B - Invite students to select college leadership meetings
- Strategy C - Create regular forums with staff and personnel (i.e. Provost, Registrar, Faculty, etc)
- Strategy D - Incorporate a virtual suggestion box and feedback infographic on the portal

### **OBJECTIVE 2.5 Strengthen student academic health through enhanced services**

- Strategy A - Create formal face-to-face mentoring opportunities
- Strategy B - Assess needs of students with disabilities and provide sufficient resources
- Strategy C – Create study skills workshops during first semester
- Strategy D – Assess at-risk students and offer early intervention

### **OBJECTIVE 2.6 Enhance student experience**

- Strategy A - Assess and address needs of our first generation students
- Strategy B - Support student self-care (mental, physical health; digital responsibility; balance)
- Strategy C - Design college life experiences
- Strategy D - Tailor activities to student needs
- Strategy E - Design events to foster student, faculty and staff relationships

## **GOAL 3: ADVANCE ACADEMIC EXCELLENCE AND DISTINCTION**

### **OBJECTIVE 3.1 Maintain small class/student size**

- Strategy A - Manage faculty to student ratios
- Strategy B - Appraise online course opportunities

### **OBJECTIVE 3.2 Retain and attract quality faculty and staff**

- Strategy A - Continue to annually evaluate and adjust salary and benefits to remain competitive
- Strategy B - Develop training resources for staff in management and customer service

### **OBJECTIVE 3.3 Offer increased faculty training and support – Academic Affairs/ Communications**

- Strategy A - Promote professional development opportunities to all faculty
- Strategy B - Develop internal LCAD faculty training
- Strategy C - Incentivize faculty for scholarship and public outreach
- Strategy D - Promote, encourage and celebrate faculty work, qualifications, credentials and professional background

### **OBJECTIVE 3.4 Increase collaboration with students across majors and years**

- Strategy A - Integrate hybrid courses to allow students to experience classes from other majors i.e. Toy Design Course
- Strategy B - Restructure curricula to provide opportunities for cross major collaboration
- Strategy C - Apply use of student designed projects which foster collaboration across and within majors
- Strategy D - Incentivize students and faculty who effectively collaborate on projects

### **OBJECTIVE 3.5 Develop innovative curriculum**

- Strategy A - Make room in curriculum for play, creation, experimentation
- Strategy B - Reimagine Liberal Arts curriculum
- Strategy C - Enrich curriculum based on industry feedback to stay current and relevant

### **OBJECTIVE 3.6 Create opportunities for industry exposure**

- Strategy A - Increase Internship opportunities for all programs
- Strategy B - Grow networking opportunities with industry employers
- Strategy C - Generate opportunities for career placement
- Strategy D - Promote LCAD programs to industry (chairs & faculty)
- Strategy E - Explore scholarship & development prospects
- Strategy F - Enhance departmental relationships with alumni



OBJECTIVE 3.7 Ensure optimal facility and equipment on all campuses

- Strategy A - Develop master facility plan
- Strategy B - Employ proactive planning for technology and equipment upgrades
- Strategy C - Create system for faculty led testing of new technology
- Strategy D - Explore grant and gift opportunities to fund equipment
- Strategy E - Split maintenance crew to prep classrooms/studios to accommodate all class sessions

## **GOAL 4: INCREASE FINANCIAL STRENGTH**

OBJECTIVE 4.1 Maintain minimum six-months operating reserves

- Strategy A - Control the rate of expense increases
- Strategy B - Increase focus on managing budgeted expenses to revenues

OBJECTIVE 4.2 Increase financial contributions from existing major donors and cultivate new major donors

- Strategy A - Initiate more targeted fundraising opportunities
- Strategy B - Expand donor bases (alumni, parents, other)
- Strategy C - Research and pursue new grant opportunities (government, community, other)

OBJECTIVE 4.3 Create strategic financial partnerships with corporations.

- Strategy A - Develop and implement executive roundtable initiatives
- Strategy B - Consider creating and implementing an "incubator lab" program
- Strategy C - Initiate direct relationships with corporate executives

OBJECTIVE 4.4 Capital Campaign

- Strategy A - Create and implement a Student Center capital campaign plan

OBJECTIVE 4.5 Increase the endowment.

- Strategy A - Seek a large "kick-off" gift
- Strategy B - Increase the number of Legacy program donor