

RmCAD[®]

Rocky Mountain College of Art + Design

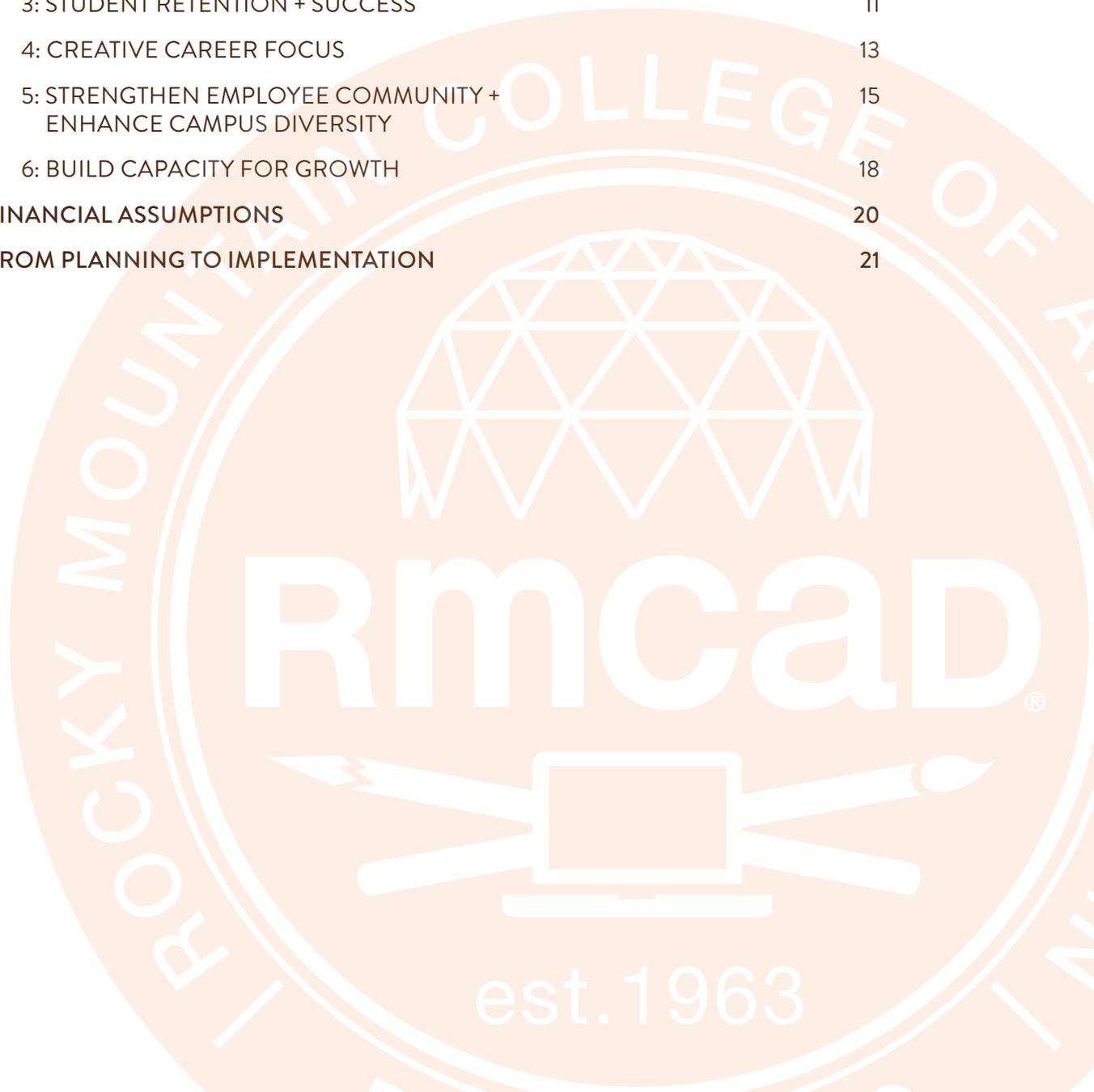
STRATEGIC PLAN

2014-2018

Executive Summary

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LETTER FROM THE PRESIDENT

I am pleased to present the new Rocky Mountain College of Art + Design (RMCAD) Strategic Plan for 2014-2018. This is a plan by and for our diverse college community, and represents months of information gathering, research, analysis, discussion, and careful thought by our many stakeholders.

The intent of this plan is to set a vibrant pathway to our future. At RMCAD, we believe that the future of higher education is about change. We know we must always look beyond our beautiful campus and reflect on how the world around us is evolving. Our job is to prepare our students so that they can navigate the complexities of modern life and become effective forces of change in our nation and world.

As we move into this next 5-year cycle, we continuously seek to challenge ourselves to innovate, create, question, and build a better future. In this Strategic Plan, we challenged ourselves to think about how a 21st Century creative college can best serve its students, faculty, and staff in the context of external challenges.

We face challenges of a turbulent and uncertain economic climate, changing student expectations, and a competitive higher education landscape. But, we embrace these challenges as a defining opportunity to strengthen our tradition of excellence, build our brand, and innovate for the future. Building for the future means adopting a culture of continuous improvement, honest self-reflection, and clear goals. We will pursue our goals urgently, but we know that institutional development does not happen overnight. Our Strategic Plan is a realistic pathway to the future, articulated through our commitment to shared goals, objectives, and strategies to support our mission.



Dr. Maria Puzziferro
President

OUR HISTORY

Rocky Mountain College of Art + Design (RMCAD) is a private institution of higher learning with a rich and diverse history of visual arts education. Founded by Phillip Steele in 1963, our institution is now 51 years old and growing stronger. Originally located in downtown Denver, the College moved to Denver's Capitol Hill neighborhood in 1965, then relocated again in 1987 to a facility in southeast Denver which could accommodate enrollment growth. Finally, in 2003 the College moved to the current 23-acre campus in Lakewood, as it required even more diverse space for new programs and a growing student body.

As we have examined our past, present and future, we have done so in the context of the question: What do students need to be successful in the 21st Century? To address this question, we have focused on five areas to take significant actions to prepare students for the future: college affordability; technology literacy; multi-platform flexibility and; diversity.

COLLEGE AFFORDABILITY

Approximately 8.2%¹ of RMCAD students pay tuition without any assistance. Most of RMCAD's students rely on external financing. With an economic trend of decreasing access to credit, college affordability is a significant barrier for many families. RMCAD is responding to this challenge in several innovative ways:

1. Pricing of online courses and “hybrid” formats.

During 2014, the College replaced the majority of its legacy campus offering with a hybrid format that leverages lower-priced online credits (\$464 per credit hour) taken in conjunction with campus credits (\$724 per credit hour). This enables students to “blend” their schedules, thereby providing opportunities for adjustable cost of attendance (and heightened flexibility in scheduling) of approximately \$594 per credit hour

2. Adopting “ebooks” and including these necessary resources in the existing tuition.

As of January 2014, the College began to include all supplemental course materials in the cost of tuition, thereby eliminating the need for students to purchase books. Students save an estimated \$6,996² in out of pocket expenses over the course of their programs.

3. Decreasing student loan debt through scholarships.

Student loan debt is a growing problem in the United States with 71% of college graduates for the class of 2012 having an average of \$29,400³ in loans. The College consistently strives to offer higher education opportunities at an affordable tuition rate, and has also implemented a series of scholarships to decrease debt, increase affordability, and impact student success. Examples of scholarships include:

- **Artistic Scholarships:** Students are eligible to apply for an artistic scholarship to support the cost of education. Members of the College Faculty and Staff review these portfolios in accordance with a faculty-developed rubric to assess quality, diversity, creativity, and layout.
- **Bridge Grants:** Students are eligible for the need-based Bridge Grant. This grant applies for first time students, transfer students and students receiving a minimum of 50% on-ground education per term that are unable to access private loans to fund their education. The Bridge Grant is stackable and is applied toward the blended tuition rate.
- **Online Grant:** Fully Online students are eligible for the need-based Online Grant. They must meet all admissions requirements in order to be considered.

¹ <http://nces.ed.gov/collegenavigator/?q=rocky+mountain+college+of+art&s=all&id=127945#finaid>

TECHNOLOGY LITERACY AND 21ST CENTURY LEARNING AND COMMUNICATION SKILLS

A key component of RMCAD's mission is to prepare students to be successful in a global environment and be "forces of change" in their chosen professional fields. We believe that we are obligated to provide students with the experience of learning independently and online. In January 2014, mandatory online courses were implemented. Students are now required to take at least 36 credit hours online during the course of their undergraduate degree. These courses are taken concurrently with campus courses and students can elect to take additional online courses that fit their schedules.

In addition, the College instituted a laptop program in 2011 and began requiring the "Gearbox," which is a deeply discounted laptop computer equipped with program-specific software and hardware. The campus is equipped with an extensive wireless network and the use of the Gearbox is integrated into the curriculum.

MULTI-PLATFORM SCHEDULING FLEXIBILITY

Transitioning to a new academic calendar, which was fully implemented in January 2014, facilitated the opportunity for seamless hybrid scheduling. Prior to this innovation, the College operated on a traditional 16-week calendar comprised of three distinct semesters. This limited the potential start dates for students and also was not conducive to those preferring more immersive and accelerated learning formats. Furthermore, campus calendars and online calendars were distinct from each other, creating significant and frequent operational challenges for students, faculty and staff.

The new calendar aligns online and campus courses into 8-week accelerated sessions housed within three traditional 16-week semesters. This enables those with schedule constrictions who don't prefer fully online learning to still attend the campus. In addition, because all students take 8-week sessions, they take fewer concurrent classes in a more immersive learning environment design.

DIVERSITY

Diversity is a key part of the College's culture and emphasis in the new strategic plan. Since 2009, the College sought to diversify the student population by addressing new, previously underserved student markets, such as adult learners through online education and graduate programs, military, and international learners.

We are committed to an inclusive community, and as such, this plan includes *Strategic Priority 5: Strengthen Employee Community and Enhance Campus Diversity*. An important part of achieving this priority is the development of a Diversity Plan, which addresses the strategies for how we will fulfill this important part of our mission.

2 <http://nces.ed.gov/collegenavigator/?q=rocky+mountain+college+of+art&s=all&id=127945#expenses>

3 http://projectonstudentdebt.org/files/pub/Student_Debt_and_the_Class_of_2012_NR.pdf

OUR MISSION, VISION + VALUES

The 2014-2018 Strategic Plan establishes a new mission and vision for RMCAD. Through extensive community discussions, a collective language emerged to articulate the College's purpose, values, and direction for the future. RMCAD's 50th Anniversary, celebrated in 2013, was a monumental event that inspired the College community to dream about the future in a changing world. These important words, combined with the passion, dedication, and contributions of RMCAD students, faculty, and staff preserve and reflect the strength, conviction and commitment to extraordinary student success.

The mission, vision, values and strategic priorities reflect collaborations and provide a road map for RMCAD's future as a creative, innovative, and quality focused university.

MISSION

Rocky Mountain College of Art + Design is an innovative, rigorous and community-oriented global learning environment that inspires passion for critical thinking and prepares learners to be forces of change in the creative industries, our communities and the world.

VISION

RMCAD will be a premier university known as a destination for a diverse student body that impacts the world.

VALUES

1. Our students come first
2. We are a campus of professionals, innovators and educators
3. We welcome individuality and self-reflection
4. We appreciate and celebrate our community
5. We communicate our campus pride and excitement
6. We are committed to consistent business processes and systems while fostering innovation
7. We work toward creating a financially sustainable model of higher education that considers the interests of our multiple stakeholders
8. We embrace a culture of leadership, trust and communication
9. We understand the importance of risk-taking and being adaptable to change
10. We value professionalism & role modeling

The mission, vision and values of the College are upheld by the Strategic Priorities, which reflect a number of important institutional shared beliefs:

- We recognize that above all we must deliver an exceptional educational experience to our students.
- We acknowledge creativity as the driving force of cultural, social and political change.
- We are committed to our students' lifelong professional and personal success.
- We diligently research career trends so that we can ensure curricular relevance and currency.
- We believe in interdisciplinary education as a way to break down knowledge silos and thus are willing to innovate in program development.
- We are ready to take risks and change in order to create access, opportunity, affordability and quality for our students.
- We realize the effect of learning technologies on all aspects of education and professional life. We are determined to provide our students with online learning competence and expertise to succeed in a technology-driven world.
- We are committed to continuous improvement. We consistently practice self-reflection, data-driven decision-making, and operational flexibility.
- We take seriously our duty to act as responsible stewards of current and future resources. We take measures to ensure sound planning and resource allocation. We believe that education comes first when allocating resources.
- We are concerned about the rising cost of higher education and the impact on access and completion. We are committed to making changes that increase college affordability.
- We know growth will provide opportunities to diversify the student body, as well as cultivate existing and new faculty and staff.

RMCAD'S STRATEGIC PRIORITIES

RMCAD's strategic plan is comprehensive, bold and practical. Our plan builds on leadership and past accomplishments and furthers a culture of exceptional quality, high expectations, accountability, and forward momentum. Our strategic priorities reflect these values and are the road map for our vision of the future.

STRATEGIC PRIORITIES
Strategic Priority 1: Educational Innovation and Excellence RMCAD will deliver an innovative and exceptional educational experience.
Strategic Priority 2: Responsible and Smart Growth RMCAD will grow responsibly and become a hub of scholarly and artistic achievement.
Strategic Priority 3: Student Retention and Success RMCAD will research and develop new and innovative, proactive, and effective support pathways to student success.
Strategic Priority 4: Creative Career Focus RMCAD will prepare students for a multidisciplinary career and equip them with business acumen, critical thinking, and technology skills.
Strategic Priority 5: Strengthen Employee Community and Enhance Campus Diversity RMCAD will strengthen the sense of community amongst faculty and staff and maintain an overall culture of inclusiveness.
Strategic Priority 6: Build Capacity for Growth RMCAD will leverage its resources strategically and promote a culture of institutional accountability, efficiency, and effectiveness.

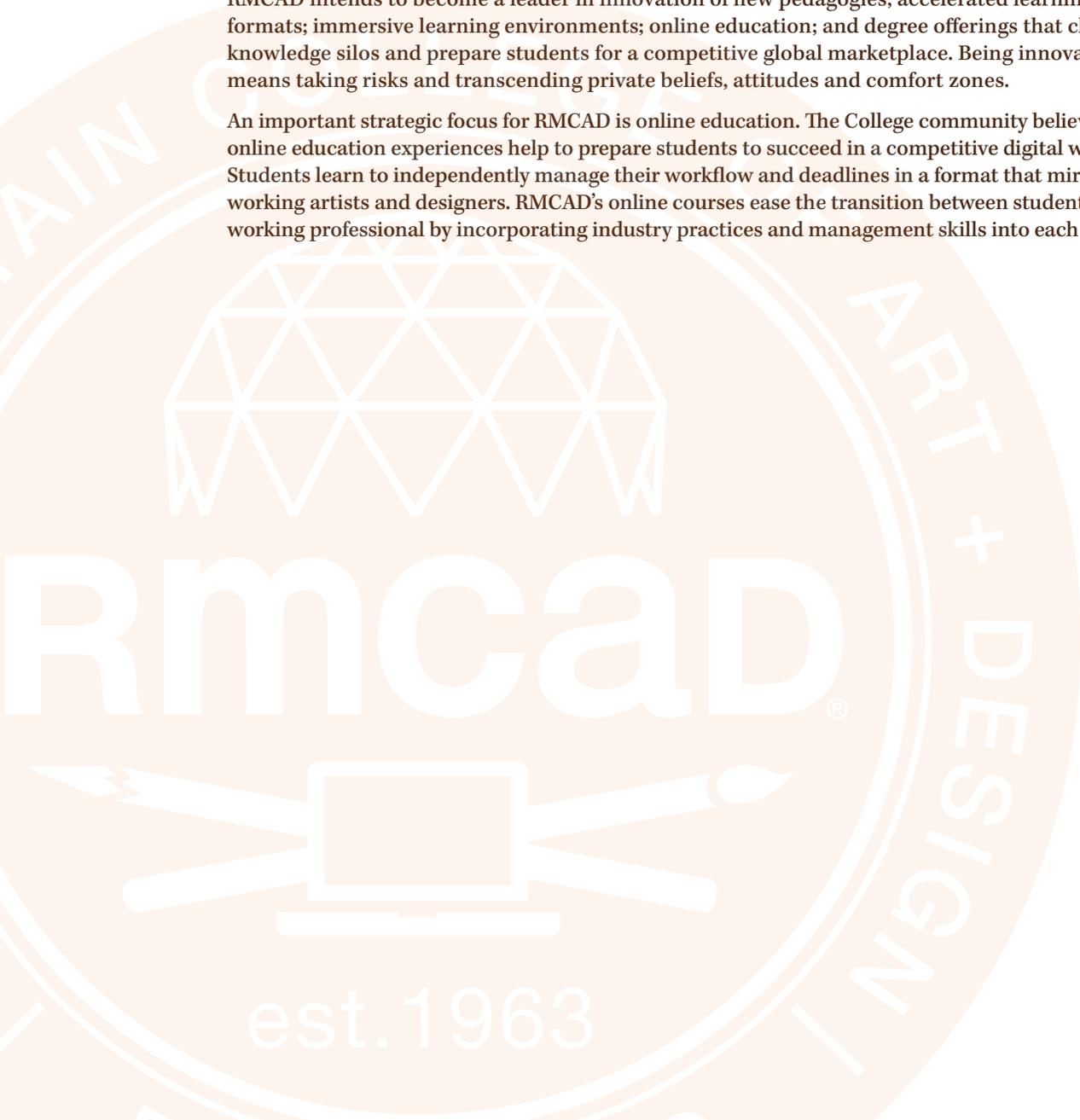
STRATEGIC PRIORITY 1: EDUCATIONAL INNOVATION + EXCELLENCE

RMCAD will deliver an innovative and exceptional educational experience.

The great colleges and universities of the 21st Century will be those who pioneer, innovate, and blaze new trails. Educational innovation and excellence serve as the foundation upon which all of the College's work is built. It is imperative that the College provides a superior learning environment by remaining committed to faculty development, learning resources, curricular innovation, and ongoing assessment. The College's vision is to become a university offering a diversity of programs that prepare students for leadership, lifelong learning, and thought leadership.

RMCAD intends to become a leader in innovation of new pedagogies; accelerated learning formats; immersive learning environments; online education; and degree offerings that challenge knowledge silos and prepare students for a competitive global marketplace. Being innovative means taking risks and transcending private beliefs, attitudes and comfort zones.

An important strategic focus for RMCAD is online education. The College community believes that online education experiences help to prepare students to succeed in a competitive digital world. Students learn to independently manage their workflow and deadlines in a format that mirrors working artists and designers. RMCAD's online courses ease the transition between student and working professional by incorporating industry practices and management skills into each program.



STRATEGIC PRIORITY 1: EDUCATIONAL INNOVATION AND EXCELLENCE

RMCAD will deliver an innovative and exceptional educational experience.

The six goals that constitute the College's Strategic Priority 1 include:

GOAL 1	Sustain and strengthen the culture of quality in curriculum and instruction.
Objectives	<ul style="list-style-type: none"> - Examine assessment to ensure continuous innovation in academic and institutional assessment practices. - Ensure that program review is effective and relevant for different types and levels of academic programs. - Develop a culture of assessment that links curriculum and instruction with overall outcomes achievement across the College.
GOAL 2	Strengthen and expand interdisciplinary curricular programs.
Objectives	<ul style="list-style-type: none"> - Establish and implement procedures for supporting and rewarding faculty innovation in interdisciplinary teaching. - Implement an assessment program to evaluate interdisciplinary learning outcomes. - Develop a way to showcase examples of successful interdisciplinary learning and research.
GOAL 3	Ensure faculty excellence in teaching across all academic departments and units.
Objectives	<ul style="list-style-type: none"> - Expand the size and quality of faculty in strategically important disciplinary areas. - Develop systematic and transparent mechanisms for reallocating faculty positions across academic departments to serve present and future enrollment needs. - Ensure that Department Chairs communicate clear expectations about faculty responsibilities and that they hold faculty accountable for demonstrating effectiveness. - Recognize and reward faculty who demonstrate pedagogical innovation, exceptional responsiveness to students, and excellence in administrative responsibilities. - Develop a targeted plan to recruit and retain adjunct faculty, and ensure consistent instructional excellence. - Ensure that all campus faculty teaching online are adequately prepared and supported.
GOAL 4	Strengthen faculty scholarly research.
Objectives	<ul style="list-style-type: none"> - Expand and strengthen the programs of the Center for Learning Innovations to support scholarly research. - Incentivize faculty interested in conducting, presenting, and publishing original research. - Within the Instructional Affairs Council, strategically plan research support, projects, and priorities for the College as well as new ways to contribute to scholarly fields.
GOAL 5	Become a lead innovator in effective educational models and delivery.
Objectives	<ul style="list-style-type: none"> - Become a pioneer in the development of online education models for the creative industries. - Incentivize faculty experimentation with new technologies for teaching and learning.
GOAL 6	Expand and improve graduate education.
Objectives	<ul style="list-style-type: none"> - Expand graduate programs to include additional Master of Arts degrees, as well as an MFA degree. - Strengthen the quality of graduate programs through emphasis on research and scholarship; and develop criteria and procedures for tracking the quality of research, scholarship and creativity of faculty and departments. - Develop a stronger, more organized web presence for graduate programs that emphasizes faculty quality, opportunities for research, and career outcomes. - Create partnerships and internships specific to graduate students. - Broaden a graduate culture that enriches students and faculty and offers scholarship, praxis, and creative outlets that align college, employer, and academic priorities.

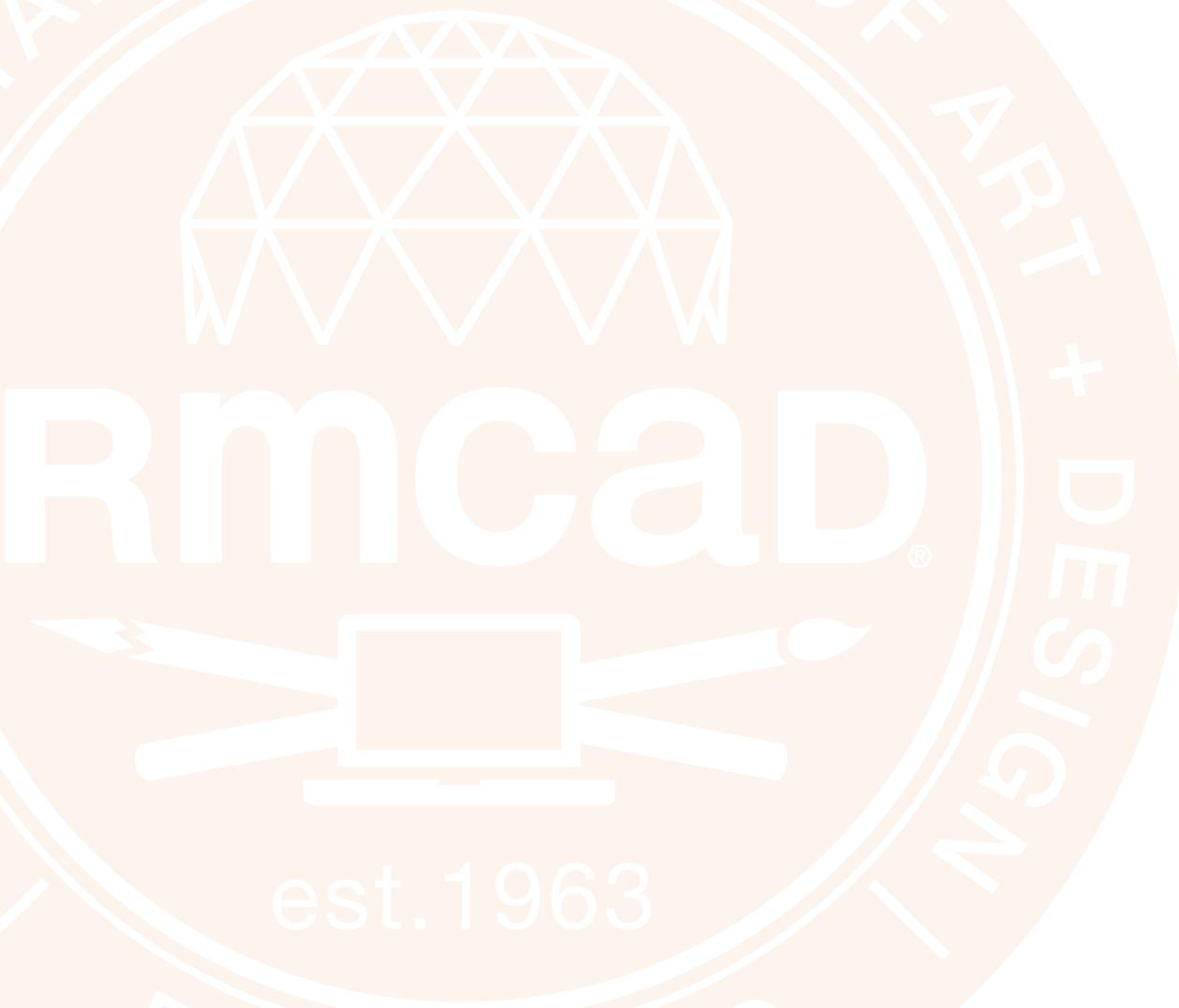
STRATEGIC PRIORITY 2: RESPONSIBLE + SMART GROWTH

RMCAD will grow responsibly and become a hub of scholarly and artistic achievement.

RMCAD must grow and expand locally, regionally, nationally, and internationally. The College views growth as a healthy, important part of its mission that contributes to diversity, fiscal sustainability, and the strengthening of campus resources.

As it grows, the College is focused on serving prospective, current and graduated students as well as its local community. New program growth exemplifies the College's nimbleness and adaptability to changing markets, career trends, and student success. The College is continuously scanning and analyzing the external environment to determine how to best meet current and prospective student needs. New programs are market-driven, represent areas of career opportunity for students, and attract a diverse pool of creative and intellectually motivated learners.

Thus, RMCAD has invested in developing new programs in design fields and in management and leadership, with an emphasis across creative industries. These focus areas allow the College to better articulate the value of a degree in creative fields and ensure student professional success. As the College expands its programs, it seeks to strengthen its brand as an art and design college, but also to establish its identity as a comprehensive university.



STRATEGIC PRIORITY 2: RESPONSIBLE AND SMART GROWTH

RMCAD will grow responsibly and become a hub of scholarly and artistic achievement.

The seven goals that constitute the College's Strategic Priority 2 include:

GOAL 1	Grow the College through more enrollments.
Objectives	<ul style="list-style-type: none"> - Attain enrollment of 1,000 students by 2015; 1,700 by 2016; 2,500 by 2017 and; 3,000 by 2018. - Increase the percentage of undergraduate and graduate students who are full-time students. - Increase campus student Spring-Summer persistence to 75%. - Increase international student enrollment to 8% of the overall student body by 2018. - Increase domestic, nonresident student enrollment to 50% of the overall student body by 2018. - Increase military student enrollment to 40% of the overall student body by 2018.
GOAL 2	Re-brand the College in the context of its evolving programs and student populations, and dynamically build the brand.
Objectives	<ul style="list-style-type: none"> - Organize a re-branding effort to result in the creation of a new brand for the College that reflects its present and future priorities, students, and academic programs. - Engage Department Chairs to work with Marketing to develop strategic plans for enhancing and achieving academic distinction and leadership. - Engage the Board of Directors to develop community engagement strategies to build the College brand.
GOAL 3	Proactively address and define the local reputation of the College in the context of its current students and programs.
Objectives	<ul style="list-style-type: none"> - Train, support, and evaluate faculty and staff in their roles as advocates for the College. - Develop a communications plan to disseminate consistent and coordinated messages to internal and external communities about RMCAD's news, achievements, faculty work, and recognitions. - Facilitate and expand the identity of each academic department to enhance the College's reputation for scholarship, research, and creative work. - Engage in strategic outreach to establish a more active presence beyond Denver-based, local and community art galleries.
GOAL 4	Position RMCAD as a university serving the local community with national reach.
Objectives	<ul style="list-style-type: none"> - Invest in academic departments that serve curricular needs in business, marketing, entrepreneurship, and education in order to create a growth capacity. - Engage community leaders to identify future program growth and innovation opportunities. - Explore how RMCAD can support STEM initiatives and meet industry needs. - Provide attention and resources to ensure that student debt does not negatively impact career choices away from societal, philanthropic and community needs.
GOAL 5	Maintain tuition affordability and increase student access.
Objectives	<ul style="list-style-type: none"> - Assess the impact of tuition affordability initiatives implemented in 2013-2014 on enrollment patterns, student satisfaction, retention, and student debt load. - Continue to explore ways to increase student success by providing financial assistance, counseling & scholarships. - Establish innovative financial counseling support services and programs to educate students about the cost of education.
GOAL 6	Diversify revenue sources.
Objectives	<ul style="list-style-type: none"> - Explore programming partnerships with non-profits and other community organizations. - Develop a B2B recruitment plan to promote curricular partnerships. - Leverage online education to expand non-credit programming in professional fields.
GOAL 7	Become a community hub for creativity, research and public engagement.
Objectives	<ul style="list-style-type: none"> - Make engagement with the local community a distinctive feature of the RMCAD educational experience. - Explore co-curricular and curricular mechanisms for integrating education and community engagement. - Strengthen the faculty and staff involvement in public and community engagement. - Assess the College's internship, externship, and educational work opportunities and programs to explore ways to improve them. - Promote and support further collaborations within the local K-12 school districts.

STRATEGIC PRIORITY 3: STUDENT RETENTION + SUCCESS

RMCAD will research and develop new and innovative, proactive, and effective support pathways to student success.

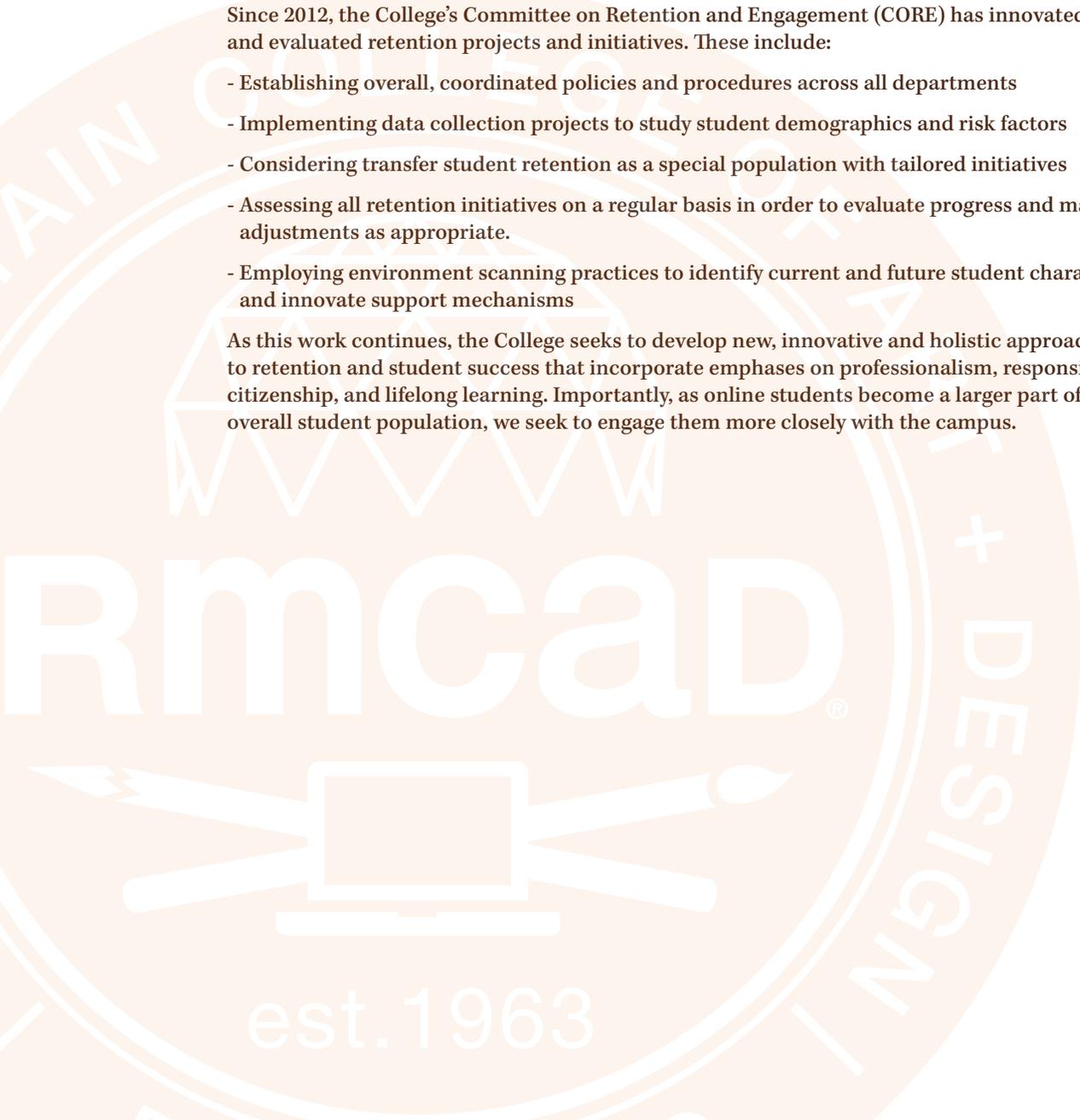
At RMCAD, our very first value statement is that students come first. From the point of enrollment, we strive to serve every student's needs from the first through post-graduate years. Our learning resources, retention programs, instructional quality initiatives, and RMCAD Renew programs all demonstrate our promise to students.

But, we can always do more. We realize that there are many facets to retention and persistence, including institutional, social, personal, and academic factors. As our institution becomes more diverse, it is imperative that we continue to know our students, and innovate around serving their needs.

Since 2012, the College's Committee on Retention and Engagement (CORE) has innovated, steered, and evaluated retention projects and initiatives. These include:

- Establishing overall, coordinated policies and procedures across all departments
- Implementing data collection projects to study student demographics and risk factors
- Considering transfer student retention as a special population with tailored initiatives
- Assessing all retention initiatives on a regular basis in order to evaluate progress and make adjustments as appropriate.
- Employing environment scanning practices to identify current and future student characteristics and innovate support mechanisms

As this work continues, the College seeks to develop new, innovative and holistic approaches to retention and student success that incorporate emphases on professionalism, responsible citizenship, and lifelong learning. Importantly, as online students become a larger part of the overall student population, we seek to engage them more closely with the campus.



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STRATEGIC PRIORITY 3: STUDENT RETENTION AND SUCCESS

RMCAD will research and develop new and innovative, proactive, and effective support pathways to student success.

The six goals that constitute the College's Strategic Priority 3 include:

GOAL 1	Increase campus persistence to 80% and online persistence to 70% by 2016, and thereafter maintain an upward trend.
Objectives	<ul style="list-style-type: none"> - Reorganize the Committee on Retention and Engagement (CORE) and the Student Success and Outreach Committee (SSOC) to promote better coordination of student tracking. - Update or develop a new inter-institutional retention plan, with defined action items to address attrition concerns associated with a changing student demographic. - Launch an initiative to gather more demographic and lifestyle data about students in order to plan for a changing and more diverse student body. - Optimize automation and technology systems to support scalable student tracking processes.
GOAL 2	Strengthen the sense of community, engagement, and school pride for all students with special attention to online students.
Objectives	<ul style="list-style-type: none"> - Assess the outcomes of the College's current co-curricular programs to determine effectiveness. - Develop a social curricular, and co-curricular engagement plan for online students to provide deeper connections to the campus. - Research and develop a strategic plan to increase and strengthen co-curricular activities giving consideration to fraternities/sororities, sports, and other programs.
GOAL 3	Promote the health and mental well being of students as a foundation for academic and personal success.
Objectives	<ul style="list-style-type: none"> - Proactively address marijuana use, since its legalization in Colorado, by establishing and clarifying non-use policies across campus. - Promote and encourage a culture in which asking for help is a sign of knowledge and strength, and encourage use of Personal Counseling services. - Ensure that faculty and staff are equipped and trained to support and refer students in distress to appropriate support personnel. - Establish a Military Support Office on campus and online to provide specialized counseling, advising and other support for military learners.
GOAL 4	Enhance the services of Student Learning Center.
Objectives	<ul style="list-style-type: none"> - Adopt and support the Learning Commons plan set forth by the Student Learning Center and Library. - Establish a Campus Writing Center under the existing Student Learning Center. - Launch a more extensive self-service collection of resources to support writing and communications - Develop services and systems to support the development of study, time management, and self-regulation skills amongst students.
GOAL 5	Maintain a superior library collection supporting all programs and services for students to excel in research and information literacy skills.
Objectives	<ul style="list-style-type: none"> - Assess how the Library is supporting the research and scholarship of students and faculty. - Examine and track the library needs of all students (undergraduate, graduate, online and on-campus) to ensure strong services that support their academic work.
GOAL 6	Make student success a college-wide priority by raising faculty / staff awareness and participation in initiatives.
Objectives	<ul style="list-style-type: none"> - Make persistence and retention data easily available to all College stakeholders. - Develop resources regarding student retention to assist faculty and Department Chairs with identifying resources, infrastructures and systems to support at-risk students. - Implement new data collection processes to identify attrition factors. - Implement a student engagement initiative in order to engage and "stitch in" students to the campus.

STRATEGIC PRIORITY 4: CREATIVE CAREER FOCUS

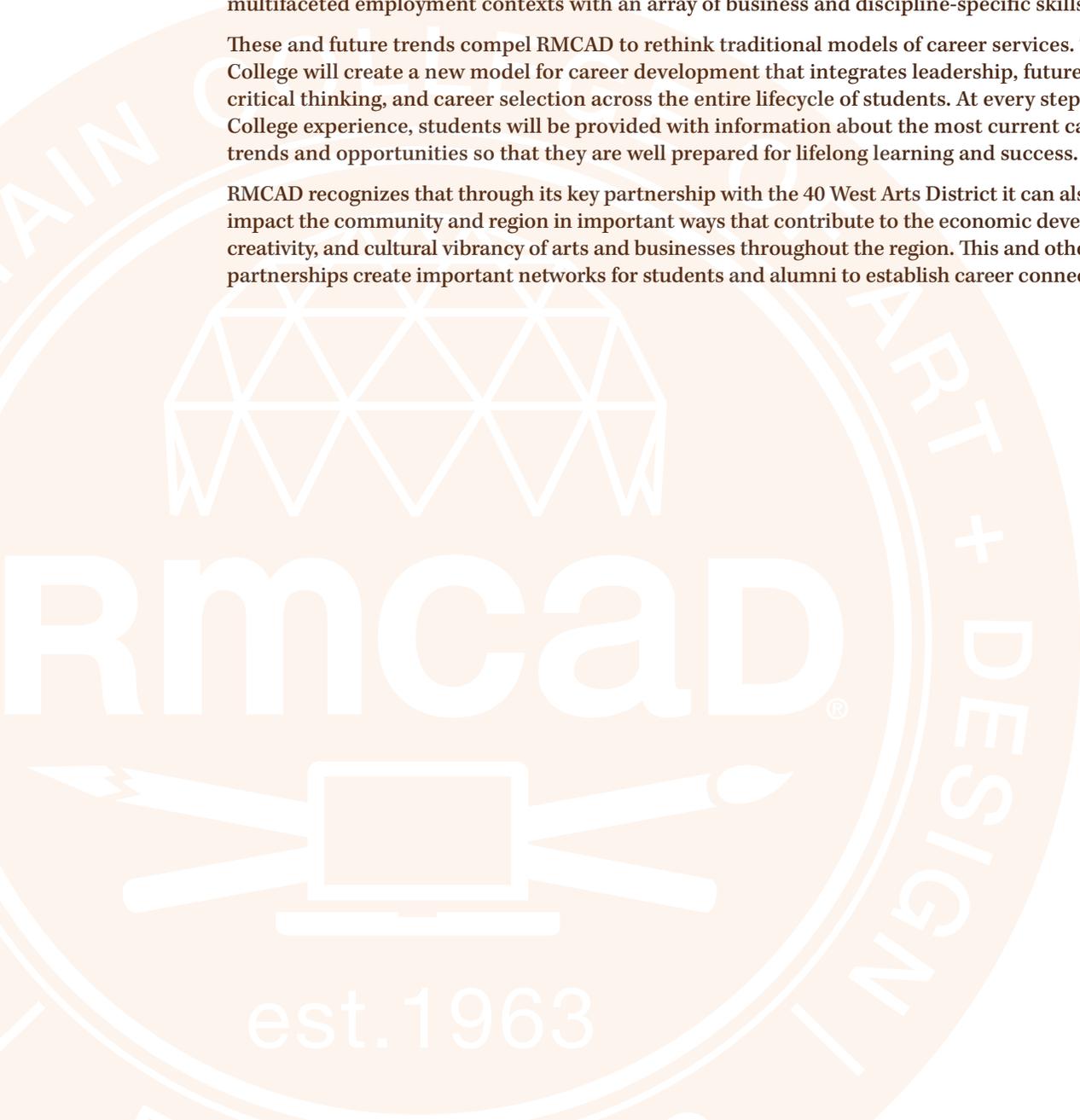
RMCAD will prepare students for a multidisciplinary career and equip them with business acumen, critical thinking, and technology skills.

A key goal for RMCAD is to enhance students' professional success, which means that they graduate with the skills to enter their industries and have upward mobility. By creating and delivering innovative curriculum, the College will ensure that its programs are in sync with and ahead of career trends.

Curricular initiatives to establish undergraduate and graduate degrees in leadership, business management, and administration demonstrate The College's belief in the power of multidisciplinary learning. In today's complex economy, successful leaders are able to navigate multifaceted employment contexts with an array of business and discipline-specific skills.

These and future trends compel RMCAD to rethink traditional models of career services. The College will create a new model for career development that integrates leadership, future planning, critical thinking, and career selection across the entire lifecycle of students. At every step in the College experience, students will be provided with information about the most current career trends and opportunities so that they are well prepared for lifelong learning and success.

RMCAD recognizes that through its key partnership with the 40 West Arts District it can also impact the community and region in important ways that contribute to the economic development, creativity, and cultural vibrancy of arts and businesses throughout the region. This and other partnerships create important networks for students and alumni to establish career connections.



STRATEGIC PRIORITY 4: CREATIVE CAREER FOCUS

RMCAD will prepare students for a multidisciplinary career and equip them with business acumen, critical thinking, and technology skills.

The six goals that constitute the College's Strategic Priority 4 include:

GOAL 1	Create and deliver innovative curricula that prepare students for diverse careers in the creative industries and beyond.
Objectives	<ul style="list-style-type: none"> - Create and launch 5 new programs by 2015-2016, which are tailored to creative careers and expand into education, business and entrepreneurship. - Create a new program development plan for the next 5 years based on market research and industry trends with direct industry input. - Create additional mechanisms to engage the industry community in curriculum development. - Implement a Business Across the Curriculum initiative that focuses on professional practice, writing, and business skills. - Formalize and require external Program Advisory Boards (PAB's) for all academic programs.
GOAL 2	Expand, innovate, and assess Career Services.
Objectives	<ul style="list-style-type: none"> - Develop a comprehensive Career Services Plan with innovative, pioneering services for campus and online students to be implemented in Spring 2015. - Institute a special program of assessment to evaluate and assess Career Services in terms of satisfaction, outcomes, and impact on alumni engagement. - Develop a placement program, and institute a job placement baseline at 75%. - Increase campus and online workshops for career services.
GOAL 3	Improve the quality of alumni engagement to prepare and sustain learners for success in their careers.
Objectives	<ul style="list-style-type: none"> - Develop an alumni engagement plan to improve alumni engagement, involvement and interaction with current students. - Create an annual alumni tribute event to engage alumni and recognize their achievements. - Create an online Alumni Gallery to engage alumni from national and international areas. - Establish an Alumni Artist in Residence program. - Showcase alumni work more prominently on the College website.
GOAL 4	Integrate career development throughout the student experience.
Objectives	<ul style="list-style-type: none"> - Integrate career counseling at the Admissions stage, in order to help students make good decisions about program selection. - Create an informational tool for each program to identify potential career paths, including interdisciplinary paths. - Create curricular bridges to career services and development.
GOAL 5	Become a local and regional hub for business development, and entrepreneurship.
Objectives	<ul style="list-style-type: none"> - Partner with the Lakewood community to create a business incubator that leverages RMCAD curriculum and serves the economic development goals of the community. - Develop a strong employer network within the community and region to serve business industries. - Engage with local businesses through industry and community events.
GOAL 6	Promote student citizenship, leadership, civic responsibility, and professional experiences.
Objectives	<ul style="list-style-type: none"> - Create and launch a student professionalism program that integrates community participation and curricular experiences. - Develop co-curricular programs to promote leadership, civic responsibility and professionalism.

STRATEGIC PRIORITY 5: STRENGTHEN EMPLOYEE COMMUNITY + ENHANCE CAMPUS DIVERSITY

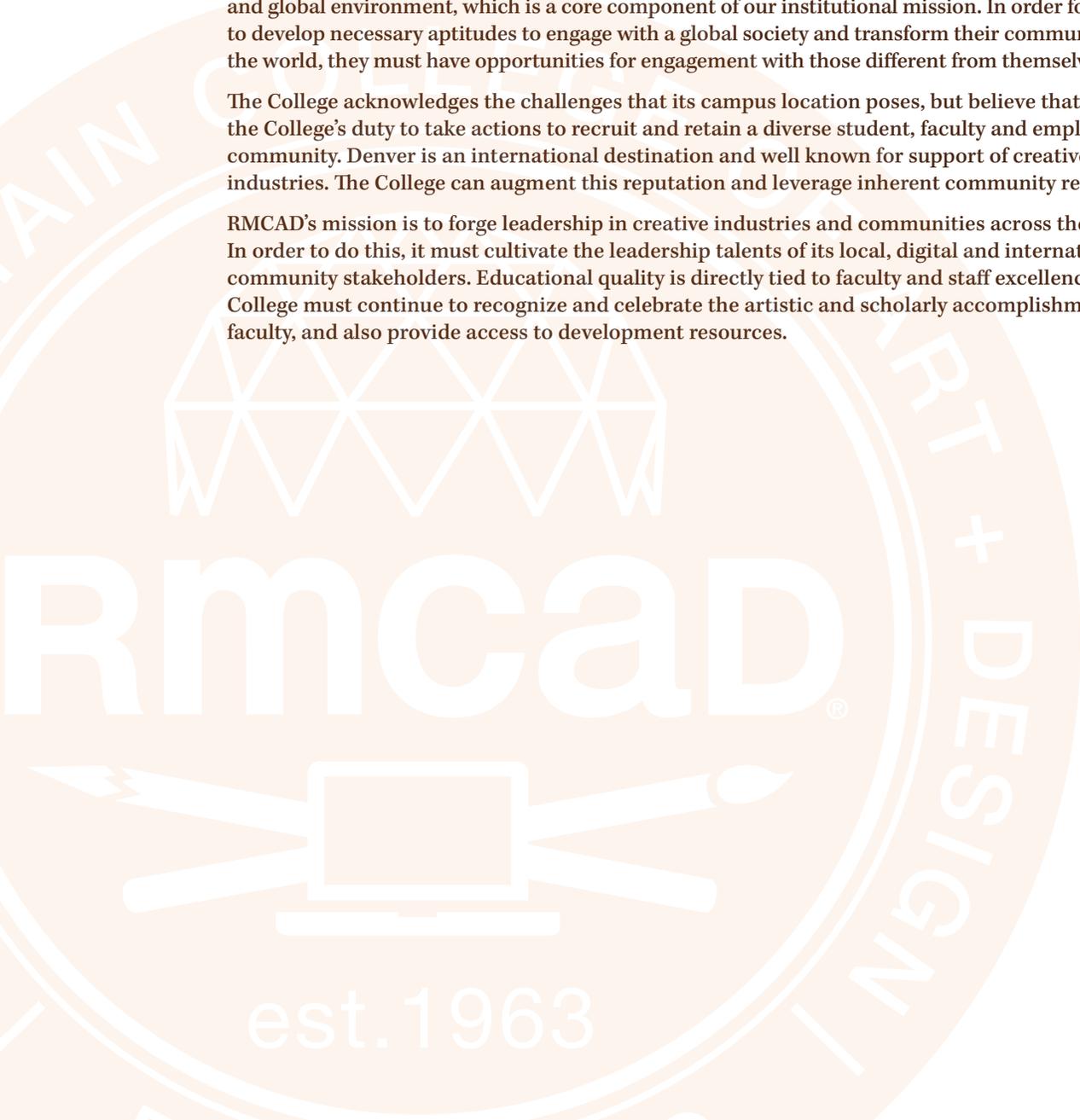
RMCAD will strengthen the sense of community amongst faculty and staff and maintain an overall culture of inclusiveness.

RMCAD believes that diversity and internationalization form the heart of educational excellence. We embrace the Higher Learning Commission's statement on diversity that it is multifaceted and includes diversity and tolerance of thought, viewpoints, values, religious beliefs, backgrounds, race, gender, age, sexual orientation, gender identity and ethnicity.

Diversity in thought and culture foster civic engagement and prepare students to live in a complex and global environment, which is a core component of our institutional mission. In order for students to develop necessary aptitudes to engage with a global society and transform their communities and the world, they must have opportunities for engagement with those different from themselves.

The College acknowledges the challenges that its campus location poses, but believe that it is the College's duty to take actions to recruit and retain a diverse student, faculty and employee community. Denver is an international destination and well known for support of creative industries. The College can augment this reputation and leverage inherent community resources.

RMCAD's mission is to forge leadership in creative industries and communities across the world. In order to do this, it must cultivate the leadership talents of its local, digital and international community stakeholders. Educational quality is directly tied to faculty and staff excellence. The College must continue to recognize and celebrate the artistic and scholarly accomplishments of its faculty, and also provide access to development resources.



STRATEGIC PRIORITY 5: STRENGTHEN EMPLOYEE COMMUNITY + ENHANCE CAMPUS DIVERSITY

RMCAD will strengthen the sense of community among faculty and staff while maintaining an overall culture of inclusiveness.

The seven goals that constitute the College's Strategic Priority 5 include:

GOAL 1	Increase recruitment of a diverse student, faculty and staff population and promote multicultural awareness.
Objectives	<ul style="list-style-type: none"> - Develop and implement an employee recruitment plan in the context of a competitive marketplace and with attention to increasing racial, ethnic and gender diversity in the candidate pool. - Develop and implement a student recruitment plan to increase racial, ethnic, and gender diversity in the student population. - Develop a college wide Diversity Plan and strategy for embedding it into all College planning and activities. - Develop and offer a more robust system of study abroad and exchange programs for students. - Provide students access to opportunities to enhance intellectual, artistic, intercultural and international experiences through co-curricular activities and opportunities. - Leverage technologies, such as online and distance learning, to diversify the classroom experience.
GOAL 2	Incorporate diversity components into curricular content and learning objectives to promote dialogue, mutual respect, and cultural sensitivity.
Objectives	<ul style="list-style-type: none"> - Develop a curricular diversity initiative to embed academic programs with multicultural experiences, knowledge, and insights. - Assess multicultural curricular outcomes. - Design and align co-curricular activities to complement curricular diversity components. - Provide faculty with opportunities to participate in professional development that includes international travel, connections, projects, and research.
GOAL 3	Ensure that College communications are culturally relevant and sensitive.
Objectives	<ul style="list-style-type: none"> - Develop a university wide communications system that effectively reaches and engages all stakeholders. - Better promote awareness of the college wide diversity statement and plan.
GOAL 4	Improve employee (faculty and staff) retention.
Objectives	<ul style="list-style-type: none"> - Develop an employee retention plan with attention to diversity, inclusiveness, and professional development as well as in the context of a competitive marketplace. - Identify career ladders and training opportunities for advancement. - Align annual and ongoing salary increase programs to performance. - Assign all new hires a mentor/advisor for 90 days. - Assess orientation programs at the College and departmental levels to ensure that they are informative and effective, and make employees feel welcomed and valued. - Embed professional development requirements into the performance appraisal process to ensure that employees are defining and achieving professional development goals in alignment with the College Mission.
GOAL 5	Create an employee culture of leadership, social responsibility, and lifelong learning.
Objectives	<ul style="list-style-type: none"> - Provide leadership, mentoring, and management training for all new managers and directors. - Make greater use of online short courses and training to develop needed skills and talents. - Require supervisors to undergo training in basic supervisory skills and to refresh and update those skills on a regular basis. - Develop and implement 360 degree employee reviews and refine the existing processes to foster individual growth and leadership development.

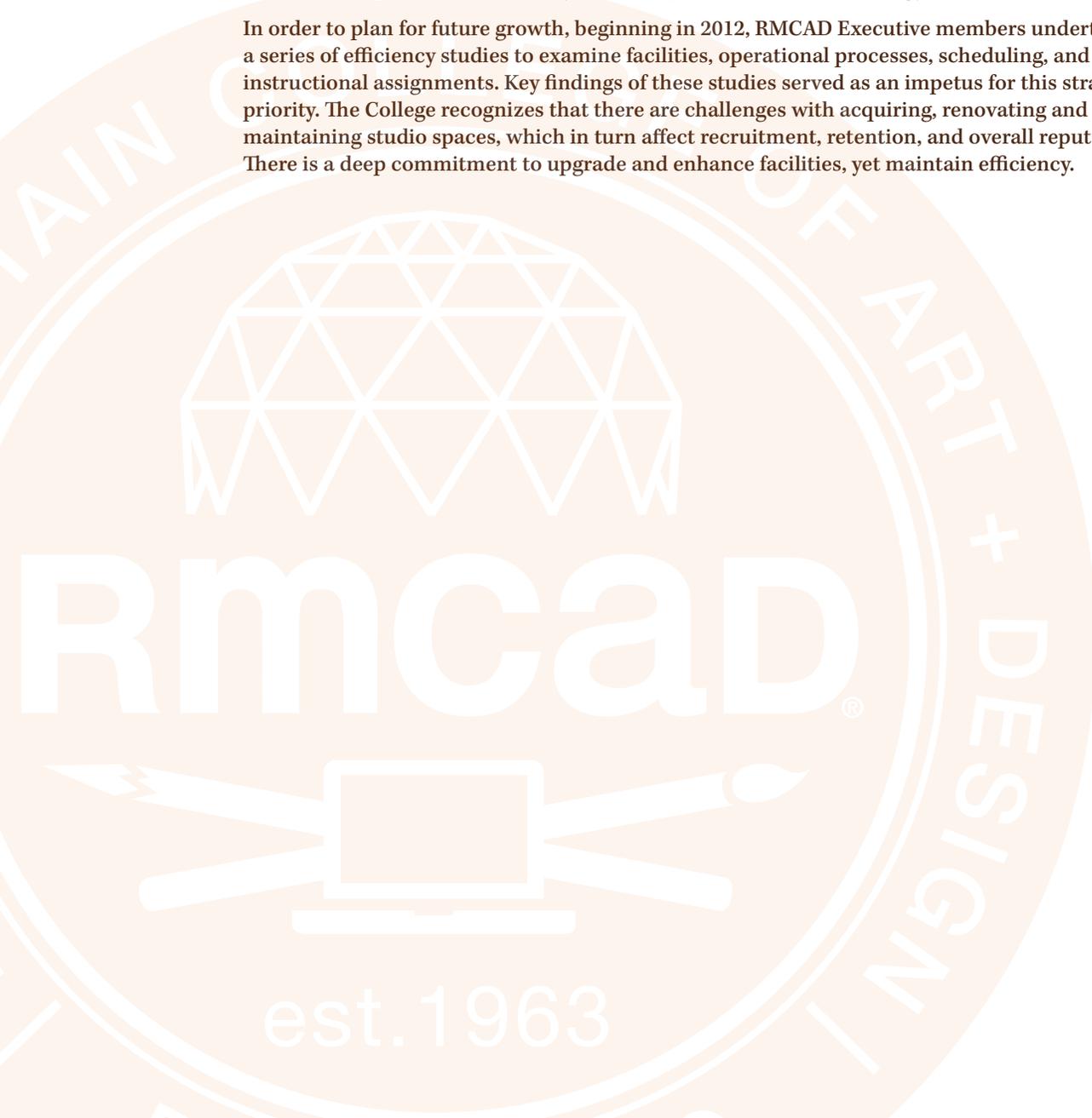
GOAL 6	Foster an exciting intellectual environment by providing opportunities for more communication, dialogue, and engagement.
Objectives	<ul style="list-style-type: none"> - Develop innovative ways to foster constructive dialogue on intellectual, social, and college issues across the College. - Leverage the Center for Learning Innovations as a hub of intellectual engagement for faculty and staff. - Engage in cross-departmental periodic policy review. - Institute a plan for employee collaboration and interaction for more informed leadership and community idea sharing. - Define what successful “communication” is, and enhance communication among the administration, faculty, and students in accordance with those findings.
GOAL 7	Raise visibility and recognition for faculty and staff.
Objectives	<ul style="list-style-type: none"> - Build on the current Employee of the Month program to create more opportunities for recognition and celebration. - Establish a Faculty Excellence Award. - Establish an Employee Merit Award. - Expand the ARTYs annual awards to reach a broader audience, be a more prestigious event, and further emphasize employee achievement.

STRATEGIC PRIORITY 6: BUILD CAPACITY FOR GROWTH

RMCAD will leverage its resources strategically and promote a culture of institutional accountability, efficiency, and effectiveness.

RMCAD's capacity to deliver on its mission relies on a sustainable and strategic approach to managing operational and financial resources. The College strives for continuous evaluation and planning that leads to growth in both physical and virtual environments. RMCAD's historic campus provides a beautiful learning setting, yet poses facilities challenges. Teaching environments in the visual arts and design must be state-of-the-art, technology-rich, and safe. In addition, as enrollment grows, it is necessary to create social spaces to promote and inspire student community. In the online environment, the College maintains a state-of-the-art learning management system, and as enrollment expands, it is necessary to scale up resources and technology support.

In order to plan for future growth, beginning in 2012, RMCAD Executive members undertook a series of efficiency studies to examine facilities, operational processes, scheduling, and instructional assignments. Key findings of these studies served as an impetus for this strategic priority. The College recognizes that there are challenges with acquiring, renovating and maintaining studio spaces, which in turn affect recruitment, retention, and overall reputation. There is a deep commitment to upgrade and enhance facilities, yet maintain efficiency.



STRATEGIC PRIORITY 6: BUILD CAPACITY FOR GROWTH

RMCAD will leverage its resources strategically and promote a culture of institutional accountability, efficiency, & effectiveness.

The six goals that constitute the Colleges Strategic Priority 6 include:

GOAL 1	Build on the physical capacity of the campus to create social, learning, and artistic spaces that respond to growth, changing demographics, environmental, and industry trends.
Objectives	<ul style="list-style-type: none"> - Create a Campus Master Plan for 2014-2016 and beyond to accommodate forecasted growth. - Upgrade educational spaces, as well as ensure that facilities are state of the art, competitive, and attractive to faculty and students. - Continually assess program needs & utilization to determine priorities for ongoing investment in physical facilities. - Partner with the Interior Design Department to develop a green campaign to promote new initiatives to support environmental sustainability. - Upgrade the social spaces on campus to maximize student life and campus presence, including the Underground Café for more campus dining options. - Continue and expand the work with local government to help develop the surrounding physical environment into an attractive location for the College, local residents and businesses.
GOAL 2	Develop more housing and dining options for incoming students.
Objectives	<ul style="list-style-type: none"> - Conduct a comprehensive study of housing and living costs in order to develop scalable options. - Partner with the local community to explore housing options through home rentals. - Increase the availability of high-quality, affordable housing near campus. - Research and offer internal and external meal plan options for students in housing in order to promote health and wellness and affordable living.
GOAL 3	Build on the virtual and technological capacity of the campus to create social, learning, and artistic spaces that respond to growth, changing demographics, and industry trends.
Objectives	<ul style="list-style-type: none"> - Ensure that online students have a “virtual infrastructure” that empowers them with the educational, artistic and support resources they need for success. - Develop and implement a virtual campus presence to sustain community and communication in a growing online environment. - Provide and sustain an appropriate and evolving technology infrastructure that aligns with and supports the institutional strategic plan.
GOAL 4	Promote institutional effectiveness practices and systems to support efficiency and accountability.
Objectives	<ul style="list-style-type: none"> - Establish a College Resource Committee to provide input to the Executive Committee about efficiencies in operations, responsible stewardship of resources, and recommendations for cost-savings. - Implement and regularize efficiency dashboard reporting systems for departmental units to ensure that mission-based resources are prioritized over non-essential expenses during times of distress. - Develop creative ways to use new technologies to reduce administrative burdens on faculty and encourage compliance with essential reporting and administrative functions. - Periodically examine institutional operations to avoid duplication of effort and fragmentation.
GOAL 5	Enhance and leverage information and data flow systems to promote communication, data integrity, & accountability.
Objectives	<ul style="list-style-type: none"> - Overhaul CampusVue to analyze legacy data and define new business processes, data definitions and protocols to ensure data accuracy. - Develop an internal Dashboard Page on the Employee Portal to promote discovery of common metrics. - Launch ION. - Launch the <i>Strategic Planning Progress Tracker</i> to evaluate and assess the Strategic Plan collaboratively. - Develop a forecasting methodology to improve scheduling and course selections.
GOAL 6	Expand institutional effectiveness assessment.
Objectives	<ul style="list-style-type: none"> - Using academic assessment practices as a model, implement departmental reviews to assess effectiveness. - Reestablish a Department of Institutional Effectiveness to provide centralized oversight for administrative assessment. - Promote a culture of accountability by integrating assessment of processes, fiscal behaviors, and performance metrics into all levels of administrative operations.

FINANCIAL ASSUMPTIONS

The success of our strategic plan depends upon providing adequate resources and excellent communication in deployment. Annually, the College develops a budget in October, which includes assumptions for the coming year based on the best economic and financial information available at that time. The College also maintains a 3-5 year forecast, which includes financial case scenarios. These scenarios enable the RMCAD Executive Committee and Board of Directors to identify budget and planning issues.

RMCAD's revenue and expenditure assumptions guide not only the budget process, but also strategic planning. The following metrics drive financial assumptions:

ENROLLMENT

A key driver for forecasting relates to the incoming student population over time. Enrollment seasons have been increased due to the new academic calendar, affording the College with more starts. It is planned that enrollment will increase by 42.1% annually, thereby leading to a revenue growth rate of 45.0% annually.

PERSISTENCE

On-campus student persistence averages 70.0% and online persistence averages 60.0%. The College has charged the Committee on Retention and Engagement (CORE) to increase persistence, and overall graduation. Financial assumptions around retention assume a 75% on-campus rate, and a 70% online rate.

EXPENDITURES

A large part of RMCAD's expenditures are on compensation:

- 47.0% - Overall compensation
- 11.8% - Faculty Compensation
- 35.2% - Staff Compensation

We recognize that people are the heart of an organization, and will continue to invest in employees while being fiscally prudent.

Educational expenses that directly relate to the quality of education and resources allocated to each student are projected to decrease on a per student basis, increasing as an absolute number with the growth of RMCAD. As RMCAD reaches critical scale and profitability, it will achieve operational efficiencies supporting its long-term sustainability, including:

- The campus student to faculty ratio not to exceed 22 student to 1 faculty;
- The online student to faculty ratio not to exceed 25 students to 1 faculty;
- The student body will gradually change from 63.2% campus vs. 36.8% online to a majority of online students, 40.2% campus vs. 59.8% online
- Capital projects will be funded by the college operations and will not require shareholder investments
- The number of work-study students will increase to provide students with temporary employment opportunities during their studies to minimize student debt loads.
- The ratio of staff to faculty will increase, supporting student outcomes
- RMCAD will continue to raise funds for student scholarships

FROM PLANNING TO IMPLEMENTATION

This plan is only the beginning of RMCAD's future. It can only work if it is linked to specific, measurable strategies. While this plan includes goals and objectives, it does not include implementation details and strategies, which will be articulated in the *Strategic Plan Implementation Guide*. This guide will serve as the tool to monitor the execution, progress and achievement of strategies to support goals and objectives.

Our success depends on mindful action, and requires:

- A commitment at the departmental levels to develop strategies in alignment with financial planning, budgeting, and ongoing assessment.
- Community adoption of the Implementation Guide to prioritize initiatives, develop actions, coordinate timelines, and assign individuals.
- The development of indicators of progress, ongoing evaluation, and a communications plan to update the community regularly.

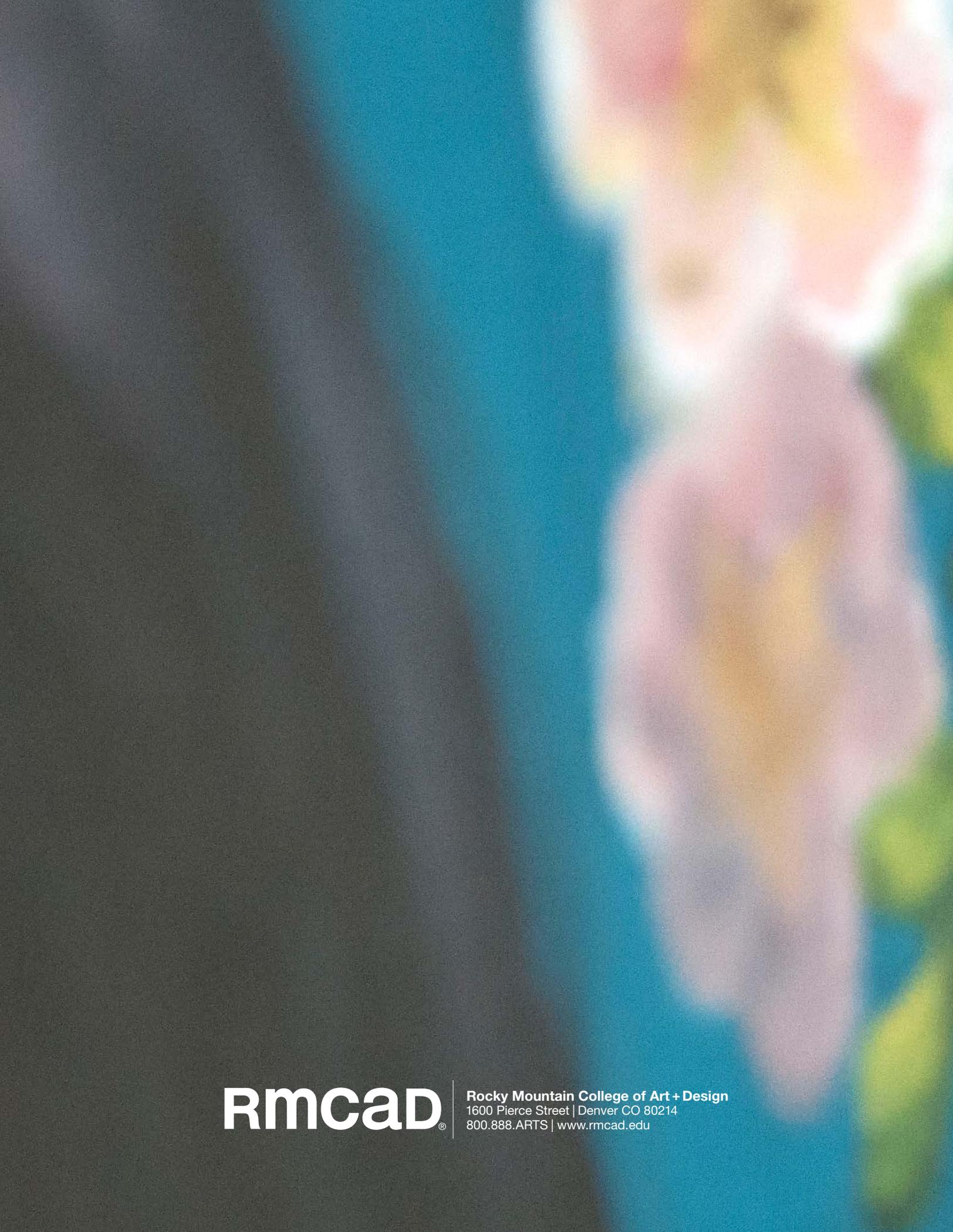
This plan was developed with extensive community involvement. Goals and objectives were established within functional, task-force groups, which examined:

1. Academic and Instructional Affairs
2. Online Education
3. Student Services
4. Campus Operations and Technology
5. Enrollment Services, Marketing and Community Outreach
6. Administration and Finance

The goals and objectives generated by each group were then synthesized and organized by Strategic Priority. The community involvement inherent in the development of this plan will be continued throughout the implementation phase.

During Summer 2014, the Continuous Improvement Committee will oversee the reconvening of the groups to establish strategies, prioritization, timetable, assignment of tasks, and assessment metrics. Each specific strategy will be assigned to an individual or department. Implementation costs for the 2015 budget year will be determined in October 2014, during the time of regular budgeting. During budgeting occurring in October of each year, departments link new requests to specific initiatives in the Strategic Plan.

Progress will be measured through the assessment metrics set by each group for each strategy. In addition to the quantitative and direct measurement of indicators, the College will also assess progress using other indirect mechanisms, such as surveys and focus groups.



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