

ANNUAL STRATEGI GOAL COMMITTEE REPORT

Strategic Goal III BUILD INFRASTRUCTURE

Committee IV:

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STRATEGIC GOAL III: BUILD INFRASTRUCTURE

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2010 ANNUAL REPORT

I. INTRODUCTION

The Strategic Plan concentrates on two initiatives to achieve the goal of building infrastructure: 1) Build the College's governing, administrative and academic leadership; 2) Communicate and integrate the College's Mission consistently in all publications. This Committee collected data for the setting of annual milestones, assessment of achieving these targets and planning for implementation of methodologies to achieve desired outcomes of initiatives 1 and 2.

II. INITIATIVE MILESTONE ASSESSMENT

Initiative 1: Build the College's governing, administrative and academic leadership

Three methodologies were used to attain the initiative of building the College's governing, administrative and academic leadership. 1) Modify the composition and size of the Board of Directors and Overseers (include faculty, student and alumni representation). 2) Reorganize organizational hierarchy to reflect program and service delivery. 3) Creation and fulfillment of position of Director of Institutional Research.

- A. The goal of revising the by-laws was met (**Appendix A**). By-laws were revised in order to change the representation of Class C members (DCAD representatives) and to eliminate the required rotation for the Chairperson position when vacated (**Tab 1**). Other revisions included adding faculty, student and alumni representatives to the Board of Overseers.

Upon obtaining accreditation from NASAD and MSCHE, the Board of Directors amended the by-laws to change the management titles of the school from "Dean/Director" to "President" (**Tab 2**).

By-laws were revised by a board member pro bono. Budget concerns for revising by-laws are in reprinting and the work time of the President's Assistant.

- B. The target of creating a new organizational hierarchy was completed in 2009 (**Appendix B**). Prior to receiving accreditation from NASAD and MSCHE, DCAD was considered a branch campus of the Corcoran. Upon independence from the Corcoran and Pratt, MSCHE strongly recommended changing the flat organization to a more traditional hierarchy. The previous

structure shows all directors (department heads) reporting directly to the Dean/Director, who reported to the Board of Directors who reported to Pratt Institute and the Corcoran College of Art and Design.

In the new hierarchy, the President reports to the Board of Directors, and the organization is generally divided into two groups: Administration and Education. Administration is headed by the newly created position of Chief Administrative Officer (2009). The Bursar, Communications Director, IT Coordinator and Maintenance Coordinator report directly to this position. The Education side is headed by the new position of Dean/Director of Institutional Research (added 2010). This fulfilled the third methodology for the initiative. The Registrar/Institutional Research Coordinator (position expanded in 2010), Continuing Education Director and Library Director report to the Dean. The Development Director, Admissions Director, Financial Aid Director and Student Services Director continue to report to the President.

Due to increased workload in the Financial Aid Office, a Financial Aid Counselor was added in 2009. As a cost-saving measure, a Maintenance Coordinator was added; this eliminated an outside contract for maintenance services.

- C. As the College grows, so does the work for each department. The committee contacted directors and asked for their input for future hires (**Appendix C**). This is information based on requests, but does not signify either an acceptance or rejection of the requests. Other committees identified the need for a writing lab monitor and laptop IT assistant.
- D. Using Salary.com and a random sampling of other institutions' pay grades, a base salary was calculated with a 3% increase per year, after the first year (**Appendix D**). Benefits vary due to positions; for example, a Housing Coordinator would receive housing as a benefit, which would significantly skew the percentage of benefits received as compared to a Financial Assistant.

There are no costs associated with revising the hierarchy.

Initiative 2: Communicate the College's mission in all publications

The methodologies used to help achieve this initiative include 1) conducting constituent reviews; 2) documenting policies and procedures at the office level; and 3) updating the website.

A comment/survey book was placed in the gallery in 2009 to rate exhibitions and the space, and helps determine what initiated a visit. Each successive exhibition has had a survey in the gallery, and data was collected. Most visitors had been to DCAD before. First-time visitors noted that they were walking by and decided to enter or they were part of Art Loop (a first-Friday city event for galleries). (**Appendix E, Tab 1**).

A survey was also distributed to board members, to see if our mission had been conveyed adequately. (**Appendix E, Tab 2**). Three questions were identical to a survey taken by donors and influencers in 2005 to create a baseline of 30% for each question. Ten members returned the survey. The

target was achieved at 90%, 80%, and 70%. It was decided that the survey should be sent to all donors from the last five years (1,660) (**Appendix E, Tab 3**). One hundred forty-four surveys were returned (9% return rate). It is evident from the surveys that our constituents are aware of DCAD's mission. They became familiar with DCAD through a personal relationship with a board member or they heard about DCAD's efforts from the media. Based on this survey, it is important to continue to use the board members as ambassadors to spread DCAD's mission (which costs DCAD nothing); it is also important to continue to build a solid web-based marketing strategy. Costs for further website phases and advertising are being investigated and will be submitted in March 2011 for FY 12 budget.

A. Progress toward creating and implementing a DCAD Style Guide and Graphic Standards Manual (**Appendix F**).

- a. Table of Contents- target completed
- b. Begin color and logo standards- in process
- c. Publications updated – in process

B. Progress toward developing policies and procedures manuals for each department. Sample forms and templates have been circulated among departments. The most significant progress has been made in the Registrar's office with student forms following a consistent format and a detailed policy and procedures manual with screenshots. This manual will be slightly revised for format at which point it will become a sample manual for other manuals. In January, the Registrar will work with each department to make all forms, policies and procedures manuals cohesive. This will result in a consistent look that is easily identifiable.

The timeline will be spread out over calendar year 2011 (**Appendix G**). This will enable each department to go through a full cycle of programs and events, ensuring that policies and procedures are workable.

C. Up-to-date website: a part-time student worker was added to Communication Director's team in FA10. This student was able to update sites, track data, and monitor activity. The director's duties have expanded to include web content manager: monitoring pages added, being the liaison to the design team and coordinating the phase schedule. The website continues to be a tool that all departments can use and are learning to use, and as a means to communicate to the public, to students, faculty, parents, alumni and donors.

D. Number of media mentions (**Appendix H**)

Media mentions are important as they help to build the College's visibility and brand. The "media mentions" baseline was 89. The goal was set at 100 and was exceeded. Media mentions reached 190 between January and October 2010. Events that generated the most attention were calendar listings, individual faculty, staff and students in the media and graduation.

Because of DCAD's reputation, many requests are submitted for "partnerships" or design work (**Appendix I**). This work is important as it shows that our mission statement is fulfilled in that we are active in the community.

E. Web hits in Delaware (**Appendix J**)

The baseline for Delaware visitors to the website was set at 17,361. The target was 19,098 for 2011, but was exceeded by 30%, reaching 24,757 visits. The average time on the site was 3:05 minutes and the visitor looked at nearly 5 pages. The majority of the visitors are from the Wilmington area, but Newark collectively shows a high rate as well. Newark visitors also remained on the site longer than others, staying 6:48 minutes on average.

III. CONCLUSIONS

Reviewing the by-laws and organizational structure is a continuing process. While the College is sound, the smallness in size and foreseeable growth allow fluidity of change. With each change in population, housing, majors and reporting methods, more people will be added, responsibilities will be expanded, and new skills will be acquired. Each one of these changes will need to be reviewed and analyzed for future budgetary concerns.

It is necessary to ensure that DCAD's mission is "present in all publications" does not just refer to print. It reflects all opportunities for future students, the community and donors to understand and appreciate what occurs at DCAD. Data collected shows that DCAD's presence in downtown is important and that something as mundane as "walking by" or "Googling" generates interest. A stronger visual presence on Market and King Streets will go far. Future investment in website capabilities in addition to targeted advertising in areas with low visibility will only improve DCAD's reach and reputation.

Strategic Goal III - BUILD INFRASTRUCTURE																	
Initiative 1: Build the College's governing, administrative and academic leadership	By-Laws	IV	Existing by-laws	FY08	Revised Phase I	Revised Phase I	Met	N/A	N/A	N/A	Revised Phase II						
	Revise Organizational Hierarchy	IV	Existing organizational structure	FY08	100%	100%	Met	100%	100%		100%			100%	100%	100%	
	Number of positions (Target revised 8/12/11)	III & IV	23	FY08	25	25 (add fin aid & development)	Met	25	26 (add maintenance)	Met	27	27	Met	31	32	33	
Initiative 2: Communicate and integrate the College's Mission consistently in all publications																	
Initiative 2: Communicate and integrate the College's Mission consistently in all publications	Style book	IV	0%	FY08	0%	0%	N/A	25%	25%	25%	75%			100%	100%	100%	
	Donor Survey: Question 1 Mission & Question 3 Vision	IV	Question 1: 63% / Question 3: 41%	FY2006	No survey			No survey			65% / 45%	74% / 55%	Met	N/A	75% / 56%	N/A	Baseline: Average of question "What is your impression DCAD?"
	Number of media mentions during calendar year (not fiscal)	IV	89	FY09	N/A	N/A	N/A	90	190	Met	110			121	133	146	
	Annual DCAD website visitors from Delaware	IV	17,361	FY10	N/A	N/A	N/A	N/A	N/A	N/A	19,098			21,008	23,109	25,420	Google Analytics Report