



# SCAD Strategic Plan 2007-12

DEFINING ARTS EDUCATION

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Savannah College  
*of Art and Design*<sup>®</sup>

ATLANTA · eLEARNING · SAVANNAH



September 1, 2007

For the past two years, I have had the distinct pleasure of working with SCAD President Paula S. Wallace, the President's Cabinet and the Pappas Consulting Group Inc., a higher education consulting firm, in engaging the SCAD community in the development of the 2007-12 strategic plan.

The purpose of this strategic planning process was to develop a living document that would re-articulate the college's original mission and vision in present-day terms; be inclusive of four campuses—Atlanta and Savannah, Ga., Lacoste, France, and SCAD-eLearning; and translate into specific actions and measurable goals.

It has been a remarkable process and one that had several distinct phases, beginning in October 2005 and concluding in August 2007. (See development process.)

I cannot overemphasize that this plan belongs to everyone at SCAD. The entire college provided input into the strategic plan development, and faculty and staff working groups developed specific recommendations and sought input from many others throughout the institution as they conducted their work. Finally, the president and all members of the President's Cabinet have worked extensively on the strategic plan.

Although it is impossible for me to thank each person individually for their contributions, I certainly appreciate the commitment, thoughtfulness and responsibility with which each person devoted himself or herself to this process. The result—this plan—is an indication of the dedication to both the history and future of the college, and truly reflects who we are.

Thank you,



Harley Lingerfelt  
Vice President for Information Management and Technology

## Process of Developing the Strategic Plan

The process for developing the strategic plan was an inclusive one that had several distinct phases.

### Phase 1

A strategic planning retreat was held with the President's Cabinet Dec. 8, 2005. The purpose of this highly interactive retreat was the development of draft mission, vision and values statements.

### Phase 2

Over a three-month period, the Pappas Consulting Group Inc. conducted 20 focus group sessions with faculty, staff and student groups plus six open sessions for faculty, staff and students, and also sent an electronic survey to all faculty, staff and students. The focus groups were well-attended, and the surveys had 57 responses from faculty, 155 responses from staff, and 297 from students. Finally, telephone interviews were held with members of the Board of Trustees and the Savannah Board of Visitors. The purpose of this phase was the development of a listing of SCAD's strengths, opportunities and challenges. In addition, the processes in Phases 1 and 2 allowed for the development of six themes that became the basis for the strategic plan. Those themes were presented to the Board of Trustees on June 2, 2006.

### Phase 3

Following its report on the six themes to the board, the Pappas Consulting Group Inc. worked closely with SCAD leadership in establishing five working groups of faculty and staff to develop principles,

goals and strategies regarding the following four themes:

- Managing smart growth
- Strengthening academic quality at both the undergraduate and graduate level (Separate working groups were established for undergraduate and graduate levels, and this theme was separated into two distinct goals.)
- Securing a broad array of talent
- Building an intentional international reputation within and beyond higher education

A total of 36 faculty and staff were engaged in an intense review of the four topics between July 10 and September 29, 2006. Each group met with the Pappas Consulting Group Inc. three times (July 10, Aug. 29 and Sept. 18); in addition, the working groups had additional meetings and conducted business electronically. (See working group membership lists.)

The other two themes were addressed directly by the Pappas Consulting Group Inc.:

- Streamlining for efficiency and effectiveness
- Organizing structurally for a multi-campus operation

Each working group developed a draft report that included principles, goals and strategies (as well as some sense of costs, timetable and responsibilities). The Pappas Consulting Group Inc. did likewise for its two themes.

### Phase 4

The working group draft reports and the Pappas Consulting Group Inc. reports formed the foundation for another

retreat for the President's Cabinet in November 2006 that was devoted to further developing the strategic plan. At this retreat, the cabinet refined, revised and added to the goals and strategies that had come out of the Phase 3 process.

### Phase 5

Following this retreat, the Pappas Consulting Group Inc. took all the documents developed in Phases 1-4 and synthesized them into a final strategic plan for SCAD. It should be emphasized, however, that the plan is the work of many at SCAD. The entire SCAD community had opportunity to provide input into the strategic plan development in Phase 1. In Phase 3 (the working groups), 36 faculty and staff were directly involved, and they sought input from many others in the institution as they conducted their work. In addition, all members of the cabinet, including the president, dedicated two retreats to direct work on the strategic plan. This represents very significant involvement by the entire SCAD community and leadership in strategic planning.

### Phase 6

In May 2007, the Board of Trustees approved the new mission and vision statements and goals. In Summer 2007, the cabinet reviewed the Pappas Consulting Group Inc. draft and revised the values and strategies into this final version of the SCAD 2007-12 Strategic Plan, adding two additional goals: Develop diversified revenue streams for long-term sustainability and facilitate continuous improvement.

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# Working groups and membership

## I. Managing smart growth

1. Kevin Conlon, *dean of undergraduate studies*
2. Ginger Hansen, *executive director of recruitment*
3. David Pugh, *dean of students*
4. Yolinda German, *bursar*
5. Martin Smith, *college resources manager*
6. Mona Meyer, *director of instructional design*
7. Michael Barsic, *manager of Web application and development*
8. Emily Bentley, *president's chief of staff*

## II. Strengthening academic quality at both the undergraduate and graduate level

### A. Undergraduate

1. Steve Bliss, *dean of School of Communication Arts*
2. Roger Walton, *painting professor*
3. Bob Fee, *industrial design professor*
4. Catherine Ramsdel, *liberal arts professor*
5. Maureen Garvin, *dean of School of Fine Arts*
6. Cheri Jacobs, *liberal arts professor*
7. Laura Kennedy, *coordinator of undergraduate academic advising*

### B. Graduate

1. Dick Krepel, *illustration professor*
2. Kim Tatalick, *chair of metals and jewelry*
3. Gohkan Ozaysin, *film and television professor*
4. Jane Rehl, *art history professor*
5. Joseph Kline, *chair of performing arts*
6. Ron Rayman, *dean of library and academic services*

## III. Securing a broad array of talent

1. Nickole Green, *director of staff recruitment*
2. Joanna Ellis, *director of faculty recruitment*
3. Tom Fischer, *chief academic officer*
4. David Tobelman, *director of information services*
5. Teresa Griffis, *assistant vice president for SCAD-Atlanta*
6. Peter Weishar, *dean of School of Film and Digital Media*
7. Sue Hinkin, *dean of career services*

## IV. Building an intentional international reputation within and beyond higher education

1. Erin Banks, *director of scholarship recruitment*
2. Maureen Burke, Ph.D., *director of SCAD Museum of Art*
3. Bruce Chong, *dean of communications*
4. Josh Yu, *director of special projects*
5. John Bennett, *director of student media*
6. Denise McFall, *director of community programs for SCAD-Atlanta*
7. Crystal Weaver, Ph.D., *dean of the School of Building Arts*
8. Darrell Tutchtton, *director of international enrollment*

## SCAD Mission

The Savannah College of Art and Design exists to prepare talented students for professional careers, emphasizing learning through individual attention in a positively oriented university environment.

## SCAD Vision

The Savannah College of Art and Design, an institution with distinctive yet complementary locations, will be recognized as the leader in defining art and design education. By employing innovation in all areas, SCAD will provide a superior education through talented and dedicated faculty and staff, leading-edge technology, advanced learning resources and comprehensive support services.

## SCAD Values

- Being a student-centered institution.
- Providing an exceptional education and life-changing experience for students.
- Demonstrating quality and excellence in every aspect of operations.
- Sustaining a respectful and honest college environment.
- Growing while continually improving.
- Being innovative and results-oriented.
- Promoting a cooperative team spirit and a positive “can-do” attitude.
- Going the “extra mile.”

# Goals and Strategies

## Goal 1 Manage smart growth

- Strategy A** SCAD will develop and implement a strategic enrollment management system.
- Strategy B** SCAD will offer high-quality programs that meet student and industry needs through a contemporary curriculum.
- Strategy C** SCAD will research, evaluate and implement additional academic programs using non-traditional means/formats.
- Strategy D** SCAD will maximize the utilization of physical resources at each location.

## Goal 2 Strengthen quality at the undergraduate level

- Strategy A** SCAD will define and then recruit and enroll students with high potential for success.
- Strategy B** SCAD will retain and graduate every high-performing student.
- Strategy C** SCAD will create and maintain institutional policies to facilitate student success and the efficient use of college facilities and resources.
- Strategy D** SCAD will conduct immediate and periodic reviews of all undergraduate programs to ensure their quality, currency, attractiveness to students, career opportunities and return on investment to the institution.
- Strategy E** SCAD will develop and maintain student support services that facilitate student success.

## Goal 3 Strengthen quality at the graduate level

- Strategy A** SCAD will increase the number and will strengthen the quality of incoming graduate students.
- Strategy B** SCAD will conduct immediate and periodic reviews of all graduate programs to ensure their quality, currency, attractiveness to students, career opportunities, and return on investment to the institution.
- Strategy C** SCAD will monitor and proactively seek to drive its graduate program rankings higher.
- Strategy D** SCAD will strategically manage its graduate program enrollment and, where appropriate, revise its graduate academic policies and processes so as to strengthen the quality of its graduate programs.
- Strategy E** SCAD will ensure that library, technology and capital resources for graduate students meet or exceed those available at peer and aspirant institutions.
- Strategy F** SCAD will strengthen the sense of academic community for graduate students.

## Goal 4 Secure and optimize a broad array of talent

- Strategy A** SCAD will evaluate its employment environment and its hiring processes, practices and success rates; it will do so in the context of not only the competitive marketplace, but also its institutional uniqueness.
- Strategy B** SCAD will improve faculty and staff satisfaction and will increase long-term (five years and beyond) faculty retention and both short-and long-term retention for key staff areas.
- Strategy C** SCAD will be intentional about developing the next generation of faculty and staff leadership.
- Strategy D** SCAD will implement targeted recruiting and hiring efforts to increase its racial, ethnic and gender diversity in the candidate pool considered for key faculty, staff and leadership positions. The most qualified and talented individuals will be selected to support SCAD's commitment to excellence and position of leadership in art and design education.
- Strategy E** SCAD will recruit and retain top practitioners in their fields and will continue to support faculty development that places faculty at the leading edge of their fields.
- Strategy F** SCAD will organize and formalize its faculty development support to ensure the motivation, retention and further development of its faculty as well as maximum return on investment for the institution.
- Strategy G** SCAD will revise its faculty evaluation process to be explicit about its expectations for teaching excellence.

## Goal 5 Build an intentional international reputation within and beyond higher education

- Strategy A** SCAD will be proactive in building a reputation for academic and artistic excellence that evokes passion and boldness.
- Strategy B** SCAD will develop, implement and evaluate the impact of a comprehensive institutional communication plan that has consistent and sustained key messages.
- Strategy C** SCAD will seek a periodic external assessment of its reputation in higher education and determine the cost/benefit of responding to specific findings.
- Strategy D** SCAD will systematically assess reputation-building activities to ensure an adequate return on investment.

## Goal 6 Streamline for efficiency and effectiveness

- Strategy A** SCAD will systematically analyze and redesign administrative and academic service processes to eliminate fragmentation and/or redundancy.
- Strategy B** SCAD will install new software and/or modify existing automated programs to support the redesigned processes.
- Strategy C** SCAD will adopt continuous quality-improvement measures to ensure that new processes are being updated regularly.

# Goals and Strategies

## Goal 7 Organize structurally for a multi-campus operation

**Strategy A** SCAD will design an organizational structure that is dynamic and consistent with SCAD's philosophy and culture.

## Goal 8 Develop diversified revenue streams for long-term sustainability

**Strategy A** SCAD will systematically build fundraising from a variety of sources.

**Strategy B** SCAD will focus efforts on building corporate support.

**Strategy C** SCAD will continue to research sites for possible campus expansion.

**Strategy D** SCAD will assess opportunities to realize value for the institution through SCAD Group Inc.

**Strategy E** SCAD Group will manage its resources to ensure that SCAD receives effective and efficient services.

## Goal 9 Facilitate continuous improvement

**Strategy A** SCAD will build capacity to generate information about student learning, programs and operations, and use that information to further mission achievement.

**Strategy B** SCAD will become recognized as a leader in art and design assessment.