



## **STRATEGIC PLAN 2010–15**

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## **I. INTRODUCTION**

In 2007 California College of the Arts (CCA) celebrated a historic milestone: 100 years of leadership in arts education. The beginning of the college's second century has been a time to bring together alumni, students, parents, faculty, trustees, staff, and friends of the college to celebrate our past, to reflect on the hard work and values that brought us to this moment, and to consider CCA's tremendous potential to shape the future of culture.

CCA's legacy and history is tied to the Arts and Crafts Movement. This was a time when artists and designers believed that connecting the arts to social, economic, and political life would deepen the power of creative work while making a positive contribution to the community. Today, as the role of creativity in our society and economy is recognized and valued, CCA's founding ideals have never been more relevant. Artists, designers, and writers have become leaders in a culture that relies on the combined expansion of technological innovation and creative content. The San Francisco Bay Area is the locus for much of this development, and CCA—with two campuses, twenty-eight programs, 1,700 students, 500 faculty members, and 15,000 alumni—is a leading educational resource in the region.

Looking to the future, CCA will continue to be a place of promise and transformation and a premier choice for young people who believe that creative work can positively and powerfully affect our world. To this end, the 2010–15 strategic plan focuses on the student experience—from the classroom and the studio to the community and beyond. In developing the plan, we reflected on what we accomplished in the last five years (see Appendix, page 13) and engaged a broad sector of the community—students, faculty, staff, alumni, trustees, parents, and donors—to envision the future of the college.

## **II. VALUES AND MISSION**

### *VALUES STATEMENT*

As an educational and cultural institution, California College of the Arts believes in fostering the artistic and academic excellence of our students and faculty. We cultivate intellectual curiosity and risk-taking, collaboration and innovation, compassion and integrity. As a global citizen and good neighbor, CCA believes in its role as a center of social justice and community engagement. We promote diversity on our campus by improving access and opportunity for underrepresented groups and see this endeavor as vitally enriching for the whole community. We value sustainability and believe that as a school of the arts we have a unique ability and ethical responsibility to shape a culture that is more environmentally responsible. We understand the importance of creative economies and the role for artists, designers, architects, and writers in solving social, cultural, environmental, and economic problems.

### *MISSION STATEMENT*

California College of the Arts educates students to shape culture through the practice and critical study of the arts. The college prepares its students for lifelong creative work and service to their communities through a curriculum in art, architecture, design, and writing.

### **III. SUMMARY OF THEMES OF THE 2010–15 PLAN**

#### *DREAM BIG*

CCA is a place for people who want to make a difference in the world. Our values are rooted in the Arts and Crafts Movement, which emphasized the power of art and design to make a positive impact on society. The San Francisco Bay Area holds great promise, with an influential history of diverse social movements and a culture of innovation, free-thinking, and risk-taking. This convergence of compelling forces is embodied within our institution and guides our educational mission.

#### *CULTIVATE DIVERSITY*

CCA is committed to better reflecting and serving the diverse populations of the San Francisco Bay Area. This wealth of knowledge, experience, and perspectives creates incalculable value, cultural energy, and resilience that enrich the conversations, curriculum, and community at CCA. We are committed to enhancing this diversity, ensuring access to opportunities within our community, and preparing our graduates for an increasingly complex global society.

#### *FOSTER EXCELLENCE*

People are inspired by being part of an educational environment that stretches minds to new heights. CCA challenges all in our community to create significant work in a context of world-class academic and artistic excellence. CCA supports learning experiences—from the classroom, to the studio, to the community. We encourage everyone to explore broad and deep interests, balancing theory and practice, in preparation for lifelong creative work.

#### *CONNECT COMMUNITIES*

CCA values a system of connections that form the basis of resilient, dynamic, social and learning ecologies. We seek to strengthen relationships among CCA stakeholders: faculty, staff, trustees, students and their families. CCA intends to further develop partnerships with our local neighbors, as well as with national and global educational institutions, non-profit, and professional organizations industries, and governments.

#### *LEAD RESPONSIBLY*

Responsible administrative and faculty leadership is based on building a shared identity as an institution and a cohesive vision for the future. CCA's goal is to further empower our community's innate ingenuity toward creating realistic, honest, and appropriate solutions to the challenges we face from a number of perspectives.

#### **IV. THE PLAN [THEMES (A), GOALS (1), & OBJECTIVES (a)]**

Employing the five themes, major collegewide longterm goals and objectives were developed. Each college department will also create its own specific annual plans in response to the strategic plan.

##### **A. DREAM BIG**

1. Reaffirm and extend CCA's legacy in the values of the Arts and Crafts Movement.
  - a. Position the college as a leading proponent of social justice and community engagement through arts education
  - b. Recruit and retain students and faculty who respect and support our founding values
  - c. Involve the CCA community in creating and celebrating symbols of identity and pride that arise from the college's unique history
2. Create innovative and socially responsible curricula that move the college to the forefront of creative practices.
  - a. Build an effective project-based service learning program with courses throughout the curriculum
  - b. Explore new programs that reflect our values and further our position at the forefront of education while contributing to enrollment growth
  - c. Create curricular pathways or emphases that will enhance students' ability to focus on themes such as ecological sustainability and social justice regardless of their majors
3. Expand our institutional culture of risk-taking, innovation, and new modes of thinking.
  - a. Work across boundaries to engage staff, faculty, students, and trustees in solving institutional challenges
  - b. Use CCA resources, such as microgrants and awards, to reward innovative and creative solutions
  - c. Expand CCA's connections with the vibrant and dynamic individuals, firms, and organizations that call the San Francisco Bay Area home

##### **B. CULTIVATE DIVERSITY**

1. Increase racial, socioeconomic, and global diversity among students, staff, faculty, and trustees.
  - a. Strengthen our financial aid strategy that fosters diversity
  - b. Develop more effective relationships with local and national schools with large underrepresented populations
  - c. Continue to grow international enrollment from 9 percent to 12 percent in the next five years
  - d. Build and diversify the membership and leadership of the board of trustees, faculty and staff
2. Develop our pedagogy and curriculum to reflect social and cultural diversity.
  - a. Conduct an audit of diversity in the major curricula and implement a plan for ensuring that diversity is a central program learning outcome
  - b. Strengthen Diversity Studies and its connection with other programs

- c. Deepen connections between public programming and our diverse curriculum
- 3. Build a campus community that supports and values diversity.
  - a. Increase co-curricular events and forums that address the diversity of our world
  - b. Bolster administrative infrastructure with goal of increasing retention of underrepresented students
  - c. Create a diversity resource center on the CCA website

**C. FOSTER EXCELLENCE**

- 1. Position and engage CCA at the forefront of vital, creative, and intellectual discourse on national and international levels.
  - a. Heighten profile of CCA to attract and support the kind of faculty and students who would flourish in our environment
  - b. Increase the number of ranked faculty with goal to increase by 10 percent in next five years
  - c. Continue to attract nationally and internationally renowned visiting faculty
  - d. Explore new programs and curricula in areas such as technology, design, and craft
- 2. Improve disciplinary expertise and professional preparation while supporting breadth of knowledge and interdisciplinary experience.
  - a. Ensure that the First Year Program retains interdisciplinarity and experimentation while adding opportunities to build discipline-specific skill and knowledge
  - b. Improve co-curricular experiences to complement learning that takes place in the studio and classroom
  - c. Continue to work with faculty leaders to identify the distinctive qualities of the humanities and sciences curriculum to support the disciplines and ensure that our graduates become engaged citizens
- 3. Enhance our learning environment and resources.
  - a. Enhance technology resources and improve access
  - b. Provide CCA faculty with opportunities and resources to improve their teaching, such as creating a center for excellence in teaching and offering ESL support
  - c. Ensure that our facilities continue to meet the needs of our growing and changing enrollment
  - d. Inspire new and increased gifts from individuals and organizations to improve educational resources for students and faculty

**D. CONNECT COMMUNITIES**

- 1. Create a stronger, more inclusive community reflective of CCA's multi-disciplinary environment.
  - a. Develop a student leadership culture
  - b. Continue to foster a culture of strong faculty governance
  - c. Increase engagement of the board of trustees in the life of the college
  - d. Build interconnectedness and collaboration between campuses and

- among disciplines
  - e. Help alumni forge enduring and more relevant bonds with the CCA community
- 2. Cultivate productive and meaningful connections to local, national, and global individuals and organizations.
  - a. Develop educational partnerships with companies and organizations that enhance the learning opportunities for our students in the classroom and beyond
  - b. Engage trustee, alumni, faculty, and staff networks to cultivate connections and increase potential donor pool
  - c. Collaborate with institutions in the Bay Area and beyond to share resources and develop programming
- 3. Improve visibility in order to advance our mission and goals.
  - a. Demonstrate the value and vitality of a CCA education through stories of alumni, students, and faculty accomplishments
  - b. Highlight strong institutional leadership that shows integrity, vision, and excitement for CCA's future
  - c. Strengthen internal and external communications to increase visibility, connect communities, and engender transparency

**E. LEAD RESPONSIBLY**

- 1. Increase resources to meet challenges with ingenuity and innovation.
  - a. Refocus CCA's fundraising efforts on the institution's core mission, refreshing the case for CCA's top priority needs: support for scholarships and academic programs
  - b. Maintain the college's economic stability through continued enrollment growth and diversification of revenue sources
  - c. Continue to build the board of trustees with new members passionate about art, architecture and design education and who have the inclination and resources to help CCA realize its ambitions
- 2. Engage our constituents to better understand their needs, interests, and aspirations while empowering them to solve problems and lead initiatives.
  - a. Develop and implement website content management tools across the college
  - b. Increase the involvement of students and alumni in recruitment efforts
  - c. Increase communication with donors to better understand their interests and let them know how their giving makes a difference
  - d. Enhance CCA's Human Resources Department to improve personnel management and staff development opportunities
  - e. Retain energy and practices of strategic planning process to keep community involved in accomplishing the plan's goals and objectives
- 3. Communicate priorities, manage expectations, and make the decision-making processes visible.
  - a. Leverage technology to create ways for students, faculty, and staff to access and share data
  - b. Create a group for enrollment management
  - c. Implement communications strategies to achieve goal of transparency

## V. INSTITUTIONAL METRICS AND KEY ISSUES

There are a number of institutional metrics that serve as the foundation for the values-based thematic goals outlined earlier in the plan. As stated above, the enrollment growth of the past five years has had a tremendously positive impact on academic excellence. As we continue to explore growth, we must do so within the context of excellence and with the following metrics in mind.

1. *What are our enrollment projections for the next five years?* Our target for 2015 is an enrollment of 1,950–2,000 students, which assumes a similar rate of growth to what occurred during the last strategic plan while allowing for the changing demographics. A group for enrollment management will be developed to connect Admissions, Student Affairs, and Academic leadership and spearhead strategic monitoring of enrollment growth. We will be concentrating on growth in international students, students from historically underrepresented populations, and graduate students. We are also interested in expanding curricular areas such as animation and interactive design, and developing new certificate programs.
2. *What are our retention and graduation rate goals?* Our retention target for first-time freshmen is 80 percent with an overall retention goal of 84 percent. We have set a four-year graduation rate target of 45 percent and a six-year graduation rate goal of 65 percent. These figures are competitive with our peer institutions.
3. *Do we continue to explore student housing in San Francisco?* Developing housing in San Francisco is a key strategy to reach our enrollment goals and would allow us to expand and diversify our summer programming. We will continue to pursue housing opportunities that can be adopted with limited strain on the operating budget.
4. *What is our goal for increasing the ranked faculty?* CCA is committed to attracting and retaining the best faculty. Our goal is for a net increase in our ranked faculty of 10 percent over the next five years.
5. *What are our goals for summer programming, off-campus programming, or revenues from non-degree or special educational programs?* The resources and changing demographics of the region and innovations in new modes of learning create a rich environment for expansion of special programming that will enhance the mission, values, and vision of the college. An example of this is an MBA Certificate program.
6. *How do we make a CCA education accessible to deserving students while keeping a sustainable discount rate?* We are committed to staying under the ceiling of a 30 percent discount rate. We will explore options to reduce that rate without compromising our continued commitment to supporting a diverse student body with increasing needs.
7. *What are our fundraising priorities?* CCA will refocus fundraising activity to support the core academic mission of the college with the top priorities being scholarships and academic programs. CCA will also prepare for the next major campaign opportunity, which will likely support campus expansion/improvement or endowment or both.

8. *Should we consider creating one campus in San Francisco in the future?* A decision such as this is many years off, however the Board of Trustees has given preliminary support for a single campus option. We plan to pursue real estate opportunities in San Francisco under the stewardship of the trustees.

## **VI. CONTEXT AND CHALLENGES FOR THE 2010–15 STRATEGIC PLAN**

### *ACADEMIC EXCELLENCE AND GROWTH*

One of CCA’s challenges is to make the connection between our values and institutional metrics more apparent to our community. As a tuition-driven institution that has invested increasing resources in faculty, facilities, and infrastructure, CCA acknowledges that enrollment growth is central to our success. An example of this is the recent development of the MBA in Design Strategy, which allowed us to grow our student body by sixty students. At the same time, this unique and innovative program has moved the college to the forefront of conversations on creative economies and design business. The symbiotic relationships among academic excellence, values such as diversity and risk-taking, and a sustainable business model illustrated in this example are infused in all of CCA’s core practices and strategic planning.

### *MIND THE GAP*

As signs warn London commuters, CCA calls on our community to “mind the gap” as a way of both acknowledging and addressing limitations in our institutional capacity without sacrificing healthy ambition. CCA recognizes this as a concept that cuts horizontally through all five themes of the 2010–15 plan and serves as a foundational context to all institutional goals. CCA must set pragmatic and sustainable institutional priorities and metrics, balancing educational and operational needs and resources. We strive to empower our community's innate ingenuity toward creating realistic, honest, and appropriate solutions to the challenges we face.

### *CONTINUING EVOLUTION OF ART AND DESIGN EDUCATION*

There are many indications that we are living in a time when creativity and innovation are becoming increasingly valued throughout the world. We see this in the growth of professional opportunities for artists and designers, the belief that innovation is a key economic driver, the embrace of creativity-based pedagogy, and the perspective that the most complex and intractable problems in our world require creative solutions. Furthermore, the millennial generation has been raised in digital technologies and new forms of visual communication that in many ways provide a foundation for art and design education. For these reasons, we believe that the value proposition of CCA will continue to thrive in the next decade. Our fundamental commitments—to the legacy of social and economic engagement rooted in the Arts and Crafts movement, to meaningful art and design that can make a positive impact on our world, and to our strength in conceptual and critical thinking—are more relevant now than ever before.

### *ECONOMIC FACTORS*

As an institution where tuition is 95 percent of revenue, CCA must do all it can to secure enrollment gains while looking to further diversify revenue sources. Every year CCA trustees and senior staff explore in depth the key issues that drive the business model of the school, including setting tuition price and calculating revenue from endowed scholarships. Given the impact of the global recession, strategies around new student enrollment, retention, and financial aid will require more attention.

### *CHANGING DEMOGRAPHICS*

The former strategic plan took place during a period where the number of high school graduates in the United States increased dramatically. The population of first-time freshmen reached a plateau in 2008–9 and is expected to decline moderately through 2014–15. In general, enrollment growth of first-year students will be challenging. To compensate, the college will bolster its outreach to potential transfer students and will explore programming for adult learners. The State of California will experience this decline in high school graduates and will also see an eleven percent decrease in its Caucasian population. Public high school graduates in the state will soon be a majority minority. This will offer us great opportunity for increasing diversity but may put pressure on the college to stay below our ceiling of a 30 percent tuition discount rate.

### *INCREASED VISIBILITY AND SIZE*

The success of the former strategic plan in regard to increased visibility and enrollment moved CCA into the top tier art colleges in the nation. We are now competing for students with Rhode Island School of Design, School of the Art Institute of Chicago, Pratt, Parsons, and other leaders in art education. Although we recognize the challenge of competing with schools with greater resources, it is our hope that this heightened status will help us continue to grow the application pool, improve our yield in students who have been admitted to other top tier art colleges, and potentially increase our selectivity. If we have small increases in our entering classes and make improvement to retention, we should meet our goal of 1,950–2,000 students by the end of 2015.

The increased visibility of CCA has also enhanced our opportunities for strategic partnerships with local and national educational and community organizations, as well as positioned the college for increased international enrollment and development of dynamic exchange programs.

### *LOCATION*

CCA is located in one of the truly great metropolitan centers. The Bay Area is a region where education, design, technology, and the arts are essential components of an economy fueled by creativity and innovation. CCA benefits from and contributes to this fertile environment. The college draws top faculty from the Bay Area's rich professional communities in architecture, design, writing, and the arts. Major corporations, cutting-edge artist spaces, and community-based nonprofit organizations in the San Francisco Bay Area collaborate with CCA by offering internships to students, sponsorships of academic programs, and employment for alumni. The Bay Area is noted for its cultural and ethnic diversity and its location as the gateway to the Pacific Rim. In our increasingly

global society, the CCA educational experience is strengthened by this international and multicultural environment.

#### *PROJECT-BASED SERVICE LEARNING*

The most fundamental premise of project-based learning is that we learn best when knowledge and skills are taught in the contexts of real-world problems and experiences. Service learning adds the dimension of benefiting the community in tangible ways and giving our students and faculty more meaningful educational experiences. We believe this kind of engagement with the world outside the academy is a profound expression of our Arts and Crafts heritage, our location in the Bay Area, and our commitment to social justice and the creation of meaningful art and design. Furthermore, project-based learning is at the forefront of important new trends in education in response to the increasingly collaborative nature of emerging art and design professions, as well as the complexity of the problems our world faces today.

ENGAGE at CCA will be a collegewide initiative housed in the Center for Art and Public Life. It combines the Community Arts Program's model of community engagement with the project-based learning that is fundamental to art and design pedagogy,

#### *RISING IMPORTANCE OF SUSTAINABILITY*

CCA is committed to exploring forward-thinking methods, theories, and techniques that artists, designers, and writers employ in contemporary ecological debates and concerns. In the 21st century, the fine arts, design, and humanities will play a formative and emerging role in both interpreting and amending the interaction of society and nature. CCA embraces the possibility that design and fine art can help solve ecological problems, but we strive to attain a broader more culturally-driven approach that considers the diverse viewpoints that art and design might introduce into these discussions.

The college seeks and attracts students, faculty, and trustees who aspire to create positive social change through their work as artists, architects, and designers. CCA students and faculty are at the forefront of defining the range of cultural engagements with the complex issues of sustainability.

## **VII. PROCESS FOR CREATING 2010–2015 PLAN**

In October 2008, after interviewing a range of planning consultants, CCA contracted with the innovation and design firm IDEO to facilitate the development of its new five-year plan. IDEO's human-centered, design-based approach helped the college engage a broad sector of the CCA community— alumni, donors, faculty, staff, students, parents, and trustees—in envisioning the future of the college. The IDEO method relies on emergent strategies, rather than top-down planning, eliciting the best ideas, insights, and strategies from the network of participants.

IDEO designed a highly collaborative 17-week project structure, beginning in October 2008. Core planning teams from CCA and IDEO (see below) were joined by members of the CCA community and a group of IDEO designers. There were many opportunities for

members of the CCA community to participate, including facilitated visioning sessions, meetings, and interviews. The college established a project blog to help spark conversation among the participants. Research took place from October through November with IDEO conducting stakeholder interviews, campus and studio visits, and facilitating a special partnership with CCA graduate students who created and implemented key research projects. Synthesis of the research data took place in December. Several key visioning sessions occurred in January, including all-staff and all-faculty meetings and a community-wide retreat led by IDEO staff and the CCA core planning team. In the end, over 650 members of the CCA community were involved in the process.

With the conclusion of the IDEO partnership in March 2009, the CCA core planning team continued its work by poring over all the feedback and ideas generated by the many participants and used them to refine the major themes of the plan and to prioritize specific initiatives. Trustees and senior cabinet department heads were convened during the summer to give feedback on early draft plans and were asked to develop sections of the plan. The first full draft was presented to all CCA staff, faculty, and trustees in September 2009. Feedback will be solicited September through November 2009, with hopes that the plan will be finalized and adopted at the November 17, 2009 board retreat.

#### *CORE PLANNING TEAM*

##### **CCA**

Susan Avila, senior vice president for Advancement

Stephen Beal, president

Leslie Becker, director of Design

Ila Berman, director of Architecture

Chris Bliss, vice president for Communications

Mark Breitenberg, provost

Melanie Corn, associate provost

Mik Gaspay, Educational Technology Services user support manager

Pamela Jennings, vice president for Student Affairs

Barbara Jones, director of fundraising services

David Kirshman, senior vice president for Finance

David Meckel, director of Planning and Research

Sheri McKenzie, vice president for Enrollment Services

Noel Perry, chair, CCA Board of Trustees

Robynne Royster, director of undergraduate enrollment

George Sedano, interim vice president for Student Affairs

Rachel Schreiber, director of Humanities and Sciences

Nathan Shedroff, chair of MBA in Design Strategy Program

Deborah Valoma, director of Fine Arts

##### **IDEO**

Holly Bybee, transformation practice

Dana Cho, associate partner

Brianna Cutts, environments designer

Erik Moga, human factors

Jeffrey Nebolini, art director  
Sandy Speicher, transformation practice

### **VIII. GOING FORWARD**

It is our hope that the 2010–15 Strategic Plan will be implemented in the same way that it was created—as an inclusive, community-based process extending across disciplines, across constituencies, across the entire college. The plan will figure prominently in the development of our annual operational goals, making it a living document that will continue to evolve in the next five years.

This is truly an exciting time to be at CCA. There is a forward-thinking, communal spirit at the college that has propelled the development of this new strategic plan. We are confident that the plan will ensure a vibrant and sound future for the institution as we prepare the next generation of artists, architects, designers, and writers.

## ADDENDUM

### I. ACHIEVEMENTS OF THE CCA 2004–2009 STRATEGIC PLAN

CCA's last strategic plan, titled *California College of the Arts: Leadership in Arts Education, 2004–2009*, was adopted by the board of trustees in February 2004. The three main goals of the 2004–2009 plan were:

1. Enhance national visibility through academic excellence
2. Maintain a sustainable business model
3. Strengthen internal and external community relations

#### **Goal One: Enhance national visibility through academic excellence.**

Over the past five years, CCA has made significant progress toward this goal. Highlights of our achievements in this area include:

- *External visibility.* The development of a high-caliber faculty body, increased student quality, and innovative new programming have been contributing factors to a substantial increase in national and international press coverage. We also made progress in capturing the attention of opinion makers and industry leaders.
- *Faculty investment.* The college has increased its faculty from 406 in 2004 to 503 in 2008, including the addition of 41 new full-time faculty members, bringing the total of full-time faculty to 84.
- *Recruitment and retention.* We have become more selective at the graduate level while increasing our application rate; maintained the academic quality of our new students; increased our six-year graduation rates from 44 to 60 percent; and increased our freshman retention rate from 76 to 78 percent.
- *Academic programs.* Since 2004, the college developed and implemented collegewide learning outcomes; added undergraduate programs in Animation and Community Arts, as well as the Masters of Architecture Program and the MBA in Design Strategy Program.
- *Accreditation.* In March 2009, CCA completed the ten-year re-accreditation visits for its two major accrediting bodies, National Association of Schools of Art and Design (NASAD) and Western Association of Schools and Colleges (WASC). Both visits were highly successful, and the teams offered the college numerous commendations. Specifically, we were lauded for the development of a meaningful and sustainable process of program review and learning assessment; the strengthening of our faculty governance and academic leadership; the success of our centennial capital campaign; a demonstrated commitment to diversity; and, the growth of our student body that was met by development of resources and academic quality.

#### **Goal Two: Maintain a sustainable business model.**

The college maintained a healthy financial picture through strong enrollment, successful fundraising efforts, and prudent financial management. Highlights include:

- *Enrollment.* We made significant progress toward our enrollment target of 1,850 total students. In fall 2004, we had 1,587 students; by fall 2008, enrollment had grown to 1,740 students. We saw a 33 percent increase in graduate enrollment, from 268 enrolled in fall 2004 to 357 in fall 2008. We've also seen significant

growth in the applicant pool: in 2004, we received 1,229 undergraduate applications and in 2008 we received 1,736—an increase of 41 percent.

- *Fundraising.* Our number of donors rose from 830 to 1,360 and the endowment grew from \$24.9 million to \$32.2 million. The increase in endowment, donors, and scholarship dollars was in large part due to a highly successful capital campaign that coincided with CCA's centennial celebration. This campaign surpassed its goal of \$25 million by ten percent.
- *Finance and Facilities.* We maintained balanced budgets from 2004 to 2009; our annual operating budget increased from \$40.1 million to \$54.1 million; and the campus footprint expanded by twenty percent from 371,082 square feet (excluding residence halls) to 447,031 square feet.

### **Goal Three: Strengthen internal and external community relations.**

The college made major strides in reaching this goal through the development of institutional infrastructure—specifically, expansion of and improvements to facilities and an increase in programs and services for students, faculty, and alumni.

- *Facility expansion.* In the past we have seen how creating top-notch facilities can facilitate community building; the first-year housing in Clifton Hall, opened in 2002, was a good example. In the past five years we built a new Graduate Center in San Francisco, created additional housing in Oakland that increased the number of beds from 250 to 284, and built a Student and Faculty Services Center in the 80 Carolina building in San Francisco.
- *Faculty leadership development.* With major investments in hiring full-time faculty (see above), the college now offers more leadership, governance, and development opportunities for faculty.
- *Development of Student Affairs Office.* To accommodate the expanding student body and to respond to their growing needs, CCA made significant investments in Student Affairs. We created a vice president position, increased the overall Student Affairs staff from approximately 13 to 22 members, and enhanced overall student support services and resources.
- *Improvements to Educational Technology.* Increased staff in ETS; provided faster, improved connection speed (from 4Mb to 20Mb), and created more workstations (from 180 in 2004 to 263 in 2008).
- *Community outreach.* CCA's centennial in 2007 was an excellent opportunity to reach out to CCA's alumni. More than 650 alumni attended the alumni reunion weekend, an effort that was led by alumni. Over the course of the Centennial Campaign, alumni giving to the college increased by 25 percent.