

Advancing Excellence at OCAD University for the Age of Imagination, 2012 - 2017



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Cover: *Touch Me*, Oldouz Moslemian, 2010. Copper Taffeta, Foam, Electronic Components, Plastic, and Merino Fleece.
This lightly felted fabric has embedded electronics within its structure and is sensitive to pressure. The LEDs embedded in this fabric will light up upon application of pressure. Photo Credit: Taimaz Moslemian.



Message from Dr. Sara Diamond, President & Vice-Chancellor, OCAD University



For more than 135 years, OCAD University – the university of the imagination – has been a leader in excellent art and design education. We have cultivated talent, undertaken relevant research, acted as a hotbed of creative production and practices, stimulated a myriad of design, media and art enterprises and ensured that Toronto and OCAD University's immediate precinct rise and shine as a cultural centre. In the years to come, OCAD University will continue to embody and strive for relevance and excellence in its ability to mobilize the intrinsic power of art and design, creativity and scholarship to address the world's significant challenges.

We live in a time of dramatic change, marked by shifts in global power, economic crises, civic instability, global warming, conflicts over cultural values and the widespread use of technology to socialize, globalize and democratize. The combined power of design thinking, artistic creativity, out-of-the box imagination and the ability to make tangible – to prototype and build – is needed as never before.

OCAD University's students, alumni and faculty will provide Canada and the world with design methods and thinking combined with the experimentation and interpretive qualities of art, a mastery of technological invention and innovation, as well as cultural, social and economic entrepreneurship. OCAD University will work in concert with science, industry and government, and with institutions and communities at home and abroad, to address five interdisciplinary themes: sustainability, technological invention, diversity and global citizenship, health and wellness, and contemporary ethics. Through these efforts we will gain recognition as one of the world's leading institutions for learning and research in art, design and media.

Art and design open new perceptual arenas, creating vehicles for individual and community expression, bringing beauty and criticality, and blending form and function. OCAD University will demonstrate and facilitate the role of art and design in achieving cultural cohesion, and prove the value of diversity of view, background and approach. Art and design provide context and curation in a noisy world flooded with overwhelming quantities of data.



Photo: Lorella Zanetti.

OCAD University will expand our international reach and relevance while becoming a cosmopolitan institution, embodying the diversity of Toronto. We will open our doors to increased numbers of international students, provide a vast range of mobility options, build deep research and learning collaborations with international partners and work closely with the diverse communities that surround us.

- Dr. Sara Diamond

We will continue to grow, achieving gravitas and the most effective economy of scale. Growth in undergraduate enrolment and the graduate program provide the opportunity to hire new faculty who bring diversified skills, advanced degrees, research capabilities and global expertise, and to attract new kinds of students who seek art and design from a theoretical, scientific, technological and business perspective.

OCAD University will expand our international reach and relevance while becoming a cosmopolitan institution, embodying the diversity of Toronto. We will open our doors to increased numbers of international students, provide a vast range of mobility options, build deep research and learning collaborations with international partners and work closely with the diverse communities that surround us. The Aboriginal Visual Culture Program: Art, Design and Media will grow to celebrate and accelerate aboriginal practice and scholarship in an alliance with aboriginal communities across Canada.

As a specialized institution, OCAD University will continue to reinvigorate the traditions of studio-based experiential learning; we are flexible, critically informed and intimately engaged with the world around us. We will continue to nurture individual talent while enabling unprecedented collaboration. We will be a hallmark for experiential learning, whether through online, blended and mobile learning, or service-based learning, internships and partnered curriculum with not-for-profits and industry.

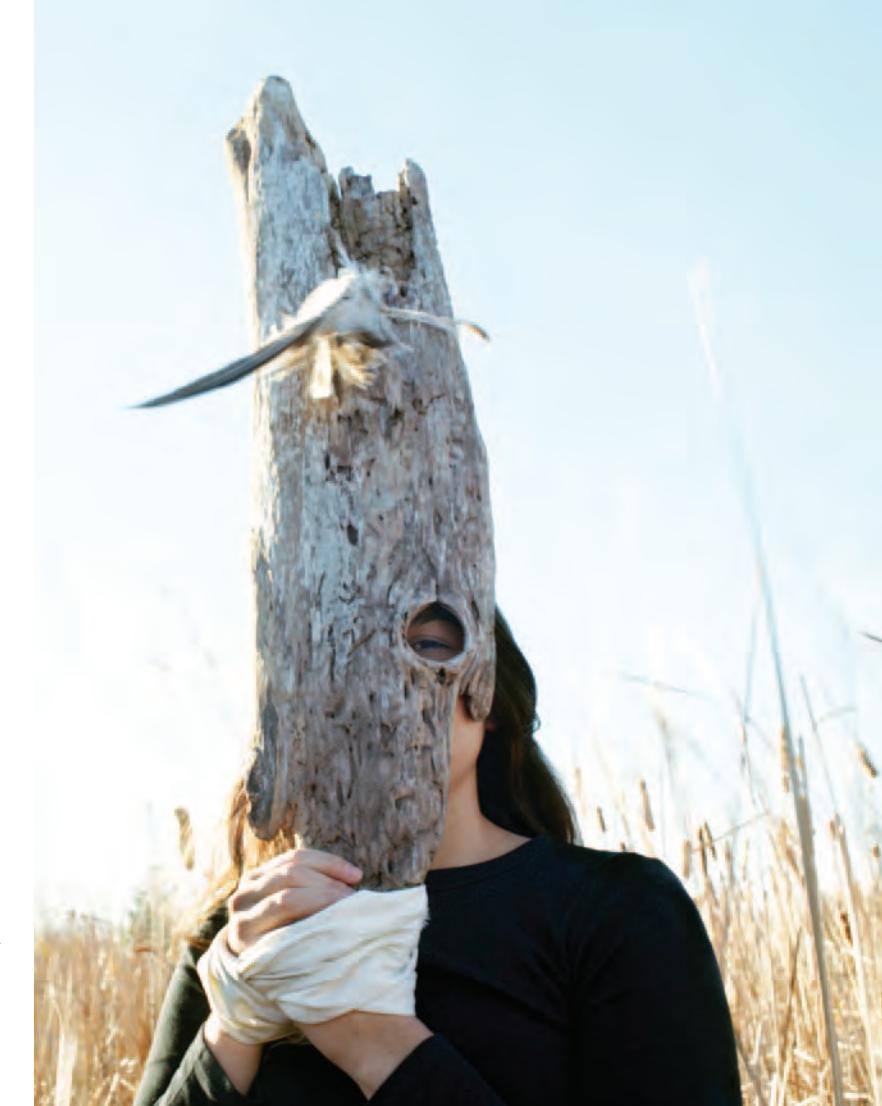
Throughout its 135 years, this institution has been a city builder working in close alliance with its neighbours. We will continue to expand our campus, providing a resource to the larger community through our galleries, public facilities or incubators. Calculated risk and well-founded ideas lead to economic and social gains. OCAD University's alumni and faculty have contributed to prosperity at home and abroad, carrying a significant portion of the more than \$9 billion per year of cultural sector GDP in Toronto alone¹ and some \$20 billion in Ontario.² We will continue to build our contribution and generate jobs through entrepreneurial creativity. Beyond cultural fields, our alumni will continue to enter many sectors: financial services, law, medicine, science, engineering, government and information and

communication technologies. OCAD University will provide disciplinary depth, multiple forms of literacy and the ability to succeed and contribute, whatever their career choice. These successes and our enhanced partnerships will galvanize additional resources for OCAD University.

We will continue to be an efficient and effective institution, striving for increased productivity and the best possible use of our resources while providing a compelling and supportive environment for staff, faculty and students. OCAD University will strive to be one of the world's most significant specialized universities in the fields of art, design and media. We will be gauged by our outputs:

- Talented students and alumni who will make contributions in their fields and act as agents of positive transformation and change;
- Research and creation by our faculty and students that approach grand challenges, galvanize us with new ways of understanding and acting in the world, and produce material and virtual objects and systems;
- Art, design and media that inspire, interpret and move us; and
- Relationships and actions that strengthen communities, build social capacity and economic strength.

How will we do all this? This strategic plan outlines our goals and aspirations moving forward. We have named the report Advancing Excellence at OCAD University for the Age of Imagination, 2012-2017. Why is it the age of imagination? Our ability to solve problems creatively and to move from ideas to actualization is the most valuable resource we have as a nation and global society. At OCAD University, we will advance the learning experience, improving our students' creative journey. We will advance recognition, strengthening our capability for research, knowledge generation and art creation. We will advance our influence, nurturing a community of reciprocal relationships, from our alumni to our international partnerships. In order to do these things, we must support our enterprise through a



Above: *Tilsam* by 2010 Photography medal winner Meryl McMaster.

significant commitment to improve all our resources, be they human, our campus infrastructure or our financial support.

I invite you to join us and support OCAD University's future. Help us travel to where our imagination already soars.

Dr. Sara Diamond
President and Vice-Chancellor,
OCAD University, O. of Ont., RCA.

1. AuthentiCity. Creative city planning framework: A supporting document to the Agenda for Prosperity: Prospectus for a Great City. City of Toronto. February 2008.
2. Culture Statistics Program. Economic contribution of the culture sector to Canada's provinces. Statistics Canada. March 2007.



Executive Summary: Advancing Excellence at OCAD University for the Age of Imagination, 2012-2017

OCAD University embarks on its 2012-2017 strategic plan fuelled by imagination and grounded in a clear and thorough understanding of the cultural and social challenges and economic climate of the 21st century. Global uncertainty, technological transformations and government austerity have combined to rewrite the playbook higher-education institutions have traditionally followed. The calls from government, partners, future students and local and international communities are clear: universities need to rethink how they educate, add value and engage.

The winds of change represent opportunities. OCAD University brings more than 135 years of experience as Canada's leading post-secondary institution offering varied approaches to art and design education, and it is flexible and courageous in facing changing visions of the future. OCAD University is more than a university; it is a significant cultural institution in Canada.

OCAD University aspires to global influence and relevance. The plan laid out in Advancing Excellence at OCAD University for the Age of Imagination, 2012-2017 is ambitious. To succeed in this plan, OCAD University requires an unprecedented marshalling of resources, both financial and human. It calls on everyone involved in the university's enterprise – its faculty, staff, students, alumni, supporters, partners, and community – to join forces to advance OCAD University's mission of bringing the wisdom of art and design thinking and creation and the power of media to better society, improve human lives, build a sustainable economy, create jobs and help address the increasingly complex problems of today's accelerated age.

Through the strategies laid out in this plan, OCAD University will remain a vital and vibrant force that will

lead Canada's next generation of diverse artists, designers, media producers and interdisciplinary leaders to not only take their rightful place at the table, but to convene the table, whether that table is in Toronto, Beijing or Sao Paolo.

OCAD University will foster the imagination of its students, faculty, researchers and alumni. They will be entrepreneurial agents of positive change.

OCAD University will catalyze collaborations with global institutions, the sciences, medicine and industry that will create solutions, beauty and strategies to improve, enhance and enlighten the world.

OCAD University is committed to a multidimensional strategy that advances the university's vision in an environment filled with opportunities as well as challenges. An integrated and aligned organization will implement this dynamic strategy.

The plan identifies four strategic priorities:

- 1. OCAD University will advance experience.**
- 2. OCAD University will advance recognition.**
- 3. OCAD University will advance influence.**
- 4. To achieve these priorities,
OCAD University will advance the enterprise.**

These priorities will guide OCAD University over the next five years, ensuring that programs and activities are co-ordinated, complementary and contribute to achieving the vision. The following section summarizes how this will be achieved as the university grows the opportunities for, quality and engagement of student experience, its recognition as a research and thought leader, its influence and reputation as an art, design and policy leader and community builder and the enterprise needed to support these ambitions.

1. Advance Experience	2. Advance Recognition	3. Advance Influence	4. Advance the Enterprise
<p>1.1 Grow and diversify student enrolment and faculty to build Ontario's economic and cultural prosperity</p> <ul style="list-style-type: none"> ▪ Expand undergraduate and graduate programs in response to student and market demand, and the provincial government target that 70 per cent of Ontarians will attain a post-secondary education (PSE) to build Ontario's future prosperity. ▪ Attract first-choice applications from Canadian and international students and draw students from diverse cultural backgrounds, reaching into underserved communities. ▪ Design seamless pathways to bring in students from the college system and other universities, and pave the way for graduates to further their education. ▪ Recruit new faculty to join the university's dedicated professoriate to replace retiring faculty, expand existing programs, further new curricular directions and give students a rich learning experience. ▪ Guide curriculum changes and growth through OCAD University Senate governance. <p>1.2 Enrich the creative learning journey for students inside and outside OCAD University</p> <ul style="list-style-type: none"> ▪ Draw the most talented students and engage them in a challenging, active and collaborative learning experience. ▪ Shape student learning through the integration of theory and practice and a shift toward contextual experience and a more dynamic relationship between studio and liberal arts courses. ▪ Facilitate time to completion, develop an honours stream and strengthen the four-year program. ▪ Foster international opportunities. ▪ Accelerate the rollout of internships. ▪ Create business and job opportunities for students with the Career Development Office and the Imagination Catalyst. 	<p>2.1 Strengthen OCAD University's capability for research, knowledge generation and art creation</p> <ul style="list-style-type: none"> ▪ Conduct excellent research that will earn faculty high recognition in their fields. ▪ Gain recognition for OCAD University faculty and students through publications and art exhibitions and awards. ▪ Build reputation for innovations through business spinoffs and intellectual property placements. ▪ Add expertise and research capacity through new faculty hires and growing student and graduate population. 	<p>3.1 Build the OCAD University reputation and nurture a community of relationships</p> <ul style="list-style-type: none"> ▪ Create reciprocal communities of local and global relationships that unite contemporary society and all OCAD University's faculties. ▪ Engage OCAD University's multiple communities in strategic advocacy, public policy and thought leadership at the local, national and international levels. ▪ Engage alumni as active participants, advocates and contributors.. ▪ Build reputation through consistent branding. 	<p>4.1 Develop and support OCAD University staff, faculty and governance leadership</p> <ul style="list-style-type: none"> ▪ Dovetail human resources processes, management systems and governance models to lead and support the opportunities ahead. ▪ Offer enhanced professional development and training opportunities. <p>4.2 Sustain a strong OCAD University organization</p> <ul style="list-style-type: none"> ▪ Develop capital, physical and virtual infrastructures and environmental sustainability. ▪ Be a creative city partner. ▪ Set new funding goals and models that will enable OCAD University to survive and thrive. ▪ Do more with less in the constrained economic environment by renewing process efficiencies, technology, and data management. ▪ Create new forms of delivery to maximize capital resources.
 <p>OCAD University's success in advancing its vision and mission though its strategic plan for 2006-2012 has created a strong foundation for the next five years. With its 2012-2017 plan, OCAD University is building on past successes, refining and strengthening capabilities for the future journey as it gains recognition as one of the world's leading schools of art and design.</p>			

Left: 2011 Strategic Planning Session.
Photo: Christina Gapic.



OCAD UNIVERSITY'S DRIVING VISION IS TO BE THE 'UNIVERSITY OF THE IMAGINATION'

This page: *Saw It From The Other Side Of The Sky* By 2012 Printmaking Medal Winner Arnyuen Lam

OCAD University is Canada's "university of the imagination," engaged in transformative education, scholarship, research and innovation.

OCAD University makes vital contributions to the fields of art, design and media through local and global cultural initiatives, while providing knowledge and invention across a wide range of disciplines.



OCAD UNIVERSITY'S MISSION AND VALUES

This page: *The Stones of Florence (Hold Together)* by 2012 Material Art & Design Medal Winner Theresa Duong

- OCAD University shapes imagination through the delivery of excellent art, design and media education at the undergraduate and graduate levels through student-focused learning that integrates studio-based education with historical, critical, aesthetic, scientific and technological inquiry.
- OCAD University's bold and future-facing learning environment draws from its high quality, diverse research practice, undertaken with extensive outreach and partnerships.
- OCAD University offers vibrant disciplinary and cross-disciplinary opportunities for cultural and lifelong learning in concert with local, national, aboriginal and international communities.
- OCAD University values, respects and advances ethical practice, flexibility, advocacy, diversity, accessibility, aboriginal cultures, wellness, global citizenship, and the manifestations of creativity in entrepreneurship, innovation and sustainability.
- OCAD University prepares students, faculty and alumni to be cultural leaders, practitioners, educators, creative thinkers, strategists, inventors and innovators who take calculated risks and make strong contributions to the cultural, social and economic prosperity of Canada and the world.



ADVANCING EXCELLENCE AT OCAD UNIVERSITY FOR THE AGE OF IMAGINATION, 2012-2017

This page: From 2012 Graphic Design medal winner Antonio Lemire's thesis work, investigating issues of identity and belonging.

Setting the OCAD University path for 2012 to 2017

OCAD University is committed to a multidimensional strategy that advances the university's vision in an environment filled with opportunities as well as challenges. An integrated and aligned organization will implement this dynamic strategy. The plan identifies four strategic priorities:

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1.

ADVANCE EXPERIENCE

This page: Ernest Hemingway by 2012 Illustration Medal Winner Marc O'Brien

1.1 Grow and diversify student enrolment and faculty to build Ontario's economic and cultural prosperity

- Expand undergraduate and graduate programs in response to student and market demand, and the provincial government target that 70 per cent of Ontarians will attain a post-secondary education (PSE) to build Ontario's future prosperity
- Attract first-choice applications from Canadian and international students and draw students from diverse cultural backgrounds, reaching into underserved communities
- Design seamless pathways to bring in students from the college system and other universities, and pave the way for graduates to further their education
- Recruit new faculty to join the university's dedicated professoriate to replace retiring faculty, expand existing programs, further new curricular directions and give students a rich learning experience
- Guide curriculum changes and growth through OCAD University Senate governance

Through growth, OCAD University will contribute to Ontario's goals and Canada's competitiveness. Post-secondary education is vital to the province's economic growth and competitiveness and, over the next decade, the province will rely on the PSE system to offer high-quality education to a greater number of students. The provincial goal is to ensure that 70 per cent of the population will attain some level of PSE and the Council of Ontario Universities (COU) estimates an increase of 120,000 students both at the undergraduate and graduate level from 2008 to 2021³, primarily from growth in the population and participation rates in the GTA. A high proportion of those students will choose to study close to home, leading to particularly high demand for undergraduate and graduate spaces in GTA universities. OCAD University recognizes that it has a unique contribution to make to the education of these students and has laid plans to respond to this increased demand for high quality tertiary education offerings. The university is well prepared to welcome a larger cohort of students into its distinctive degree programs.

As the creative and digital economies grow in influence and prominence, an art, design and media education will become an increasingly recognizable pathway into thriving cultural industries. OCAD University will expand student enrolment to provide opportunities for talented emerging artists and designers to pursue their passions and to build careers in the creative and other economic sectors.

OCAD University believes that its planned growth in areas of high demand such as digital media is justified because, as one of the world's largest specialized universities, OCAD U will have the gravitas to influence the path of its disciplines and extend its students' art and design expertise to wider applications in the world. OCAD University will find efficiencies of scale with growth and a balance of programs. New kinds of students will respond to programs in Liberal Arts and Sciences and Interdisciplinary Studies, enriching the mix and the overall intellectual and creative calibre of the school. OCAD University alumni will take up opportunities to work at home and abroad and to create new enterprises and industries.

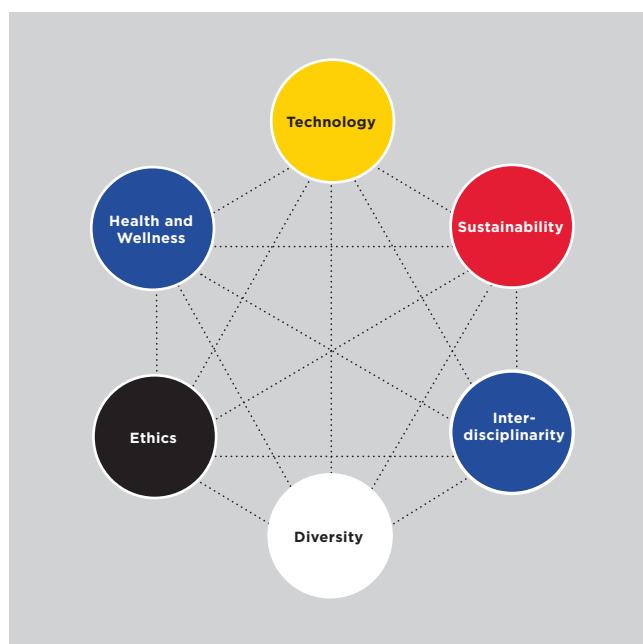
Continue to implement the academic plan and the new ecology of learning

OCAD University embraces the themes of growth, enrichment and diversification that feature so prominently in the university's 2011-2016 academic plan, which foresees total full-time equivalent (FTE) enrolment at OCAD U growing by up to 35 per cent in the next five years.

The academic plan describes the methods by which OCAD University will continue to offer its highly esteemed and competitive studio-based degree programs in Fine Arts and Design, and also how it will establish new areas of specialization that attract a broader mix of students, meet demand and address the development of the critical knowledge, skills and values that will prepare graduates to contribute positively to culture and the economy.

OCAD University will continue its engagement with five themes that consolidate and build on existing cross-disciplinary curriculum and research interests within the university, building bridges among art, design, media, liberal arts and sciences.

Below: The New Ecology of Learning



- **Sustainability** – This is an overarching challenge for the 21st century, reflected in the use of materials, energy, economic autonomy, biodiversity and climate change.
- **Diversity** – Engagement with rich cultural diversity and global citizenship is a core challenge in creative practice and a requirement for problem solving, combined with attention to place and aboriginal values.
- **Wellness** – Discovery among art, design, health, wellness and lifestyle promises significant innovation potential and shifts in the delivery of care.
- **Technological innovation** – Rapid growth and persistent change in technological platforms are a constant. Digital culture and tools are transforming everyday life, creative practices, business models and cultural industries. Artists and designers continue to move beyond using current technologies to imagine and invent new technologies and applications.

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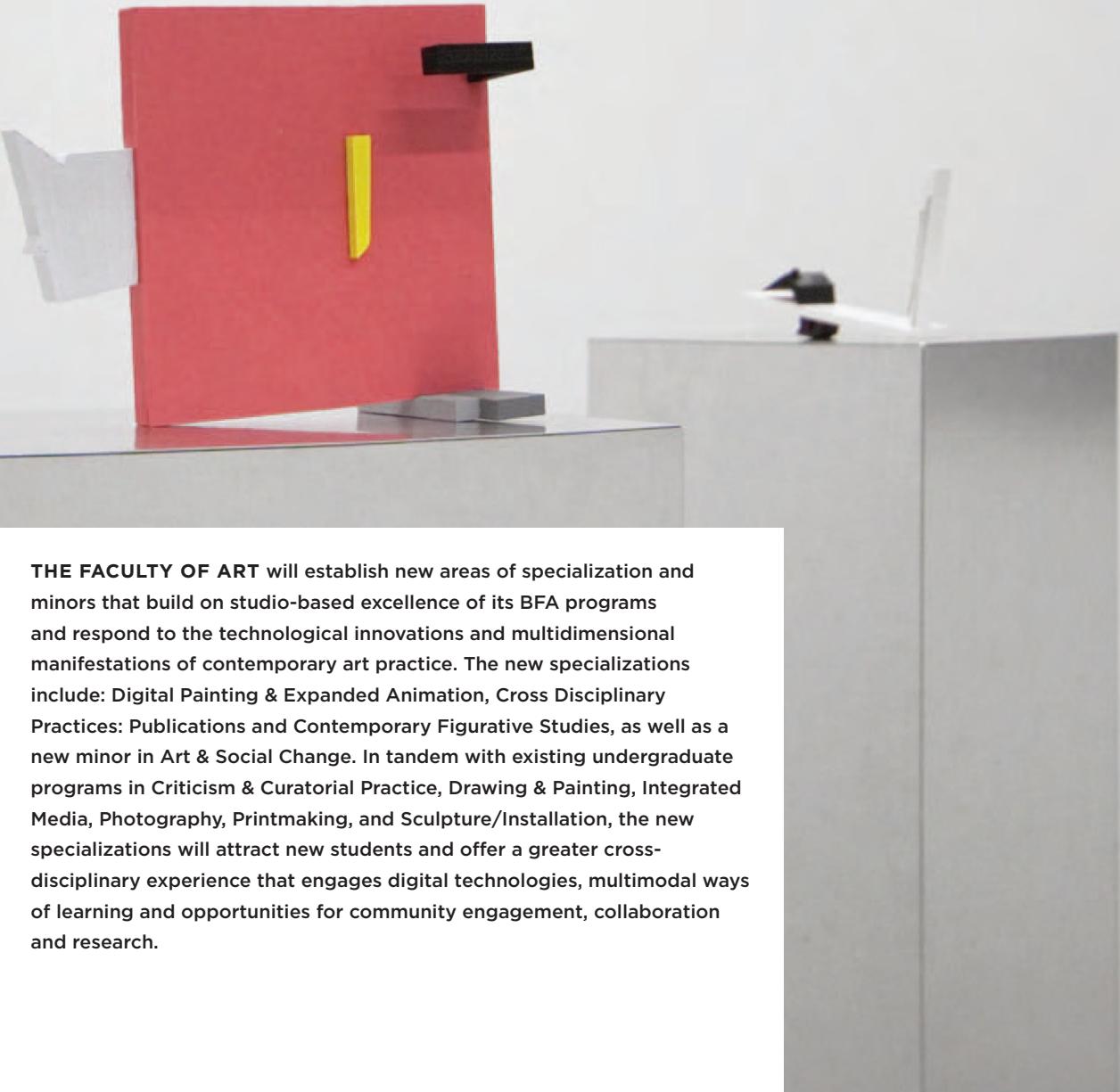
3. Council of Ontario Universities (COU), Framework for Planning and Funding of Enrolment, (Council of Ontario Universities Positions Paper, 2010). Retrieved from <http://www.cou.on.ca/issues-resources/key-issues/pdfs/framework-for-planning-and-funding-of-enrolment--->.



Art and design grapple with ethics and social justice, at times embracing divergent strategies such as critique, revelation, intervention or problem solving. Community and international engagement surfaces and requires attention to ethics, as do art and design research methodologies.

These directions emphasize the development of new methodologies that are interdisciplinary, self-aware and emerge from dynamic new fields of practice. Each of the three faculties at OCAD U – the Faculty of Art, the Faculty of Design, and the Faculty of Liberal Arts & Sciences – will contribute to the university's development and growth in undergraduate and graduate degree programs.

This page: W2R1 and W4R2 by 2012 Sculpture/Installation Medal Winner Aamma Muzaffar. Opposite page: Image by 2012 Graphic Design Medal Winner Antonio Lemert.



THE FACULTY OF ART will establish new areas of specialization and minors that build on studio-based excellence of its BFA programs and respond to the technological innovations and multidimensional manifestations of contemporary art practice. The new specializations include: Digital Painting & Expanded Animation, Cross Disciplinary Practices: Publications and Contemporary Figurative Studies, as well as a new minor in Art & Social Change. In tandem with existing undergraduate programs in Criticism & Curatorial Practice, Drawing & Painting, Integrated Media, Photography, Printmaking, and Sculpture/Installation, the new specializations will attract new students and offer a greater cross-disciplinary experience that engages digital technologies, multimodal ways of learning and opportunities for community engagement, collaboration and research.



THE FACULTY OF DESIGN undergraduate students choose from six Bachelor of Design programs, each with “Design and Humanity” as a philosophical base: Advertising, Environmental Design, Graphic Design, Illustration, Industrial Design and Material Art & Design. By 2016-2017, Bachelor of Design students will also be able to select from areas of study that explore contemporary and emerging theoretical and technological approaches, new design practices and methodologies, design and business/manufacturing, design and health, socio-cultural issues and discourse, and cross-disciplinary research and knowledge creation in Design.

THE FACULTY OF LIBERAL ARTS & SCIENCES offers undergraduate courses that explore the theories and ideas informing art and design practice, providing a historical and critical dimension to studio work in art and design. The undergraduate curriculum covers a broad range of disciplines, from Visual Culture to the Natural Sciences, and forms the academic core of undergraduate programs at OCAD University. Efforts to connect liberal arts and science courses and studio courses will be made as a way of enhancing learning outcomes. The Digital Futures: Technology/Innovation/Design/Art and the Aboriginal Visual Cultures Program are examples of new course offerings.

Increase a diversified Canadian and international undergraduate population in new fields

At the undergraduate level, each faculty has developed new areas for undergraduate curriculum development that will create areas of specialization in art and design practice. New programs, as well as additional minors and new streams within existing undergraduate programs, will be developed through curriculum mapping and clustering of elective offerings across all faculties. To deliver a broader cross-discipline scope, new programs will have more liberal arts and sciences requirements, coupled with alternative delivery options, such as online, mediated or for-credit experiential learning opportunities.

As OCAD University expands its student population and education offerings, while still rooted in art, design and media ethos, it will evolve its recruitment strategies to reach a pool of potential students interested in the university's more diverse educational opportunities as well as reach out to underserved communities. New and emerging programs in digital media, aboriginal visual culture and a Bachelor of Arts, will allow diversified recruitment strategies that extend the OCAD U brand into new areas of the high school curriculum and into new communities throughout Ontario, Canada and in other countries.

Transfer students are another critically important cohort for OCAD U and, in order to create more seamless pathways between OCAD U and other Ontario post-secondary institutions, the university will improve and

clarify its transfer credit arrangements to make student movement within the system more straightforward. By improving pathways into and out of programs, OCAD U will attract the most promising and talented students with a desire to continue their education at the degree level and aid OCAD U students in furthering their education once they leave the campus. Over the next years, OCAD U will add to its existing college articulation agreements by negotiating, with new partners, additional pathways to art and design programs.

OCAD University will achieve heightened productivity in its retention rates and time-to-degree completion. Reviewing the effectiveness of student supports, such as academic advising, and enhancing opportunities for students to develop a sense of community on campus, are critical for increasing retention rates at the institution. OCAD U will explore accelerated learning opportunities, continue to build its summer semester and take action to facilitate students completing their degrees in four years or less.

International students add diversity to the student body and enrich the learning environment for all students. The goal is for the number of international students to reach a level of at least seven per cent of the full-time undergraduate enrolment from a current level of five per cent. The graduate program will go from 18 per cent of the full-time students being international to at least 25 per cent. The university will leverage provincial and federal programs and diplomacies to bolster international relations. Longer term, international alumni will strengthen OCAD University's reputation abroad.

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Graduate teaching and learning will continue to play a critical and growing role in the identity, capacity and recognition of the university.

Photo: Christina Gapic.

Expand the scale and impact of graduate programs

OCAD University's specialized fields of study now require graduate degrees, whether professional or research-based, with increasing Canadian and international emphasis on master's and doctoral learning. Graduate teaching and learning will continue to play a critical and growing role in the identity, capacity and recognition of the university. Given the significant increase in demand for additional graduate programs, the strategic expansion of graduate programs at OCAD University will meet a clearly identified need. Three-quarters of recently surveyed Ontario university students indicated they planned to pursue an additional credential.⁴ Business and academic community leaders recommend increasing per capita graduation rates at the master and PhD levels in order to meet future demand in the economy.⁵ Ontario's Task Force on Competitiveness, Productivity and Economic Progress recommends that Ontario focus on increasing the numbers of master's degrees attained, particularly in fields that support Ontario's innovation economy.⁶

In order to meet the need for graduate trained leaders, OCAD University's graduate enrolment will more than triple by 2017. The new graduate students will be enrolled in several programs of strategic importance. The biggest cohorts will enrol in the Digital Futures Initiative,

Inclusive Design, Strategic Foresight and Innovation and the particularly competitive Interdisciplinary Art, Media and Design program. The university will continue its boutique programs in Criticism and Curatorial Practice and in Contemporary Art, Design and New Media Art Histories. The university will also create new programs in emerging areas that complement and advance Ontario's innovation agenda, such as Health and Wellness Design and Communications Design. New formats, such as low-residency teaching combined with online learning and programs with Canadian and international partners, will be implemented, along with practice-based PhD programs.

The expansion of OCAD University's graduate school further advances students' and faculty members' opportunity to build richer intellectual and creative communities. Expanding opportunities for depth and breadth of teaching will also advance OCAD University's research activities that increasingly involve students from both graduate and undergraduate levels. OCAD University's graduate school will also enhance the institution's global positioning through its significant international enrolment.

4. Canadian Alliance of Student Associations (CASA), Canadian Student Survey. Next Steps Upper-Year Canadian PSE Students' Future Plans and Debt, (CASA, 2010). Retrieved from <http://www.ousa.ca.wordpress/wp-content/uploads/2010/04/2nd-Report-Canadian-Student-Survey1.pdf>
5. John Manley and Paul Lucas, An Action Plan for Prosperity, (Ottawa: Coalition for Action on Innovation in Canada, 2010). Retrieved from http://www.acctcanada.ca/Documents/Coalition_for_Innovation_2010_report.pdf and Roger Martin, Institute for Competitiveness & Prosperity, Canada's Innovation Imperative. Report on Canada 2011, (2011). Retrieved from http://www.competeandprosper.ca/index.php/work/reports_canada.
6. Roger Martin et al., Task Force on Competitiveness, Productivity and Economic Progress, Prospects for Ontario's Prosperity. A look back and a look ahead, (Institute for Competitiveness & Prosperity, 2010). Retrieved from http://www.competeandprosper.ca/index.php/work/annual_reports/.



1.2 Enrich the creative learning journey for students inside and outside OCAD U

- Draw the most talented students and engage them in a challenging, active and collaborative learning experience
- Shape student learning through the integration of theory and practice and a shift toward contextual experience and a more dynamic relationship between studio and liberal arts courses
- Facilitate time to completion, develop an honours stream, and strengthen the four-year program
- Foster international opportunities
- Accelerate the rollout of internships
- Create business and job opportunities for students with the Career Development Office and the Imagination Catalyst

OCAD University graduates from enhanced programs will take their place among alumni who are artists, designers, professionals and entrepreneurs in the many occupations that require art and design knowledge and expertise.

Accompanying the growth in the student population, the university will enhance the quality of the student creative learning experience and the talent and skills of graduates. Along with excellence in their creative art and design credentials, graduates need to have well-honed critical-thinking, problem-solving and communications skills to succeed in the world after OCAD University. The university will nurture an enriched learning and teaching environment and introduce new modes of learning delivery that will raise the effectiveness and efficiency of courses and classes. It will also implement technology-enabled learning and career development and placement programs.

Implement new and expanded ways of teaching, learning and interacting

As reflected in its academic and strategic plans, the university promotes enriched teaching and learning through new pedagogies, new curricular models and technology-enabled and hybrid learning.

The university created the Centre for Innovation in Art and Design Education (CIADE) in 2010 to support excellence in teaching and learning and its role will grow over the course of this plan. The CIADE creates programming and resources for instructional development, provides evidence-based guidance on best practices in art and design education and enhances curriculum review and development efforts. It supports undergraduate and graduate students through writing and learning services and programs and will lead the way in the development of distance and mediated learning experiences for OCAD University students.

Enhance infrastructure and resources to support technology-enabled delivery modes

OCAD University will be a leader in technology-enabled art, design and new media education and will leverage its

expertise in digital media, inclusive design and mobile technologies. Already, faculty members use social and online media and integrate interactive tools to deepen classroom instruction. There is considerable interest among faculty members in pursuing research and publication in mobile technologies, accessible education practices and e-learning focused Scholarship of Teaching and Learning (SoTL) projects. In addition to contributing to bodies of related research, such endeavours will inevitably feed back into improvements in the e-learning experience for students at OCAD University. In its academic plan, the university calls for the creation of a variety of fully online education course offerings as well as the introduction of hybrid curriculum delivery, which combines online and face-to-face teaching and learning in courses.

To support these efforts OCAD University will enhance its educational technology infrastructure as well as content experts, instructional designers, training and staff to support students and faculty. To accompany such programs, the university will invent, develop and implement best practices and continue to plan and upgrade the technology base. Student, faculty and staff skills will keep pace with technology learning approaches through CIADE.

Nurture students' business and entrepreneurial skills

With a rich immersion in cross-country disciplinary programs, research and innovation activities, OCAD University students have tremendous entrepreneurial and wealth creation potential. They require an ecosystem of support that provides the business skills, mentorship and resources to take their ideas and art to market and build successful new ventures.

As part of their creative learning journey, students need to learn to integrate the thinking and approaches of design and art with insights from the business world, including approaches to problem-solving, communication, business plan creation, analysis of market opportunities and competitors and other business skills.

OCAD University has been, and is, developing academic courses that focus on business and communication skills such as business and entrepreneurship, project management and business ethics courses. These and other courses will become part of the required curriculum.

The Career Development Office will focus on skills development. This will be done through a series of small group workshops on leadership, entrepreneurship and financial literacy. The job board will be redeveloped to reflect the wider range of opportunities open to OCAD University students. The office will also facilitate networking and mentoring opportunities for current students and recent graduates.

The Imagination Catalyst is the university's branded and design-centric approach to getting great ideas out into the world. It will provide a framework for co-ordinating OCAD U's entrepreneurial and innovation activities and, more specifically, broaden and deepen integration with faculty, students, alumni, entrepreneurs and industry to enhance students' business skills. It will help students with the resources and advice required to launch and grow businesses through a start-up incubator that fosters experiential learning opportunities and accelerates the commercialization of ideas for products and services.

The Imagination Catalyst benefits from the experience, connections and guidance of a high-profile advisory board and provides an ecosystem of support for the creative entrepreneur, including collaborative team workspaces, project offices and digital studio spaces with access to high-speed infrastructure, production, testing and prototyping facilities that form part of the Digital Media Research and Innovation Institute (DMRII).

Develop students' research skills and opportunities

Undergraduate and graduate students gain technical skills, practical problem-solving and organizational skills, as well as a richer understanding of the critical questions of their disciplines, through active

involvement in scholarly research initiatives. As OCAD University expands its research activities, new incentives and structures will be put in place to ensure both graduate and undergraduate students have opportunities to engage in the research alongside faculty.

Provide flexibility in degree completion

The university will provide flexible paths for undergraduate students to complete their degrees. OCAD University will create an honours stream and will explore opportunities for students to accelerate their degree completion. The university will strengthen its four-year program and further enhance opportunities for students to pursue minors.

Engage students in active learning in the world outside OCAD University

OCAD University will expand experiential learning opportunities, including field work, internships and study abroad. The Career Development Office will play a key role in expanding such opportunities through formal service, internship placements and work-study programs.

Foster global citizenship through international opportunities

The study and practice of contemporary art and design demand that students develop the ability to examine through different perspectives shaped by culture, faith, identity, experience and place. The university's location in the heart of one of the world's most diverse cities provides an inherent advantage. Daily, students navigate a cosmopolitan landscape of shifting influences and expectations. International exchanges and study abroad programs will provide students with deeper opportunities to challenge their own thinking. OCAD University will expand the range of opportunities for students to build cross-cultural competencies and to prepare them to make contributions that permeate borders. Faculty exchanges will reinforce the international scope, as will international research initiatives.



The measures of success in advancing experience

- Increase full time equivalent (FTE) enrolments by up to 35 per cent by 2016-2017
- Increase international student population to a minimum of seven per cent of undergraduate full-time enrolments and a minimum of 25 per cent of graduate full-time enrolments
- More than 15 per cent of undergraduate FTEs as liberal studies/interdisciplinary studies majors by 2016-2017
- Meet or exceed the Ontario mean on all five National Survey of Student Engagement (NSSE) benchmark scores by 2017, with significant improvements on the Supportive Campus Environment and Enriching Educational Experiences scores
- Have 35 fully online courses by 2016-2017
- Have seven per cent of students participating in internship opportunities in 2016-2017
- Increase from 82 per cent to 90 per cent, over the life of the strategic plan, the percentage of alumni reporting that their training at OCAD University is relevant to their current work
- Increase the number of students employed as research assistants by 35 per cent

2.

ADVANCE RECOGNITION

This page: The LilyPad microcontroller board, designed in part by Assistant Professor Kate Hartman, for use in the creation of wearable technology and e-textiles.

2.1 Strengthen OCAD University's capability for research, knowledge generation and art creation

- Conduct excellent research that will earn faculty high recognition in their fields
- Gain recognition for OCAD University faculty and students through publications and art exhibitions and awards
- Build reputation for innovations through business spinoffs and intellectual property placements
- Add expertise and research capacity through new faculty hires and growing student and graduate population



Above: OCAD University Board of Governors Chair Ian Tudhope in conversation with Inclusive Design Research Centre Research Assistant Mauricio Meza at the launch of the Inclusive Design Institute. Photo: Christina Gapic.

The university's research plan has identified areas of focus, including healthy and inclusive environments, sustainable futures, material innovation, aesthetics, communication, creative economies, digital futures, art and design education, aboriginal visual culture and critical studies.

Research that extends the boundaries of knowledge is a vital activity in the modern university. As a specialized university, OCAD University connects art, design and media knowledge to practitioners and other fields of knowledge. Society needs deep, complex thinking and innovation processes drawn from art, design and media knowledge: such interdisciplinary approaches are essential in the creative economy.

OCAD University will be a leader in creating and disseminating knowledge based on rigorous research and innovation in the fields of art, design and media. Research will be wide-ranging and comprehensive, adding to faculty excellence and graduate resources.

Implement the research / creation plan in art, design and media

OCAD University will further enhance its position not only by investing in teaching art, design and media but also by carrying out practice-based research in these fields. The university's research plan has identified areas of focus, including healthy and inclusive environments, sustainable futures, material innovation, aesthetics, communication, creative economies, digital futures, art and design education, aboriginal visual culture and critical studies. The university will further enhance the research plan to include initiatives to build brand, research capacity and infrastructure, as well as developing commercialization and knowledge dissemination expertise.

OCAD University engages in industry-relevant research. Current examples include sustainability and green roofs, research involving automated carbon footprint sensors, as well as health and wellness design research. Research in the latter category ranges from the maximizing of patient comfort in palliative care units to the construction of life-like fetus models for simulating complex surgical procedures.

Significant research initiatives will be developed in the priority areas defined in the university's strategic research plan. Success will be measured by volume of publications, participation in conferences and other forums in Canada and internationally, awards and ongoing research funding, as well as faculty participation in national and international exhibitions and representation in public and private collections. Success will also be measured through patents, circulation and use of copyrighted material, open source inventions, the application of research in policy initiatives and take-up by communities outside of academe. The outcome is enhanced recognition for creativity, imagination, discovery and innovation emerging from OCAD University.

Build, broaden and brand research capacity

The university will pursue research funding from all available sources, including government granting agencies and creative partnerships with other institutions and industries. This research funding will support building research into studio and classroom learning, creating ways for students to conduct research projects, and increasing the capacity of labs. The DMRII laboratories will be consolidated under one strong brand to provide strategic development and deployment of resources.

Develop commercialization and knowledge dissemination expertise

OCAD University launched the Imagination Catalyst to disseminate its research findings, knowledge and creations. This venture promotes student, faculty and alumni innovations. Mechanisms include mentorship programs, alumni engagement and protocols for commercialization. The university incubated a series of commercialization projects in 2010, half of which were student-initiated and all of which had student involvement. The goal is to house a minimum of 10 commercialization projects per year for the next five years.

All this will be protected by innovative models of intellectual property (IP) management. OCAD University will continue to implement the successful "creator owns it" IP policy model for research and will keep its IP practices current within a changing global context.

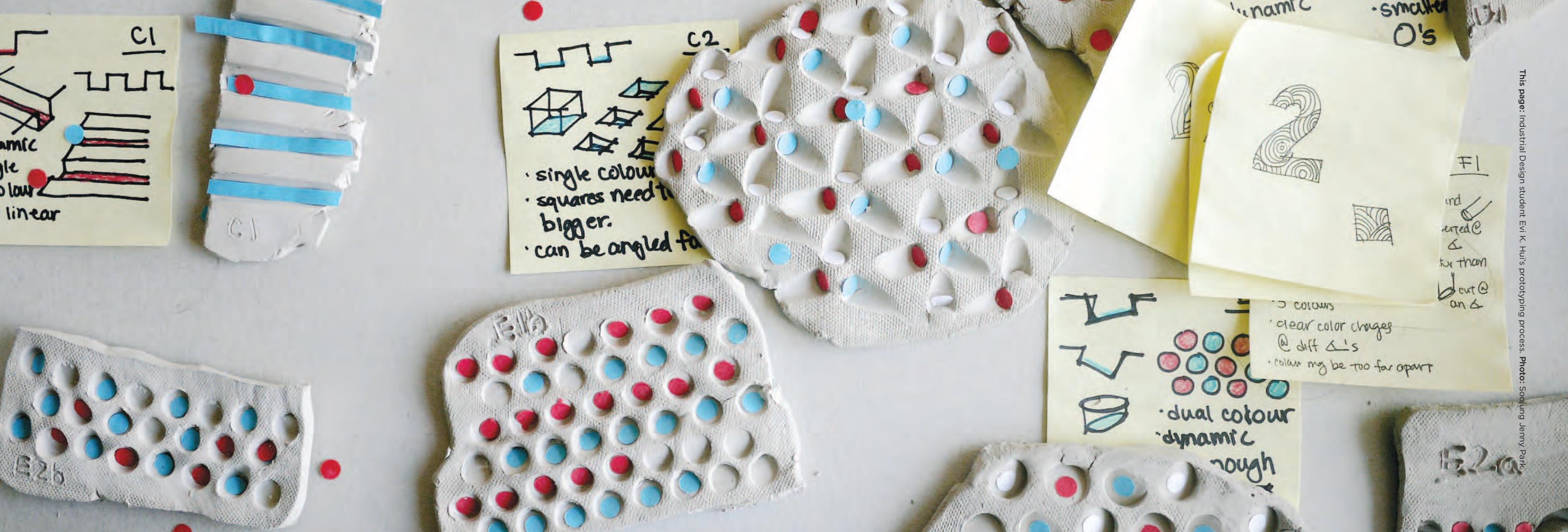
OCAD University will also initiate a campus-wide conversation and participate in international dialogue about the potential and implications of open source content, data, technologies, design and research and product development.

Build collaborative relationships in Canada and in the international milieu

OCAD University identifies research partnerships as one of the most valuable means to amplify the capabilities and relevance of its faculty and students and ensure the impact of its research. It will build upon current international research projects, such as mobile-focused projects in China (Central Academy of Fine Arts) and India (National Institute of Design), data visualization in Brazil (University of Brasilia, UFRGS) and Inclusive Design with multiple partners in Europe, the United States and Africa. OCAD University is committed to identifying external funding opportunities for research projects that help build the institution's global reach and reputation.



Above: Mantiro is a swimming device prototype that is designed to improve a child's experience of learning how to swim.



THE DIGITAL MEDIA RESEARCH AND INNOVATION INSTITUTE (DMRII) is the research and incubation component of OCAD U's overarching Digital Futures Initiative (DFI). This initiative has enabled the university to develop 18 research labs, including the Ambient Experience Lab, the Digital Drawing and Painting Lab, the Mobile Experience Lab and the Social Media Collaboration Laboratory.

THE INCLUSIVE DESIGN RESEARCH CENTRE (IDRC) promotes design that includes the full range of human diversity with respect to ability, language, culture, gender, age and other forms of human difference. The IDRC draws together an international community of open source developers, designers, researchers, advocates and volunteers to ensure that emerging information technology and practices are designed inclusively. It advocates for international standards and provides services that match solutions with individuals.

THE CENTRE FOR INFORMATION VISUALIZATION AND DATA DRIVEN DESIGN (CIV-DDD). The world is rich with data, whose proliferation is fuelled by digitization of analogue material, the Internet and the explosion of digital storage capacity. Because information visualization transforms data to representations intelligible on a human scale, it is of growing interest and importance to most disciplines with large data sets: social sciences, earth science, medicine, business, engineering and digital humanities.

STRATEGIC INNOVATION LAB (sLab) is a growing community of scholars, practitioners, business and policy professionals who are passionate about envisioning possible futures and leading innovation. Rooted in design thinking, our approach places human needs, desires, behaviour and culture at the heart of problem finding, framing and solving. sLab's recent projects include an Ontario-centred foresight project looking at what will drive our province's economy over the next 20 years, Economic Futures for Ontario 2032; and Imagining Canada's Future, a study for the Social Sciences and Humanities Research Council to identify top future challenges in the social sciences and humanities.



This page: A 3D printer that can be used for rapid prototyping products. Photo: Christina Gapic.

The measures of success in advancing recognition

- Goal of \$25,000 per full-time faculty in research funding by 2016-2017
- Consolidate DMRII laboratories and the Imagination Catalyst resources under one strong market-leading brand identity based on art, media and design-centric innovation
- Achieve a minimum of 10 active commercialization projects in the Imagination Catalyst per year
- Lead in best practices with IP policy

3.

ADVANCE INFLUENCE



This page: Class at OCA, Arthur Lismer instructing, 1920s; Courtesy OCAD U Archives; PH138.

3.1 Build the OCAD University reputation and nurture a community of relationships

- Create reciprocal communities of local and global relationships that unite contemporary society and all OCAD University faculties
- Engage OCAD University's multiple communities in strategic advocacy, public policy and thought leadership at the local, national and international levels
- Engage alumni as active participants, advocates and contributors
- Build reputation through consistent branding

Universities all over the world are defining their three roles as talent development through the support of student learning and experience, knowledge production and service to and with the community. Community service and the creation of reciprocally beneficial relationships are core OCAD University values reflected in the university's current practice. Relevance and engagement are critical in a context where there is an imperative for universities to respond to structural economic and societal shifts. As a specialized university, OCAD U brings valuable creative-thinking capacities nurtured by art and design to address problems and challenges faced by society. "Universities are a resource, a destination, an economic driver, an artistic and cultural hub, a catalyst for information and knowledge, and a companion in civic affairs."⁷ A university should not stand alone, for it is most effective when working in partnership with its communities.

The following initiatives will grow the influence of OCAD University in local and global community relationships and enhance the university's reputation, both in the university's home base of Toronto as well as nationally and internationally.

As a specialized university, OCAD U brings valuable creative-thinking capacities nurtured by art and design to address problems and challenges faced by society.



Below (and above): OCAD University's 97th annual Graduate Exhibition.
Photos: Christina Gapic.



Be a valued community resource

OCAD University will maintain and enhance its position as a leader in art and design within the cosmopolitan culture of Toronto. Key to public perception of this status is the university's participation in citywide cultural events. This includes Scotiabank Nuit Blanche, the annual free all-night contemporary art event in Toronto that attracts up to 50,000 visitors to the campus, as well as the university's own Graduate Exhibition, held annually in May to showcase the work of the university's graduating students, which in 2012 attracted 26,500 visitors to the institution over a four-day period. Other key events include the President's Lecture Series and the Faculty Lecture Series.

Through the engagement of talented and influential business, public, art, design and media leaders on advisory boards and committees, and as participants in university projects, OCAD University will access ideas, knowledge and advice from the broader community, reflect the international diversity of the institution and build strong community and global relationships.

Many of the university's faculty, staff and students are community leaders and their volunteerism and leadership on local, provincial, national and international boards and institutions are a cornerstone of the university's community and cultural outreach.

Engage OCAD University's multiple communities in strategic advocacy, public policy and thought leadership at the local, national and international levels

OCAD University is well positioned to mobilize the intrinsic power of art, design and creativity to address the world's significant challenges. The university will continue to articulate the values of art, design, media and culture in society and engage in strategic dialogues and policy development within local, national and international forums. The policy focus will include the advancement of a provincial/national design strategy, design thinking, the digital economy, the economic and cultural impact of the art, design and culture sectors and OCAD University's leadership in the innovation economy. OCAD University will advocate to strengthen the public and private funding ecosystem so vital to the university's students, faculty and alumni.

The university will deepen its key relationship with the Department of Canadian Heritage, home to OCAD University's Deputy Minister Champion, which is a Privy Council initiative to strengthen links between the Government of Canada and Canadian universities.⁸

Cultivate an engaged alumni base

OCAD University will build on the success of the 135th anniversary momentum to engage alumni as active participants, advocates and contributors. The university will inspire and maintain pride in the university among alumni. Through the Imagination Catalyst and new programming from Alumni Relations, alumni will have opportunities to support OCAD University via mentorships, career development events and other volunteer roles. The university will celebrate alumni success and their economic, cultural and social impact within its communication strategies.

7. Association of Universities and Colleges of Canada (AUCC), *Opening Us to Larger Worlds*, (AUCC, 2011).

8. Deputy Minister Champion Program, Canadian School of Public Service. Retrieved from <http://www.csps-efpc.gc.ca/pbp/dmucp/index-eng.asp>.

OCAD University will maintain and enhance its position as a leader in art and design within the cosmopolitan culture of Toronto. Key to public perception of this status is the university's participation in citywide cultural events.

Create a gallery system that is an indispensable cultural and academic resource

Onsite [at] OCAD U features contemporary work by nationally and internationally significant artists and designers. This program of exhibitions and events aims to contribute to the cultural vitality of the Greater Toronto Area and to enrich the educational experience of OCAD University students. Associated resources at the university include the Permanent Collection, which features art and design significant to the university's history and mission, and a variety of venues dedicated to showcasing student work, such as the Student Gallery, xspace cultural centre and Transit Space.

OCAD University's collection and program of exhibitions and related events will continue to grow to include an aboriginal exhibition space and more opportunities for students and faculty. The university will continue to expand the gallery system and create a plan to augment physical and digital exhibitions within the institution.



Build reputation through consistent branding, and integrated marketing and communications strategies

The enhanced reputation of OCAD University will influence:

- Domestic and international student recruitment;
- Staff and faculty recruitment;
- Academic and industry partnerships;
- Government funding; and
- Philanthropic and sponsorship growth.

In order to improve public awareness, sustained and strategic investments will be made in "getting the word out" about OCAD University's role as an art, design and media leader. OCAD U's reputation and brand will be enhanced by its continued implementation of its award-winning visual identity.

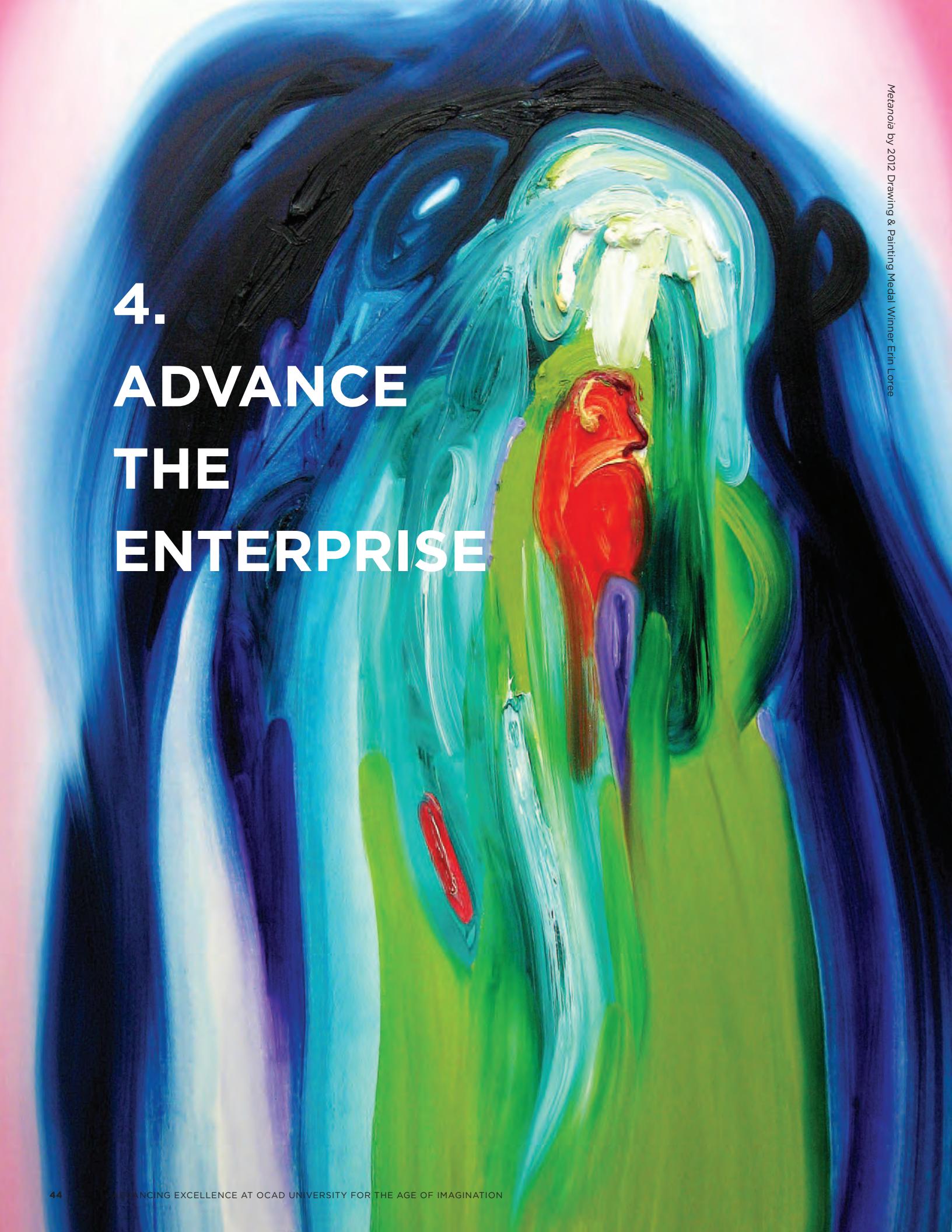
Institution market research will inform the marketing and communications strategies while metrics-driven planning will determine the ROI in brand awareness, recruitment and funding objectives.

During the life of this strategic plan, the university will use the occasion of the 100th anniversary of the Graduate Exhibition (in 2015) as a major marketing and media relations opportunity to boost brand awareness and the university's position as a cultural leader in Canada.

Left: From the exhibition *Seeing OCAD University: Highlights from the Paul & Joyce Chapnick Collection*, installed in Onsite [at] OCAD U as part of the university's anniversary celebration.

The measures of success in advancing influence

- Increase significant media coverage by 25 per cent by 2017
- Significantly improve brand awareness of "OCAD University" to 70 per cent in the GTA and 35 per cent in total Ontario by 2017
- Expand brand consistency, ensuring all brand collateral exemplifies the university's leadership in art, design and media
- Conduct institutional market research on OCAD University economic and cultural impact by 2012-13



A vibrant abstract painting featuring swirling patterns of blue, green, red, and yellow. A central figure, possibly a person or a face, is depicted in red and yellow, surrounded by dynamic, flowing lines. The overall composition is energetic and expressive.

4. ADVANCE THE ENTERPRISE

Metanoia by 2012 Drawing & Painting Medal Winner Erin Lorne

4.1 Develop and support OCAD University staff, faculty and governance leadership

- Dovetail human resources processes, management systems and governance models to lead and support the opportunities ahead
- Offer enhanced professional development and training opportunities

The success of the other three strategic priorities depends upon a strong organization and leadership at every level. Managing human resources is a critical aspect of organizations in today's demanding and competitive world. Guiding an organization through a period of growth is especially challenging and OCAD University will succeed by managing change and growth in an effective way.

The university has several advantages that will help it succeed in the next five years of this strategic plan. The institution has strong values and a solid foundation of faculty and staff upon which to build to support OCAD University's growing enrolment and widening reputation for excellence. It also has dedicated governors and advisors who bring their wise counsel to the organization. The university's reputation and strength has developed, and will continue to grow, from the quality of its people: the faculty, the staff who support the faculty in their work, the students attracted to those faculty and the alumni who spread OCAD University's reach further into the world.

Enhance internal learning and development programs

As part of its initiative to encourage and facilitate faculty and staff development, OCAD University will reinforce effective planning, training and professional development based on workforce analyses. This will include a faculty development plan for specific areas in defined time horizons, with appropriate resources. The university needs to optimize conditions for successful faculty teaching, research and creation.

Below: 2011 Strategic Planning Session. Photo: Christina Gapic.



Similarly, a plan for the development of staff will be designed and will include programs to build internal leadership capabilities at all levels and to support emerging leaders through progress assessments and professional development opportunities. Succession plans for administrators and staff will provide important ways to sustain expertise and excellence as the university grows and changes.

Facilitate activities and organizational change through integrated management and ongoing communication and create a co-ordinated function for partnership development

As organizations evolve, an emerging challenge is to keep the changes that are occurring integrated and aligned across departments, stakeholder groups, communities and disciplines. OCAD University will continue to build meaningful cross-disciplinary linkages among Art, Design, and Liberal Arts & Sciences faculties and between undergraduate and graduate programs.

Engaging representatives of all segments of OCAD University in the planning and implementation processes will keep everything on track. An integrated performance management process will be developed so that job performance success is strongly linked to the university's strategic goals.

As OCAD University grows in its number of students, faculty and staff, a robust and responsive internal communications plan and systems are vital to keeping the community informed and engaged in the life and goals of the university. A strategic internal communications plan will address these issues and lay out a roadmap for improving and enhancing internal communications in the years ahead. OCAD University embraces the principles of transparency and inclusivity, acknowledging that the university will need to be flexible in best practices for communications given the rapid evolution of how people prefer to receive information, ever-changing in this digital age.

Partnerships with industry, social enterprises, the cultural sector, the PSE sector and culturally diverse communities are currently successfully embedded within the institution. The university will create a co-ordination mechanism to further strengthen these partnerships.

Live by OCAD University values

OCAD University is values-driven, committed to equity, diversity and inclusion. The office of Diversity and Equity Initiatives supports the university as it strives to translate these values into decision-making, policies, practices and services in order to ensure a respectful work and learning environment.

The university is committed to the OCAD University Employment Equity Program. When the program is fully implemented, the university will have reviewed its employment policy and practices to ensure fairness to applicants and employees in recruitment, selection, performance appraisal, promotion and career progress. Following this work, an Employment Equity Plan will be established.

The Diversity and Equity Office will also ensure that the university meets the standards set in the Accessibility for Ontarians with Disabilities Act (AODA), including: customer service standard, information and communications standard, employment standard, transportation standard and built environment standard. Compliance dates for these standards are staggered throughout the life of this strategic plan.

The Inclusive Design Research Centre (IDRC) at OCAD University, a leading research and think-tank that brings together academic researchers, students, and government, community and private sector partners from around the world, will continue to support inclusive design as a priority and is committed to applying the research findings to OCAD University's institutional practice.



Above: A dance performance by Research & Graduate Studies Teaching Assistant and independent artist Spirit Synott and her partner at the launch of the Inclusive Design Institute. Photo: Christina Gapic.

Ensure excellence in governance

OCAD University strives to be a model of governance excellence, and an engaged team of volunteer leaders is an essential asset. The university will continue to support the Board of Governors to engage in regular monitoring of the university's core business and evaluate the efficient use of resources.

OCAD University's reputation and strength has developed, and will continue to grow, from the quality of its people: the faculty, the staff who support the faculty in their work, the students attracted to those faculty and the alumni who spread the university's reach further into the world.



This Page: *Untitled*, by 2010 Illustration Medal Winner Adrian Forrow

4.2 Sustain a strong OCAD University organization

- Develop capital, physical and virtual infrastructures and environmental sustainability
- Be a creative city partner
- Set new funding goals and models that will enable OCAD University to survive and thrive
- Do more with less in the constrained economic environment by renewing process efficiencies, technology, and data management
- Create new forms of delivery to maximize capital resources
- Develop and support OCAD University staff, faculty and governance leadership

The iconic Sharp Centre for Design is adjacent to the Art Gallery of Ontario (AGO), and to the numerous post-production facilities, media companies, design firms, galleries, artists' co-ops and other cultural industry players that are all within close proximity.



In this second decade of the 21st century, Ontario and Canada face an era of fiscal restraint against the background of an uncertain global economy. To support planned growth, enrichment and diversification, OCAD University will strengthen its administrative capacity and seek efficiencies. As well, the university will pursue all productivity mechanisms to ensure its future and to respond to the societal and economic imperatives of the times. In addition, the university will acquire more physical and virtual space and drive strategies for higher revenues.

Augment administrative capability, capacity, efficiency, and productivity

Throughout the strategic plan period, the administration will face growing demands. In this environment, effective organizational planning and implementation will have a high priority. Rigorous business planning methods will set and monitor annual priorities. The practice of excellent fiscal management and budgeting processes will continue.

OCAD University will continue to be fiscally responsible by investing strategically and improving productivity. Processes that streamline workflows will reduce capacity requirements while providing essential support to the growth of the academy's teaching, learning and research efforts. Universities must manage abundant data and be able to discover patterns and trends to better plan everything from course scheduling to budgeting. Being able to analyze data and easily access needed information through detailed information systems and data management will generate gains in effectiveness and efficiency. In order to reduce manual processes, a new enterprise resource planning (ERP) system will replace the existing student information system, the finance system and the human resources/payroll system.

Be a creative city partner

On a global level, a shift in community-building is taking shape and at its core is innovation and creativity. The broader landscape of a creative city – neighbourhoods,

districts, clusters and quarters – is where the flow of ideas pool into a critical mass of knowledge and creativity. Urban universities, such as OCAD U, have the potential to contribute to and benefit from their situation within a creative city.

OCAD University is a hub for art, design, media, research, innovation and the business of creativity. It is at the heart of a creative and digital industries precinct stretching along McCaul Street south to Queen Street West, and continuing south on Duncan Street to Richmond Street West.

The iconic Sharp Centre for Design is adjacent to the Art Gallery of Ontario (AGO), and to the numerous post-production facilities, media companies, design firms, galleries, artists' co-ops and other cultural industry players that are all within close proximity. OCAD U will collaborate with partners such as the Toronto International Film Festival, the CBC, Bell Media, Artscape and the National Film Board, and other post-secondary institutions – playing a leadership role in creative city building.

Design and implement a campus master plan for environmentally sustainable physical and virtual space and acquire significant new space to accommodate immediate and future requirements

It is OCAD University's intent to add a minimum of 9,600 gross square meters (GSMs) to its existing inventory of space (of which a modern library and learning zone will occupy a significant portion) by the end of 2016 to keep pace with its enrolment projections.⁹

In developing the plan to build and/or acquire significant new space, the university will engage stakeholders with real estate, civic and development expertise to provide context about potential approaches and ensure conformity with local social and legal requirements. The plan will create and take advantage of city development levies and the community benefits provision of the Ontario Planning Act and work with representatives from the City of Toronto.

9. OCAD U will develop and implement a campus master plan that will address its ongoing space needs. To launch this initiative, in early 2012 the university engaged educational space consultants to analyze OCAD U's inventory of space to determine its ability to sustain growth as per the multi-year enrolment forecasts.

OCAD University will continue to follow environmentally sustainable procurement policies, whether for its capital resources or studio materials. A Sustainability Office will guide its efforts across the campus.

The plan will also encompass designing and building the information and communication technology (ICT) infrastructure that will integrate and support the demands of the evolving university. A robust ICT support base is required both for the technology-enabled learning that is an important element of the academic plan and the research aspirations of OCAD University.

Ensure sustainable practices

Sustainability is a core value of OCAD University. In addition, drawing upon recommendations from the university's sustainability plan (which is to be developed as part of the campus master plan), all future development will be environmentally progressive. OCAD University will continue to follow environmentally sustainable procurement policies, whether for its capital resources or studio materials. A Sustainability Office will guide its efforts across the campus.

Generate revenue to support the strategic plan priorities

Over the last five years, funding from the provincial government has grown significantly with the two main sources of revenue – tuition fees and provincial grant per student – representing approximately 80 per cent of revenues. The strategic plan's enrolment growth targets will drive this key source of revenue.

The university will seek additional funds to continue to support quality experience for students, provide opportunities for faculty to engage in research, enable new initiatives in service, workplace and e-learning and undertake effective internationalization.

At present, OCAD University's programs in art and design get the same per-student funding weight as programs at other universities that do not offer the same level of technology support, engaged experience and low student/faculty ratios integral to the OCAD University experience. The university will continue to seek targeted differentiated funding from the province to address this structural issue.

A critical undertaking will be the launch of a major fundraising campaign informed by the strategic plan, a capital plan growing from the campus master plan and the academic plan. The baseline goal of the campaign, which will be launched within the framework of the strategic plan, is to raise \$25 million in private funds as well as \$25 million in public funds.

The university will draw on the strength and commitment of volunteer leadership to support this major fundraising effort. The opportunities are enormous and the campaign will focus on three key areas:

- Capital projects, including current need for additional space and expansion;
- Growing the endowment to support student success; and
- Supporting academic priorities.

OCAD University will also pursue other sources of entrepreneurial income. Strategies will include expanding Continuing Studies and exploring other ways to generate revenues and business income for the institution. The university will continue to boost its research revenues and its industry partnerships as well as its capacity to deliver revenue-generating services through the Imagination Catalyst.

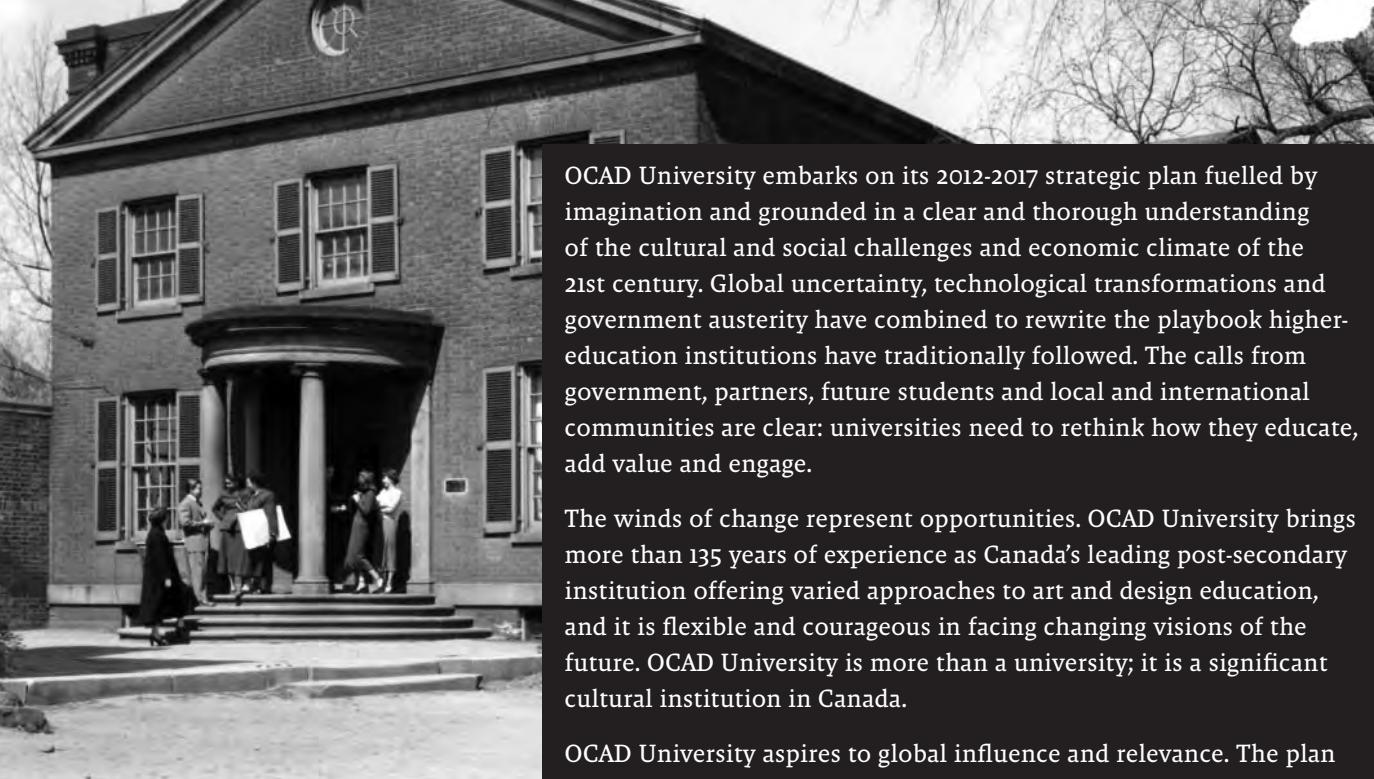
The measures of success in advancing the enterprise

- Full implementation of integrated HR performance management process
- Internal communication survey to be administered in 2012 and re-administered in 2015 with positive change in employee engagement benchmarks
- Implement all AODA standards set for 2016-2017
- Full implementation of new enterprise resource planning (ERP) system by early 2016
- Development and implementation of campus master plan by 2016-2017
- Secure one major capital project
- Annual reductions in non-renewable resource consumption in institutional operations and annual increases in student/faculty/staff engagement in sustainable activities
- Launch of \$50-million (\$25 million private and \$25 million public) major campaign
- Increased public funding by 40 per cent via growth and differentiation

THE UNIVERSITY OF THE IMAGINATION, IN THE FUTURE



This page: *Banglet* by 2012 Material Art & Design Medal Winner Theresa Duong.



OCAD University embarks on its 2012-2017 strategic plan fuelled by imagination and grounded in a clear and thorough understanding of the cultural and social challenges and economic climate of the 21st century. Global uncertainty, technological transformations and government austerity have combined to rewrite the playbook higher-education institutions have traditionally followed. The calls from government, partners, future students and local and international communities are clear: universities need to rethink how they educate, add value and engage.

The winds of change represent opportunities. OCAD University brings more than 135 years of experience as Canada's leading post-secondary institution offering varied approaches to art and design education, and it is flexible and courageous in facing changing visions of the future. OCAD University is more than a university; it is a significant cultural institution in Canada.

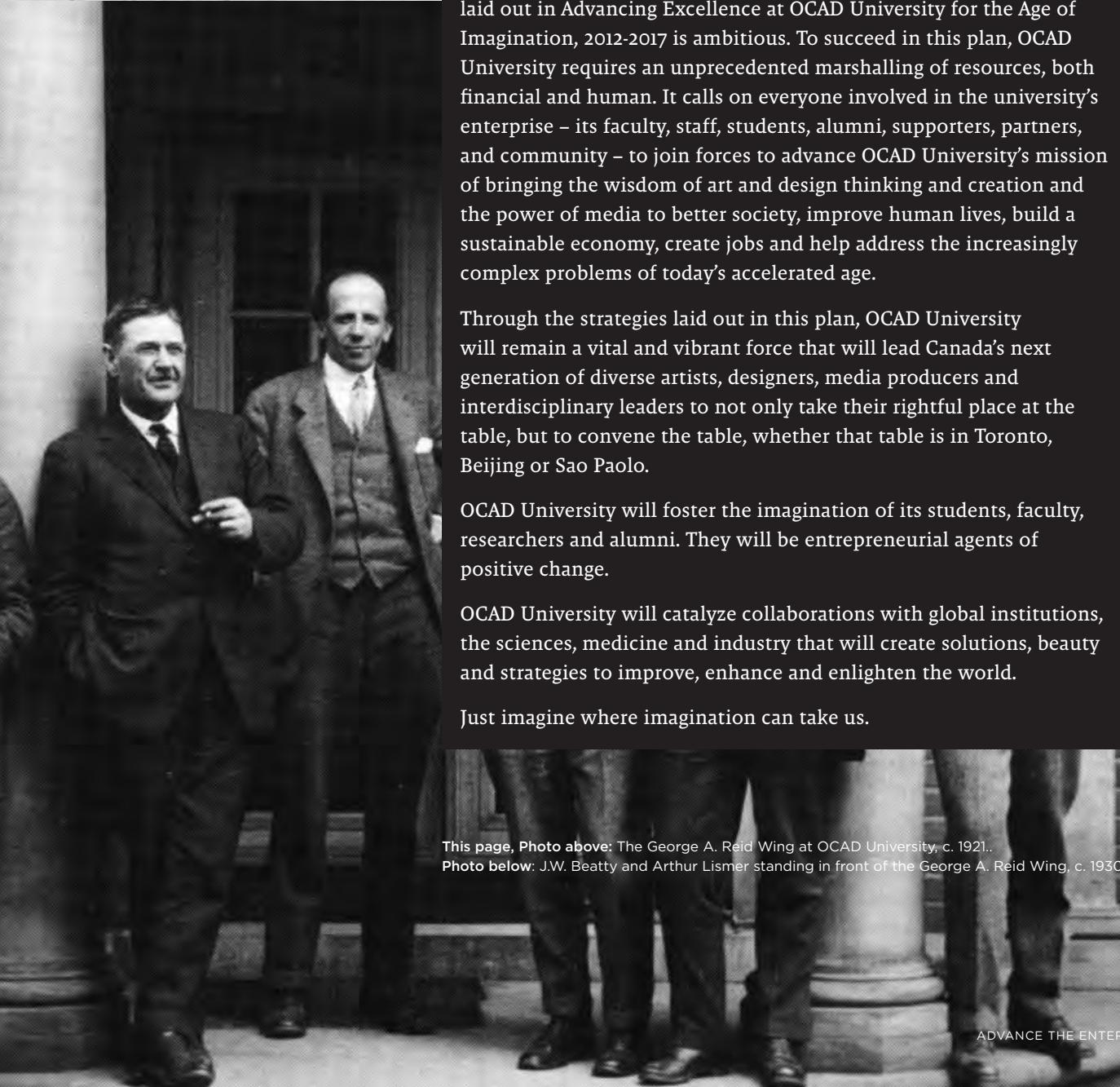
OCAD University aspires to global influence and relevance. The plan laid out in Advancing Excellence at OCAD University for the Age of Imagination, 2012-2017 is ambitious. To succeed in this plan, OCAD University requires an unprecedented marshalling of resources, both financial and human. It calls on everyone involved in the university's enterprise – its faculty, staff, students, alumni, supporters, partners, and community – to join forces to advance OCAD University's mission of bringing the wisdom of art and design thinking and creation and the power of media to better society, improve human lives, build a sustainable economy, create jobs and help address the increasingly complex problems of today's accelerated age.

Through the strategies laid out in this plan, OCAD University will remain a vital and vibrant force that will lead Canada's next generation of diverse artists, designers, media producers and interdisciplinary leaders to not only take their rightful place at the table, but to convene the table, whether that table is in Toronto, Beijing or Sao Paolo.

OCAD University will foster the imagination of its students, faculty, researchers and alumni. They will be entrepreneurial agents of positive change.

OCAD University will catalyze collaborations with global institutions, the sciences, medicine and industry that will create solutions, beauty and strategies to improve, enhance and enlighten the world.

Just imagine where imagination can take us.



This page, Photo above: The George A. Reid Wing at OCAD University, c. 1921.
Photo below: J.W. Beatty and Arthur Lismer standing in front of the George A. Reid Wing, c. 1930.

BACKGROUND: CREATING THE STRATEGIC PLAN



The background on creating the strategic plan

The strategic plan is the result of extensive research, analysis and consultation

OCAD University's success in advancing its vision and mission through its strategic plan for 2006-2012 has created a strong foundation for the next five years. With its 2012-2017 plan, the university is building on past successes, refining and strengthening capabilities for the future journey as it gains recognition as one of the world's leading schools of art and design.

Under the leadership of OCAD University's president and vice-chancellor, Dr. Sara Diamond, a comprehensive and highly consultative process has led to the creation of this renewed strategic plan. After a rigorous research process conducted by the university's strategic foresight team, sLab, a wide range of experts was consulted to understand the changing landscape OCAD University operates in as well as the economic landscape students will enter when they graduate. These activities culminated in the creation of scenarios that were used to stretch thinking about how OCAD University will continue to be successful in the future. With these findings and scenarios, implications and strategies were explored among all levels of stakeholder groups, from students to senior volunteer leadership, among academic and administrative leadership, faculty and staff. The results are a set of strategic priorities that consider the changing world in this "age of acceleration" and adapt OCAD University's offering to meet the challenges ahead.

Consultations included interviews with external representatives from government, arts, design, business and academe. Interviews with internal representatives were conducted to draw from internal expertise. The interviews were intended to help OCAD University understand the perspectives of those involved in leadership positions and to provide insights that would help interpret the empirical results.

In addition, OCAD University's sLab led a "strategic foresight" process, designed to foster organizational learning through a structured investigation of alternative futures. The facilitators and analysts used a variety of methods that leveraged evidence, expertise, interaction and creativity (see Appendix 1).

The horizon scan revealed meaning in the emerging signals and the context in which they operate, and the potential opportunities that they open. Scanning of the external environment confirmed trends and observations of the internal environment indicated alignment or opportunities. Analysis of the research identified, organized and prioritized findings, trends and drivers of change.

The horizon scan addressed two questions: Given these megatrends, in the next five years, how will changes on the horizon alter the role of art, design and culture? And what will be the key drivers influencing the next five years of art and design? Scenario planning followed and the existing 2006 scenarios, created as part of research for the 2006-2012 strategic plan, were updated based on findings from the horizon scan and the key drivers and trends that emerged. In a world of uncertainty, scenarios help identify future opportunity spaces and give OCAD University options to act in the present.

The rigorous planning process identified challenges and opportunities

OCAD University can celebrate major progress toward achieving the strategic priorities identified in Leading in the Age of Imagination: A Strategic Plan for the Ontario College of Art & Design 2006-2012:

- A third-party evaluation and a self-assessment determined progress toward reaching each of the 2006-2012 goals.
- 82 per cent of the goals has either been met or progress has been made toward meeting them (40 per cent met and 42 per cent progress made), a figure that reflects the fact that many goals extended beyond the duration of the 2006-2012 plan.

Highlights of the achievements include:

- New ecology of learning: minors, launch of Digital Futures programs, design of a Bachelor of Arts and the Aboriginal Visual Culture Program;
- Grown student enrolment by 30 per cent with 21 per cent faculty growth;
- Established a graduate school;
- Cited as one of Canada's top 50 research universities with niche strengths in inclusive design, data visualization and strategic foresight;
- Revenues increased by 30 per cent;
- University's Act amended by the Ontario Ministry of Training, Colleges and Universities to include university in the name and create a bicameral system;
- City builder: created south campus on Richmond Street West; and
- Leader of initiatives such as Scotiabank Nuit Blanche, the Digital Economy Strategy in Canada and discussions on design policy.

Among the opportunities, many reviews praised OCAD University and were optimistic for its future. The university was recognized for its integration of specialized and cross-disciplinary knowledge and for its model learning environment. Students have given their vote of confidence, with a 34-per-cent increase from 2006/2007 to 2011/2012 in the rate of applicants indicating that OCAD U is their top choice of university. It has also been successful in boosting research funding and has solidified key research and partnership relationships.

Recent economic reports emphasize challenges

The Commission on the Reform of Ontario's Public Services, Public Services for Ontarians: A Path to Sustainability and Excellence, commissioned by the Government of Ontario, has identified five significant critical demands for post-secondary education (PSE) in Ontario: "educate a rising share of the population, help equalize economic and social outcomes across the population, provide an important component of lifelong learning, be an engine of innovation, and deliver quality education in an efficient manner."¹⁰ These demands will create opportunities for OCAD University but, as for all post-secondary education institutions, funding constraints will mean having to do more with less.

The implications of this report will be transformational to Ontario, its broader public sector and to the post-secondary system. The call for post-secondary education institutions to improve productivity in return for public investment in growth is resounding. In order to maximize the investment in capital resources, the report recommends adopting new modes of delivery, creating mobility between systems and institutions, improving time to completion, moving to year-round schooling and embracing technology-enabled learning. These are themes that resonate with OCAD University's strategic plan.

The Competition Policy Review Panel¹¹ and the Institute for Competitiveness & Prosperity¹² have also examined economic conditions in Canada and determined that higher education is critical for building innovation capability and prosperity.

In 2011 the Martin Prosperity Institute concluded in its report, Creativity and Prosperity: The Global Creativity Index, that the creative class – made up of workers in fields spanning science and technology, business and management, healthcare and education, and arts, culture, and entertainment – is a driving force in economic growth. Canada currently ranks 12th in the world in this measurement.¹³

Societal leaders who were consulted in the research phase of the strategic planning process note that OCAD University must build greater awareness of why studying design, art, and media is both indispensable for individuals and society at large (see Appendix 2). They also pointed out that while the university's students are skilled, with strong abilities in creative thinking and problem solving, they often lack the ability to take their skills to market. As well, to provide more opportunities for students, the university needs to partner more effectively to create mechanisms for collaboration and applied learning.

The knowledge gleaned from this consultation, along with reviews of recent reports on innovation and economic sustainability, extensive external consultations, the horizon scan, scenario examination and further research, have provided the base for this strategic plan, which lays out robust, metrics-driven strategies to guide the university's success in the next five years.

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Appendix 1: Strategic Foresight Horizon Scan and Scenarios

Horizon Scan identifies some positive shifts from “scarcity to abundance” and their implications for OCAD University.

- **From opaque to transparent** – Access to all information all the time has strengthened the expectation for governments, corporations and institutions to practise transparent decision-making. OCAD University has the opportunity to create awareness and engagement through enhanced transparency of management and governance processes.
- **From public/private to shared value** – Companies are sharpening their competitive advantage by building a social value proposition into their corporate strategy and affiliating with broader social issues. In this light, corporate signature partnerships that provide mutual benefits for OCAD University are increasingly possible and exciting.
- **From competitive to collaborative** – Young people are steeped in collaborative experience and participation in multi-participant activities is widespread. For OCAD University, this means that students seek collaborative projects and social media experiences to showcase their capabilities and that collaboration with other institutions and partners are beneficial to all.
- **From passive to participatory** – 2011 saw bold changes in public levels of participation in discourse with governments and institutions around the globe, and there is an openness to inclusive processes. Internally, OCAD University staff and faculty would be empowered by new employee engagement and communication opportunities.

- **From singular to multiple** – Mobile technologies are expected increasingly to permeate classrooms, and location-based applications can enhance curriculum delivery. Interdisciplinary and hybridized educational programs are becoming critical. OCAD University should explore not only e-learning but also delivery mechanisms beyond online course material, leveraging its expertise in mobile technology and digital media.

OCAD University is also affected by potentially less positive shifts.

- **From attentive to distracted** – In the post-Internet age, there are many more distractions, and attention spans continue to contract. For OCAD University, distracted students need enriched content delivery methods and the university needs to build its brand to stand out in the multichannel, content-rich environment. In this world, content creation becomes profoundly valuable, as does the ability to sort and curate a multitude of images, ideas and experiences.
- **From birthright to unavailable** – Lack of resources, capital, skilled workers and opportunity threatens to disrupt the sense of social security. While university graduates are favoured in the labour market, there is nonetheless a growing scarcity of formal employment opportunities. Inequality within nations is rapidly increasing, with growing gaps in unemployment rates and access to education and health care.

- **From profligate to frugal** – Decades of prosperity have come to an end, and governments and institutions everywhere are seeking lower-cost \ ways of acting and intensified productivity. In this environment, OCAD University will need to be increasingly entrepreneurial to ensure it has a diversified income base.

- **From physical to virtual** – There is a growing maturation of the uses of virtual presences in human interaction. OCAD University retains its strengths in face-to-face studio learning. A careful strategy is needed to blend learning experiences to ensure that improved virtual activity will enhance the experience of remote learning in art and design.

Scenarios help OCAD University imagine possibilities in this emerging environment

Throughout the process, the working groups created scenarios in order to understand the key uncertainties affecting art and design. They identified and analyzed the following major drivers of global change: economic restructuring, cultural values, civic instabilities, resource availability, rising global powers, technological connection, strengthening cultural values and demographic shifts shaped by aging populations, migration patterns and increasing diversity. These powerful forces frame the broad context of art and design.

- **Economic restructuring** – Governments have a low capacity for expanding debt, and the prospect of massive additional stimulus to rewire the economy is not high. The effects of restructuring are likely to have long-term consequences and to be of great concern for the future viability of the institution.

- **Civic instability** – Civil unrest is intensifying globally and Canada is not immune to the rattle. The cost to government is high, both in dollars and good will. Suppression of protest and accommodation of the disaffected result in firm security measures, a reallocation of infrastructure resources, firm tax and income distribution policies, and deployment of talent and cash.
- **Resource availability** – The access to water, energy, food and raw materials for production is increasingly constrained. Without alternatives, humans are rapidly approaching a situation that will see people competing on a global scale for the requirements of a healthy functioning society.
- **Technological connection** – The rapid and continuous pace of change in the digital realm is sparking unexpected alterations in behaviour. Creative opportunities abound but society's dependence on technology is a risk.
- **Rising global powers** – China, India and Brazil are increasing their economic influence, and cultural and political strength. Power shifts of this magnitude have not happened in nearly a century and are likely to provide opportunities for the nimble and incite conflict for those left behind.
- **Strengthening cultural values** – The greatest shifts in our values, such as protecting the rights of all regardless of gender, sexual orientation or ethnic origin have already taken place. However, in the context of the dramatic shifts in our environment resulting from technological, economic, environmental, political and societal changes, it remains to be seen whether this will result in an astute oppositional and critical discourse, or in compliance and responsiveness to the dominant culture.

- **Demographic shifts (age/diversity/migration)** – Ontario faces an aging population and a reduced fertility rate. The labour force will shrink unless society encourages much broader participation from more women, older workers, youth, persons with disabilities and new Canadians. With more immigration come changes to shared value perceptions. Canada will require new structures to help this country navigate the challenges of living side by side with differences. The benefits of immigration to Toronto and OCAD University will depend on the ability of the city to maintain jobs, services and infrastructure.

Building on this analysis, the groups updated four scenarios of what the future might look like:

- **Legacy Island** – An inward-directed world dominated by traditional, local and regional values. In reaction to economic and other challenges, industries and organizations embrace familiar and do-it-yourself formulas and learners seek to deepen disciplinary skills.
- **Payback** – Quid pro quo and “measurables” are everything in a highly risk-averse world where everyone strives for more but makes do with much, much less.
- **Commercial World** – A world where performance and value are equated with sales volumes and number of impressions. Unceasing pursuit of attention, status and influence permeates dominant culture and drives the majority of creative initiatives.
- **Globeland** – An environment of optimistic, outward-looking initiatives and interdisciplinary ambition. The catchphrase of Globeland is “big problems, bold solutions.”

Appendix 2: External Consultation

The consultation with societal leaders who support OCAD University provided a valuable resource for the strategic planning process as it gave insight into what senior influencers at the university consider relevant opportunities. Their observations coalesced around three main themes:

- Focusing and building awareness
- Helping students take their skills to market
- Enhancing institutional relations

Focusing and building awareness

OCAD University must be clear about where it is trying to be excellent and focus its limited resources toward making an impact in areas where it has natural advantages over competing institutions. Due to deep competencies in design, art and media, the institution must build greater awareness for why studying disciplines under and across these fields is indispensable for both individuals and society at large. This means not only clear advocacy for how design, art and media matter, but also becoming a champion for culture in general. The university has undertaken advocacy work in its past but it must take an even greater lead in these discussions to promote the relevancy and unique manifestations of creativity that grow from an art or design education in an economy desperate for innovation. OCAD University will be recognized as valuable if art, design and media matter. Students, financial support and partnerships rely in part on the status of art, design and media in society.

The takeaway: Society needs creative talent and OCAD University cultivates it through its innovative programming. The university needs to increase its effectiveness in building awareness and continue to focus its resources on where it can add the most value to society.

Helping students take their skills to market

The world clearly needs creative thinkers and problem solvers, yet it can't be assumed that the world knows how to absorb the talents of the university's graduating artists and designers. In a competitive world, students cannot take for granted that others will know how to use their skills effectively. OCAD University students must be able to clearly articulate and consistently demonstrate the value of the unique thinking and problem-solving skills taught to them by the university's faculty. They need multiple forms of literacy: creative skills, technical knowledge and entrepreneurial savvy and practical business skills. They must develop deep relevant expertise in at least one area to earn a seat at the table and be able to connect dots to think broadly, work in teams and communicate their insights. It is imperative that the university endeavour to ensure student intake, development and outcomes are calibrated with skills required by a complex 21st-century world. Having invested significant time in developing their imagination and the technical skills to use it, OCAD University alumni have an opportunity to play valuable roles in moving forward the economy, culture and society.

The takeaway: Selection mechanisms for incoming students need to consider these practicalities, and the university must strive ardently to add skills during the education process to meet end goals of a complex global society. Fortunately, OCAD University is in a position to experiment with the learning process to ensure that the changing conditions in society are mirrored in the classroom and studio. Creativity needs to be embraced internally for both curriculum development and delivery if it is to remain relevant to the students who come to the university and for the society that embraces OCAD University graduates as they leave the campus.

Improving institutional awareness

In order for OCAD University's advocacy to be relevant and its students to be welcomed by society, the university needs to be effective in its collaborations and applied learning opportunities. Effectiveness in these areas will be realized only through effective management of partnerships. In seeking excellence, OCAD University can provide direction and clarity on where it plans to cultivate research partnerships, corporate partnerships and talent partnerships, both locally and globally. It will succeed by mobilizing the organizational discipline and resources to optimize the utility and reciprocity involved in the exchanges.

The takeaway: The consultation revealed that there are many opportunities to demonstrate the role and importance of OCAD University graduates in applied learning. The university will succeed in executing and sustaining partnerships through effective cultivation, selection of participants and effective management of collaborations to ensure the benefits to those involved exceed expectations.

ACKNOWLEDGEMENTS:

We offer our sincere appreciation to the OCAD University Board of Governors led by Chair, Ian Tudhope & Past Chair, Robert Montgomery, the OCAD University Senate, led by Chair, Archie Graham, the President's Advisory Council, the OCAD University Senior Management Group, all faculty, staff and students who participated in the strategic planning forums and discussions. We thank our external advisors who granted interviews and feedback, as well as those who have offered ideas and advice throughout this strategic planning process. In particular, we would like to acknowledge the contributions of the planning team at OCAD University:

Carole Beaulieu, Associate Vice-President, University Relations
Jill Birch, Vice-President, Development & Alumni Relations and President OCAD University Foundation
Nicky Davis, Director, Human Resources
Dr. Sara Diamond, President & Vice-Chancellor
Deanne Fisher, Associate Vice-President, Students
Peter Fraser, Director of Finance
Dr. Nabil Harfoush, Senior Researcher, Strategic Innovation Lab (sLab)
Andrew Jenkins, Researcher, Strategic Innovation Lab (sLab)
Helen Kerr, Senior Researcher Strategic Innovation Lab (sLab)
Dr. Caroline Langill, Associate Dean, Faculty of Art
Alastair MacLeod, Chief Information Officer
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Jill Patrick, Director, Library Services
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Design by:
Marketing & Communications Department,
OCAD University, 2012



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