

Synthesis, OCAD Strategic Plan 2007

(April 2007)

Imagination is everything!

Vision

As Canada's "university of the imagination," OCAD will lead in art and design education and research, contributing significantly to the fields of art and design, as well as local and global cultural initiatives and knowledge and invention across a wide range of disciplines.

Mission

OCAD shapes imagination through the delivery of art and design education at the undergraduate and graduate levels in a learning environment that integrates studio-based education with historical, critical and scientific inquiry.

The unique learning environment draws from its high quality and diverse research practice, undertaken with extensive outreach and partnerships.

Disciplinary and cross-disciplinary programs offer opportunities for cultural and life-long learning in concert with local, national and international communities.

OCAD values accessibility, cultural diversity, equitable global citizenship, art and design advocacy, aesthetic and formal excellence, sustainability and entrepreneurship.

OCAD's fosters a community of students, faculty and alumni who make significant contributions as cultural leaders, educators, innovators, creative thinkers and strategists in the field of emerging technology and in the art and design professions.

Introduction

The 20th-century mantra was "Knowledge is power." In the 21st century, knowledge alone does not ensure success. This era demands

boldness, courage, risk, vision and innovation—the very qualities that artists and designers embody. Creative skills must enter the cycle of invention from the ground up and combine with strengths in technology, science and business. Art and design are now central and driving components of all forms of innovation, even in domains traditionally considered the exclusive preserve of scientists and engineers, such as advanced computer applications.

Artists, designers, curators, critics and creative thinkers are essential catalysts and leaders in addressing the world's issues and challenges. Society needs harnessed, disciplined imaginations to solve complex local and global problems.

Art and design are valuable in their own right, and OCAD will continue to educate the current and next generations of the best artists and designers. Artists and designers also provide disciplinary and collaborative knowledge, creative expression, fresh methodologies, studio-based learning and research, process design, product design and innovation itself.

Society's sustainability and success depend on its ability to find, focus and challenge the imaginations of a new generation and to channel them into its most important endeavours, placing imaginative capacity at the centre of society.

The strategic planning process acknowledged the dawning of this "Age of Imagination." OCAD intends to be at the epicentre of this age, to fulfill its promise by becoming one of the world's 10 leading universities or university faculties of art and design. An outward-looking OCAD can become a key element in the process of change.

OCAD is ideally located in the heart of downtown Toronto, a cultural hub with more than 40,000 working designers, the third-largest concentration of visual arts and entertainment industry professionals in North America, and possibly the world's most diverse range of cultures. These cultures include the Six Nations as well as the other Aboriginal territories located at Toronto's perimeter.

Developing this five-year Strategic Plan was an intensely and broadly collaborative process. It featured a scenario-building approach to

envisage OCAD by the year 2020 and potential forward-looking paths for the institution, grappling with two significant questions:

- What is the future of art and design?
- What is the future of post-secondary education?

Participants looked at social, economic and cultural dynamics. Outside experts and community members—art and design practitioners, theorists and educators—brought insights through substantial interviews and attendance at workshops. Using these analyses, the participants were able to envision what OCAD could become in 2020 and how to shape the institution in order to realize this potential.

Drawing on their work, the participants:

- developed four scenarios—GlobeLab, Island Living, Legacy Inc. and Commercial World—and their implications for OCAD;
- identified major strategic directions and challenges; and
- developed specific strategies and goals for the strategic directions.

The scenario framework took into account the over-arching forces that shape the societal context, such as technological change, globalization, values, sustainability and cultural diversity. It also took into account the specific factors that affect art and design practice and education, such as education funding and delivery, the nature of learners and evolving practices of art and design. Based on major societal forces, the work identified two critical uncertainties--societal values and the role of art and design in society—and global perspectives, focusing on the scope of society's views and perspectives.

The scenarios included a description of the world and an analysis of the implications for OCAD, helping to imagine where OCAD might be in the near and far future. This resulted in the five-year Strategic Plan and a ten-year vision. Details of the scenarios are in a short Appendix at the end of this summary.

These scenarios fed a complex and organic model of OCAD's potential path from 2006 to 2012. A series of "town hall" meetings, open to everyone at OCAD and via its website, elicited further input and comments on the future of the institution. More than 100 participants refined scenarios and strategies in a major brainstorming session. The Board of Governors and Academic Council were engaged throughout the process.

The strategic parameters identified through this process are as follows: imagination, knowledge, diversity, global connectivity, sustainability, educational funding, educational delivery, the nature of learners and learning, evolving practices of art and design, technology, relationships and partnerships, and competition. All the ideas and concepts in this summary are developed in the full Strategic Plan document. Copies of this document are available in the OCAD Library as well as in the offices of the Student Union, Faculties and departments. We encourage you to explore it in detail.

Arriving at the Four Strategies

This Strategic Plan foresees an OCAD with a strong, reshaped undergraduate program that fosters excellence and attracts the best students, then engages and supports them. It has carefully selected niche graduate programs, with complementary and expanded research activity. It looks outward, working to put art and design at the centre of society. It is a hub of cultural activity in Toronto, connecting the city to leading-edge thinking in art and design in Ontario, in Canada and internationally through its programs and scholarship, and helping to resolve the major challenges society faces in the 21st century.

To achieve these objectives, OCAD formed a Core Working Group, which developed four key complementary strategies:

- a New Ecology of Learning (NEL);
- an integrated approach to research and graduate studies;
- a reciprocal community of local and global relationships; and
- new funding goals and models.

These strategies will create:

- a transformative, rigorous, cross-disciplinary learning environment that is attuned to contemporary technologies and which fosters imagination, creativity and innovation;
- a high level of student engagement;
- a focus on research;
- excellent graduate programs;
- overarching themes that reflect an analysis of contemporary society and unite OCAD across its faculties;
- international alliances;
- partnerships that reach beyond the fields of art and design;
- a dynamic virtual and physical presence that showcases OCAD's leadership (as well as that of Toronto and Ontario) in defining

- the essential role of art, design and collaborative research in the 21st century;
- an imaginative, positive and solution-oriented institutional culture, able to stay this new course with or without additional funding; and
 - a diversity of fiscal resources sufficient to meet OCAD's needs.

As a result, we see OCAD alumni and faculty as leading artists, designers, academics, researchers and professionals in the many occupations that require art and design knowledge. We see the best graduate programs seeking OCAD graduates. We see acknowledgement of the growing contribution of research at OCAD, not only to the fields of art and design but also to a broad range of other disciplines. We see OCAD blossoming into a major player in the cultural life of Toronto, Ontario, Canada and the world beyond our borders, with an enhanced international reputation for excellence and leadership in the fields of art and design. We see OCAD achieving a secure and prosperous position, possibly more so than at any other time in its history.

This Strategic Plan will guide OCAD over six years with measurable results. Some of the changes it proposes will happen through accelerated planning, program analysis and revision, and collaboration. However, the full execution of these changes will require us to diversify and expand OCAD's resource base.

STRATEGY ONE: A New Ecology of Learning (NEL)

OCAD's First Commitment Is to Students

We expect our students to achieve excellence; they expect it in return. OCAD will respond to the need for art and design knowledge and thinking as it expands across society, integrating cross-disciplinary and cross-cultural learning opportunities while providing increased flexibility and choice. The institution will support its students with leading-edge academic thinking and technology in order to optimize their growth through capacities-based learning, tailored to their needs.

The success of this Strategic Plan depends on strong student engagement in shaping the learning environment and in designing OCAD's physical and virtual learning communities. This engagement will drive the learning environment toward excellence and enrich academic programs through a broad range of activities. We will ensure

that students have easy access to resources. We will facilitate exposure of their work, as well as interaction with the larger creative communities of Toronto, Ontario, Canada and abroad. We will design effective systems and structures that support learning. The administration, faculty and staff are willing and able to address student concerns as they arise.

The Disciplinary and Cross-Disciplinary Imagination

While we will continue to offer excellent disciplinary specialization and medium-based practice, such as painting, we will also embrace emerging fields of creative expression, interdisciplinary collaboration and new, non-traditional areas of knowledge such as cognitive science or computer graphics. Our goal is disciplinary vitality and informed risk-taking. To accommodate this, OCAD will reconsider its current disciplinary categories, integrating disciplines within faculties and fostering collaboration among them as needed.

This strategic plan rests on the following themes, which underscore the analysis of key trends in society:

- sustainability in art and design approaches and institutional practices and culture;
- cultural diversity;
- contributing to technological innovation, including the digital future;
- wellness and health;
- cross-disciplinary experience; and
- leading and developing contemporary ethics.

Over the next six years, these themes will help OCAD to ensure its relevance and focus its expertise across departments through curriculum, research and outreach initiatives.

Learning by Making, Learning through Theory

OCAD will ensure the continuation of its traditional strength in studio-based learning while revitalizing the methodology of the studio critique, a fundamental approach to art and design in which creative works undergo rigorous and ongoing evaluation.

OCAD will enable critical thinking and action, as well as historical and future thought. OCAD will further integrate contextual/theoretical

knowledge with its studio curriculum, creating team-teaching opportunities and facilitating the cross-appointment of practitioners who are also theorists.

OCAD will prepare students to be professionals in a complex world or, alternatively, increase their chances of acceptance into a broader range of graduate programs. It will increase the percentage of theoretical, contextual and historical content in appropriate programs, and strengthen elements that provide students with entrepreneurial, business-analysis and management skills.

OCAD will develop a core capacities matrix to frame the key knowledge that all OCAD undergraduates will attain, matched to a set of flexible pathways towards this knowledge, appropriate to the NEL. This matrix will connect to specific disciplinary knowledge needs. The matrix will include requirements for art and design learning, key thematic knowledge and the criteria set by the Province of Ontario to achieve Honours Degrees.

OCAD will increase the number of faculty with advanced degrees while continuing to draw on the rich pool of professionals in Toronto and elsewhere for sessional faculty and visiting artist positions. Faculty and staff will, increasingly, reflect the cultural diversity of Canadian society.

This transformational process will begin by piloting new programs, testing and refining them, as we develop new programs in art and design education.

A Connected, Technically Advanced Learning Environment

OCAD will build links from the undergraduate environment to graduate studies, from research to continuing education, from our institution to other institutions and communities. We will maintain a contemporary and engaged relationship with art, design and other professions.

Through the Digital Futures Initiative, OCAD will build on its special strengths in digital and interactive media design education, gather elements from its design and media art programs and link the digital to its existing strengths in traditional mediums. OCAD will introduce new areas of curriculum that connect it to the cultural and entertainment industries and emerging technologies. It will create bridges to digital learning and research with Ontario colleges and universities. Graduates from this area will meet Ontario's need for creators and innovators across a wide range of sectors and industries (culture and entertainment, services, tourism, health, communication and information). OCAD will collaborate with industry, colleges and

other universities to build digital capacity.

OCAD will strengthen its connection to the professional sector in art and design and increase its knowledge of the humanities, social sciences, engineering, science and medical science.

OCAD will maximize its international engagement, building relationships with leading post-secondary institutions, businesses, cultural and community institutions. These efforts will result in faculty-student exchanges, joint programs and events and research.

Evaluating our Progress

By 2012, OCAD will have completed integration of its academic and studio knowledge and practices, upgraded the qualifications of many of its faculty and established a process to constantly reassess and adapt its curriculum to sustain the relevance of its programs. Despite an anticipated increase in applicants, we will recruit the same number of students from a broader range of sources and profiles. We will do this to foster excellence: OCAD will maintain or reduce its student/faculty ratio in studio courses and provide intensive mentoring to graduate students.

The resulting OCAD learning environment will be responsive, highly adaptable and rigorous, and subject to constant internal and external review and evaluation with measures in place to ensure excellence at all levels, as benchmarked against national and international peers.

In order to create the New Ecology of Learning, OCAD will need to:

- expand its library significantly;
- upgrade and expand its state-of-the-art technological facilities, including traditional studios;
- cull and restructure its curriculum;
- expand its fledgling innovation and research centre in teaching art and design (the Centre for Research in Art and Design Education) into a core resource—a Centre for Innovation in Art and Design Education (CIADE);
- increase support to current faculty to upgrade their degree status and to all faculty in their teaching skills;
- appoint rigorous external assessors for all of its standard departmental reviews, in addition to its own evaluations through advisory committees;
- expand its digital curriculum and training;
- provide co-op and study placements and service opportunities

- for students;
- continually consult with its internal and external communities;
- stimulate collegial debate on controversial issues and on all aspects of art and design education; and
- showcase its various disciplines by presenting art and design everywhere, throughout its physical and virtual environments.

STRATEGY TWO: Research and Graduate Studies

Research

Society requires a deep, complex thinking process that draws from art and design knowledge and approaches. This is essential, both to the cultural ecology and the creative economy. Research in this area can contribute to society's well-being on all fronts, since art and design shape every aspect of daily life in today's media-sensitive world.

OCAD will become a research university, as well as an excellent undergraduate and niche graduate university. It will play a significant role in creating a research and innovation hub for art and design and related cross-disciplinary research in downtown Toronto with international influence and impact. As an emerging research institution, OCAD will continue to test models of research practice, including individual research, networks, centres, institutes and clusters.

Many of the themes mentioned in Strategy One, the NEL, will continue to permeate OCAD's research initiatives. Current and future research and innovation at OCAD will occur primarily in the following areas:

- art, design, visual culture, art and design history;
- curatorial and critical practice;
- learning and teaching in art and design;
- the humanities;
- the social sciences;
- entertainment and cultural industries;
- new, emerging and digital media;
- sustainability;
- inclusive design; and
- business and design (strategic creativity).

However, OCAD also has the opportunity to link art and design research to other research areas, such as:

- health, wellness, medicine and lifestyle;
- science and engineering; and

- collaboration studies.

OCAD must produce excellent research. Most often, this can best be done through partnerships among research, cultural and educational institutions, private-sector players, governments and other visionary leaders. OCAD will be a lead initiator of such partnerships and will join partnerships as appropriate. These existing and potential partnerships are listed in the full version of the Strategic Plan.

Graduate Studies

The Province of Ontario has approved OCAD's plan to create an excellent and innovative niche graduate studies program that will combine studio, laboratory and theoretical knowledge, underscored by an increasingly robust research environment. This will foster creative thinkers and makers for all sectors.

OCAD plans to educate 110 graduate students by the end of the period covered in this Strategic Plan. By 2020, OCAD will increase that number to 300, creating a significant graduate school. It will welcome different kinds of graduate learners and researchers, from recent undergraduates to returning students, working professionals, mature students from other fields of study and international students. Drawing high-calibre graduate students and research initiatives will strengthen OCAD's capacity to recruit faculty.

We expect OCAD to make an important and unique contribution to the world of graduate studies in the arts. Its existing theoretical/contextual/historical education is integrated with a studio program that is more comprehensive than any other fine arts program in Canada. OCAD's excellent professional programs prepare graduates to be leaders in the world of advertising, design and business.

OCAD's unique graduate and executive programs will fill fundamental needs for Highly Qualified Professionals (HQPs) in Canada. This will attract talent as well as human, industrial and financial resources. It will enable OCAD to play a key role in producing new creative research and entrepreneurial leadership across the cultural sector and beyond.

Over the next ten years, OCAD will build MFA, MDes, and MA graduate programs directly related to its core strengths and mission, working with an interdisciplinary studio model that provide students with maximum flexibility and the opportunity to work with an extensive list of faculty. It will extend the interdisciplinary studio to joint degree programs with disciplines outside of art and design, such as engineering. OCAD will submit graduate-program proposals to the Ontario Council on Graduate Studies (OCGS) for review in areas such

as Interdisciplinary Studio in Art and Design; Critical and Curatorial Practice; Art, Design and Science Collaboration; Advertising; Professional Programs in Design; Art and Design Education; Digital Futures: New Media Studies; and Strategic Creativity (Design and Business). OCAD will also consider developing a PhD program.

Building a Centre for Research, Graduate Studies, The Library and Exhibition

OCAD currently operates in physical space that is 40 percent of the size mandated by provincial standards for its activities. Adding graduate studies, research functions and an upgraded library will require one or more new facilities, including the following: research laboratories and offices to support disciplinary and cross-disciplinary research; public presentation capacity (including gallery spaces and other areas for public engagement); a learning commons and library; and graduate student offices and studios. These will be developed in concert with neighbouring communities and other potential partners in order to meet OCAD's evolving needs, as well for community outreach and integration. The facilities may also function as a business incubator. OCAD will explore whether or not the facilities should occupy one space or a series of networked, geographically distributed spaces.

Creating Resources and Systems For Graduate Studies and Research

Plans for research, policy development and technology upgrades are underway, as well as incentive programs for faculty to undertake research. A new Vice-President of Research and Graduate Studies will oversee the development of this area, working closely with the Academic Council and faculty program-planning committees as well as staff from the new research office opening in 2007.

Efforts to secure funding for ongoing graduate program development and research are moving forward. OCAD has recently achieved funding eligibility status with both the Canadian Foundation for Innovation (CFI), in November 2005, and the Social Sciences and Humanities Research Council (SSHRC), in October 2006. The Vice-President of Research and Graduate Studies and the President will continue an intensive dialogue with provincial programs (such as those at the Ontario Research Foundation and the Ministry of Research and Innovation) as well as international programs. OCAD will continue to build corporate partnerships that support contract research and other

opportunities.

STRATEGY THREE:

Outreach—Creating Reciprocal Relationships

OCAD will become an effective and respected bridge builder, linking its internal academic life, alumni, cultural communities and organizations, professional associations and interest groups, government, other institutions and diverse communities locally, nationally and internationally. These reciprocal relationships build OCAD's credibility, provide needed intelligence on emerging trends and opportunities and add to the institution's resource base.

Relationships like these also provide context for learning and research, enriching the experience of OCAD students, the capabilities of OCAD faculty and the overall positioning of art and design in society. These strategies link directly to OCAD's plans for internationalization and increased cultural diversity.

OCAD will be a key cultural institution through its gallery and exhibition program and its participation in public debate. Its partnerships will balance local and global activities in a dynamic web of opportunities for students and all other stakeholders.

OCAD will update its Internet environment to create a rich information resource and a platform for dialogue that engages with and beyond the OCAD community.

Advocacy and Policy

OCAD will be a societal and policy leader in culture, ethics, inclusive design, sustainability, diversity, innovation methodologies and the creation of a national design policy. At the same time, it will welcome students and the broader population into a dynamic community, a beacon to outsiders who will continue to "look inside" at OCAD—both at its physical site and on-line. Student engagement will be a vital sign of OCAD's health.

Through key international alliances, OCAD will link interest groups, acting as an advocate for art and design and finding strategies to solve societal challenges.

OCAD will work on its own and with its partners to promote the importance of art and design and the value of art, design and cultural

learning in the K-12 environment. It will make its expertise available to the larger community to solve problems, redesign the environment, launch learning opportunities and create art and design experiences. It will be a technology leader in collaborating with the community and in teaching emerging and new media, as well as technological innovation.

An Outreach Program

An outreach program will engage the public and the OCAD community, showcasing the institution's role in art and design. OCAD will create an international presence and global context for art and design by sending its faculty and students out into the world to represent its efforts at conferences, exhibitions and summits; building reciprocal collaborations with international organizations and institutions; and attracting international students and faculty.

Development and other funding opportunities will be leveraged through summits, executive programs, speakers and visiting-artist series. OCAD will extend and systematize its capacity to lend expertise through problem-solving or creative intervention in local and international communities. These strategies will include charrettes (collaborative sessions aimed at solving design problems) and the use of on-line discussion forums, and will be offered as a community service or on a fee-for-service basis.

OCAD will extend the classroom into the community through student placements, work-study and internship programs.

OCAD will create an effective outreach culture through a regular integrated marketing, communications and outreach committee with representation, as appropriate, from the academic, recruiting, development, technology and other areas.

OCAD will build deeper relationships with its alumni.

Continuing Education

A new Department of Continuing Education at OCAD will meet the needs of institutions, associations, companies and individuals through customized programs. These offerings will be combined with visiting artist programs, lecture series and other events to engage the Toronto and Ontario communities.

OCAD will engage students and alumni in the building of OCAD's image and outreach programming. The new strategic direction involves substantive change; it must be communicated and marketed effectively to engage students, parents, partners, key influencers,

alumni, communities and supporters. OCAD's internal community is also a critical audience whose support is a prerequisite to engagement at all levels of the institution.

These efforts will involve effective use of all means of communication, media sponsorships and partnerships.

STRATEGY FOUR: New Funding Goals and Models

OCAD will create a resilient mixed economic model seeking new sources of funding as it increases its relevance, level of excellence, outreach and influence. As we gather a group of influencers and supporters around the institution, we anticipate that alumni, internal community, private individuals, business, industry, corporations, foundations and governments will become more motivated to invest in it.

This strategy entails seeking new sources of funding and matching funds from public and private sources; building an endowment fund; executing a capital and operating campaign; updating core facilities and generating new revenue streams through various initiatives, such as boosting the number of international students.

OCAD will seek new sources of government funding and matching funds to leverage its current resource base. Base funding comes from Ontario's Ministry of Training, Colleges and Universities (MTCU); however, funds may also come from other provincial and federal departments and agencies. (See the full Strategic Plan for a list of funding sources.)

OCAD will continue to form mutually beneficial partnerships with corporations, philanthropic individuals and donors. These partnerships will also benefit learners, researchers and faculty. These new revenue streams will underwrite research, programming, specific art and design projects, academic chairs, faculty and operations.

Because private donors and individuals require sophisticated relationship management, OCAD will build its development capacity through the OCAD Foundation and the Development department. OCAD will strengthen the role of the Foundation and build its capacity to drive major fund-raising for the university. The institution's Development department will integrate alumni relations with development, and will work in closer liaison with communications and marketing in its planning and execution. It will also reach out to all OCAD alumni to seek their support, with particular relationship-management emphasis on those who have the capacity to provide

significant financial support. OCAD will need to build an endowment fund to ensure its future stability.

Funding Campaign

OCAD will also need to plan and execute a comprehensive, university-wide fundraising campaign to secure the resources necessary to meet its renewed vision and priorities. This campaign will concentrate major efforts on a capital-funding drive to build additional space or spaces, including an expanded technical, library and gallery resource base as well as a Centre for Research and Graduate Studies. This additional space will be designed to relieve pressure from the undergraduate learning environment.

Strategies for a fundraising campaign could include partnership with other institutions to create joint facilities; a central location instead of diverse locations for new programs; and the ability to act as a host for other institutions, the larger community and the public within a graduate-studies and research complex.

Other priorities will be funding for graduate student support, research, faculty chairs, professorships and additional operating resources to finance programs and projects. The campaign will also be used as a platform to increase OCAD's endowment fund and as a means to capture the interest and support of donors who have other interests beyond capital projects.

In order to achieve results, OCAD will require an advancement model that integrates and coordinates the development, alumni-relations and marketing/communications functions, supported by increased administrative resources. It will require an effective arms-length fundraising entity in the form of a revitalized OCAD Foundation and the full support of OCAD's faculty, Board of Governors and Advisory Boards.

CONCLUSION

With successful implementation of this Strategic Plan from 2006 to 2012, OCAD will be well on its way to achieving a new standard of excellence. It will complete its transition to university status and establish a New Ecology of Learning. In doing so, it will create a unique and rigorous environment of creative makers and thinkers, setting a benchmark for excellence in studio-based learning at the university level. It will embed theoretical and historical knowledge within its programs. It will upgrade and update teaching methods, support faculty professional development and recruitment, and demand excellence from its faculty, staff and students. It will focus its

existing curriculum, winnow out redundancy and add core areas of learning to its undergraduate and graduate studies. It will build a respected and networked research practice with a small, successful set of niche graduate programs. These changes, initiated and in part achieved within five years, will set OCAD on a course to achieving the position of a leading specialized art and design university. OCAD will assume this position within ten years.

Successful execution of the Strategic Plan will ensure that OCAD graduates of the Class of 2012 are in strong demand in the traditional professions of art and design, in advanced degree programs in these and other fields and in a wide range of other, non-traditional professional settings. OCAD's contribution to research in art and design and a broad range of other disciplines will be widely recognized. OCAD will be regarded as a major player in the cultural life of the city of Toronto and a specialized university of the highest calibre in Ontario with an international reputation for excellence and leadership in the fields of art and design. OCAD will enjoy more security and prosperity than it has in its past, perhaps even in its history.

OCAD has established a series of measurable goals for the next six years. The details of these are available as part of the full Strategic Plan. OCAD will strive for high positive measurements through its National Survey of Student Engagement (NSSE) evaluations and its academic reviews. It will expect enhanced professional and academic achievements on the part of its students and alumni. It will seek a growth in application levels and the competitive quality of its applicants. It will raise the professional and research successes of its faculty and their contributions to the creative and innovation economies of Ontario and the world. It will seek the perception in the media and among its peers that it is a quality institution, a model of learning, an excellent partner, an institution of disciplinary and interdisciplinary rigour. It will measure the number and quality of its partnerships with corporations and other institutions at home and abroad. It will seek an increase in the cultural diversity of its students, faculty and staff.

For each element in the Strategic Plan, OCAD has set specific measurements by which it will judge its degree of success. Some are quantitative measures and others are qualitative, as appropriate. (For a complete list of these measures, see the full Strategic Plan.)

Achievement of the objectives articulated in this Strategic Plan will be possible through coherent collaboration among management, the Board of Governors, Academic Council, the Student Union and the OCAD Foundation, as well as through the wholehearted engagement of faculty and students. Successful implementation of the Plan will ensure

the continuation of OCAD's long and distinguished tradition of art and design education. It will provide new disciplinary and interdisciplinary opportunities and move the institution boldly forward into a new leadership role – locally, nationally and internationally.

Appendix: The Scenarios

Key Axes for the Scenarios

- **Societal Values—the role and value of art and design in society** and the extent of their influence. Would art and design practice achieve a high level of influence, challenging, leading and shaping society's values and perspectives? Or would art and design become more reflective of society, more service-focused and responsive to changes in society?
- **Global Perspectives—focusing on the scope of society's views and perspectives.** Could the world become more open, outward-looking and integrated as part of a global community? Or could the world become more inward-focused and narrow in a mosaic of local communities and interests? Key elements of this concern were the sustainability of the world's resources, the level of conflict in the world, and the forms that resolution would take.

The Scenarios

GlobeLab

GlobeLab is an optimistic, but not impossible, scenario in which global creativity and collaborative problem-solving—supported by technology—drive art and design practice and education. Art and design education programs and practices flourish, expanding across universities and colleges, integrating into a variety of professional programs, from business to medicine to law. By 2020, art and design have reached new heights, and art and design practices are at the heart of tackling major global issues in new ways. Creative collaborative teams are as renowned as individuals.

Island Living

In Island Living, values of equity, practicality, aesthetics and excellence shape both art and design practice and education. Local communities and dispersed communities of interest seeking to control their own destinies are equally viable "islands," thanks to technology. A balance of idealism and pragmatism influence, and are influenced by, art and design. Design focuses on excellence in practical problem-solving. Art is recognized and valued. Art and design influence the context of understanding important issues, but resources are

constrained. Some institutions compete for funds by assigning student-faculty teams to solve community problems. Research is applied and is discipline-based. By 2020, art and design have evolved and become more integrated with, and valued by, society.

Legacy Inc.

In Legacy Inc., artists and designers use their talents to clarify and resolve issues defined by society rather than challenge the status quo. Diffused terrorist activity, pandemics and economic upheaval push people toward the comfort of established values. They cherish the original, the archival and traditional, seeking the familiar in a world of constant change. Art and design serve the culture, the community and the clan, which value folk art and nostalgia. Research is local and applied. The top design and art schools are evaluated against other vocational schools, with the chief criterion being “Do their graduates get jobs in their field?”

Commercial World

In Commercial World, commercialization and technology drive art and design, as well as education. Artists and designers are in strong demand. “Prosumers”—producers/professionals-cum-consumers—participate in designing their own products, spaces and experiences, exerting a powerful influence on art and design. The art market expands with wealth, and the number of people directly employed in art and culture also increases considerably. Education, both public and private, attracts more funding, and cross-disciplinary research soars, much of it corporate-sponsored. The education system is polarized, with global “world-class” institutions “rising” above the mass of colleges and universities unable to compete.