

The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

I. SCHOOL INFORMATION

Name of School:

Academy of Art University

II. PLANNING ELEMENTS

A. MISSION. *Describe your school's mission and vision, which identifies its purpose and its core values.*

Mission:

Academy of Art University prepares aspiring professionals in the fields of design, communication and the arts by delivering excellent undergraduate and graduate degrees and certificate and portfolio development programs. To achieve its mission Academy of Art University:

- maintains an inclusive admissions policy for all persons who meet basic requirements for admission and instruction and who want to obtain higher learning in a wide spectrum of disciplines in art and design;
- teaches a disciplined approach to the study of art and design that encourages students to develop their own styles that blend their talents, technical skills and creative aspirations with professional knowledge;
- enlists a dedicated and very able full-time and part-time faculty of career artists, designers and scholars who are professionals and whose success as educators comes from their ability to teach students through the wisdom and skill they have amassed through years of experience and study;
- operates in an urban context so that academic programs can draw upon and contribute to the cultural wealth of those communities that are served;
- provides a creative environment that is at once supportive and challenging and underpinned by excellent personalized teaching and support services that address the needs of students of diverse ages and backgrounds;

- offers an undergraduate general education program designed to stimulate development of critical thinking, and communications skills, and to encourage emerging artists to draw upon a variety of disciplines to look at issues from multiple perspectives and to cultivate the ability to function as educated global citizens;
- manages in an ethical and efficient manner and administers the finances in a prudent fashion; and
- fosters optimum quality in all aspects of programs and services.

Vision:

To be the first choice for students seeking a world-class education in the arts and the first choice for those seeking to employ artists globally.

B. MARKET. *Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.*

Delivering an inspiring and highly-relevant learning experience is at the heart of what we do. We aspire to bring the industry's high level of expectations and drive toward innovation into our classrooms and associated learning opportunities. This experience is driven by the industry wisdom and years of experience represented by our instructors. Within an inclusive admissions environment, our instructors work to connect students who may not have had artistic learning opportunities in the past with the professional opportunities they are working to achieve in the future. We believe that everyone deserves an opportunity to pursue their dream of obtaining higher learning in art and design.

Our existing and potential customers in Wisconsin are recent high school graduates who wish to pursue an online AA, BA, or BFA, those seeking an advanced degree, as well as working professionals, who enroll in our online programs for professional development and career advancement purposes. We do not have agents in Wisconsin. Our out-of-state customers find us when they conduct internet searches for online art and design programs. Information about our programs can be found on websites for education directories, publishers, educational degree information resources, professional associations, and social media.

Our main competitors in the area of online education include Full Sail University, Fashion Institute of Design & Merchandising (FIDM), and the Savannah College of Art and Design. Our competitive advantage is that we offer the greatest selection of degree programs that can be completed 100% online.

C. MANAGEMENT. *Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.*

Stephens Institute DBA Academy of Art University (the Academy) is a California corporation led by Dr. Elisa Stephens, who has served in the position for more than 25 years. President Stephens is responsible for the day-to-day operations of the institution and is supported in governance and administration by an executive leadership team of qualified, dedicated staff charged with assuring the continuity and stability of the Academy's educational, artistic, administrative, and financial structures. The Executive Cabinet of direct reports to the President, members of which represent each key operational area for the institution, has delegated decision-making authority from the President.

The Board of Directors is the decision-making body on matters of educational, financial, and administrative policy. The Chairman of the Board, Dr. Nancy Houston, assures the integrity and fulfillment of the Board's processes and facilitates the relationship between the President and the Board as specified in the bylaws. The Board approves and oversees the implementation of the mission, assures high performing leadership and the financial well-being of the institution, oversees the improvement of academic quality and student learning, and supports institutional planning and organizational learning. The Board's decisions are informed by the work of the Strategic Planning Committee, which includes both faculty and student participation, as well as the WSCUC Steering Committee.

Chief Academic Officer (CAO), Sue Rowley, is responsible for all academic, educational support, and student life programs. Her role is supported by a team of six vice presidents and the directors of each academic department. Information derived from student satisfaction surveys, student clubs, town hall meetings as well as the Academic Steering Committee, Online Education Steering Committee, Curriculum Leadership Teams, and Department Action Teams are reviewed and considered for decisions regarding academic and co-curricular programs.

The Vice President of Online Education, Jason Shaeffer, oversees all academic online content development and delivery systems. He is responsible for online staffing and resource management, quality assurance, and improvement to online systems and services. He reports to the COO.

D. SWOT ANALYSIS. *Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:*

- ♣ 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- ♣ 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

Since the Academy of Art University's Strategic Plan 2016-2021 was approved by the Board of Directors in June 2016, the Strategic Planning Committee (SPC) has supported the implementation and communication of the Plan, the systematic use of the Institutional Research function and data analysis, as well as the bottom-up approach to planning. The SPC guides tracking progress and refinement of the Strategic Plan. The Strategic Plan's four focus areas (Institutional Effectiveness, Students & Faculty, Organization & Facilities and Finance & Regulatory Compliance) provide the foundation for achieving the Academy's mission and vision.

Within the focus areas are fourteen critical success factors. Assigned leads for each critical success factor are responsible for identifying, and implementing relevant goals to achieve the critical success factor. For each goal set for the calendar year, the lead identifies a person responsible, establishes key actions needed to achieve the goal, and identifies anticipated resources, deliverables and a target completion date. The leads track progress using SharePoint; report on progress at quarterly SPC meetings to improve visibility and avoid overlap and duplication of effort, and identify and resolve issues impeding progress.

The following are strengths/weaknesses goals and opportunities/threats goals from our 2016 - 2021 strategic plan:

Strengths/Weaknesses Goals	
Faculty: Recruit professionals in their field and develop as instructors who effectively instruct, coach and mentor students	<ol style="list-style-type: none"> 1. Ensure a process for review of the compensation structure for all employees 2. Ensure instructors' engagement in curriculum changes and improvements 3. Provide instructors with support services as needed to be successful online instructors
Curriculum: Enhance and expand with advice from industry, employers, advisory boards, directors, faculty and students	<ol style="list-style-type: none"> 1. Develop new programs, tracks and short skills-based courses of study to prepare students for work in the industry 2. Ensure excellence in academic programs through rigorous and relevant curricula that prepares students effectively to develop portfolios to meet industry standards for employment 3. Create a highly engaging academic experience that reflects the intersection of art and technology that is responsive to the ways in which students in the 21st century learn, access information and collaborate 4. Improve on the cohesion between online and onsite programs to ensure relevance of course content in meeting course learning outcomes

Business Practices: Implement processes to deliver world-class programs and student services	1. Streamline business processes to deliver better services 2. Improve communication among staff, instructors and students 3. Continue to refine and optimize organizational structure
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Opportunities/Threats Goals

Accreditation: Maintain institutional and programmatic accreditations; achieve new accreditations as needed	1. Maintain regional accreditation with WSCUC 2. Maintain national accreditation with the National Association of Schools of Art and Design (NASAD) 3. Maintain programmatic accreditation where applicable
Enrollment Growth: Attract and enroll students; effectively manage growth specific audiences with custom messages directed at area of interest	1. Market and recruit effectively to attract prospective students who can successfully complete our programs 2. Develop and create content (primarily student/alumni stories and industry validation/co-branding) to support innovative multichannel marketing campaigns that directly support one another and have the ability to target
Legal: Meet applicable federal and state standards	1. Meet financial ratios per Department of Education (DOE) requirements 2. Maintain our low student loan default rate (5.4%) as required by the Department of Education 3. Meet and maintain all California Bureau for Private Postsecondary Education (BPPE) requirements 4. Prepare for new gainful employment (GE) regulations for late 2016/early 2017 5. Work collaboratively with the San Francisco City Planning Commission to assure compliance with all applicable San Francisco Codes and to engage the City as a “trusted partner” 6. Continue to ensure Cleary Act and Title IX compliance with trainings and communications throughout the Academy of Art University community; work with city officials on Title IX response and reporting tactics

The Strategic Plan tracking process was implemented in July 2016. Shared spreadsheets were created in Google Docs and critical success factor leads and their teams were granted access to update their spreadsheet, add links to documents, and view progress. A column on the spreadsheet entitled ‘Anticipated Resources’ provides an initial link to the budget. The tracking process ensures implementation of action items in the Plan that align with academic, technology, operations, and budgetary plans.

In November 2016, following the Strategic Planning Committee's quarterly meeting, the Google Docs tracking spreadsheet was updated and archived for future reference. Tracking was then moved to SharePoint, believed to be a better technical platform, with updates scheduled to be input quarterly throughout 2017 by all assigned stakeholders.

E. FUTURE VISION. *Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.*

A continuing focus on our effectiveness includes strategies for delivering a cutting-edge learning experience, preparing students to meet industry needs and innovating both today and in the future while anticipating the changing landscape of both education and the workplace.

Meeting these challenges will ensure that aspiring artists and designers will seek us out in growing numbers and that their achievements, both while they are with us and as successful alumni, will continually raise the profile and prestige of an Academy of Art University education.

The more students we graduate and successfully prepare to compete in the global marketplace, the more our philosophy of hands-on, industry-driven education "by artists, for artists" will speak for itself.

The key to our success will continue to be the robust real-world partnerships and feedback loops that come from working professional instructors/coaches and frequent contact with and evaluation by industry representatives.

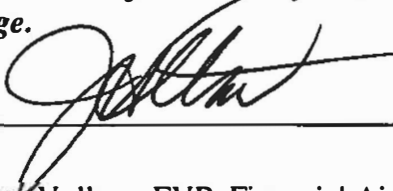
We seek to both benefit from and contribute to the communities we serve as an institution of higher education and learning in the arts.

We do not have specific goals for enrolling Wisconsin-resident students in our online programs but do hope to be the first choice for students seeking a world-class education in the arts and the first choice for those seeking to employ artists globally.

III. SUBMISSION

I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.

Signature of Authorized School Official:



Authorized School Official:

Joe Vollaro, EVP, Financial Aid and Compliance

Date:

September 12, 2018