# 7x Strategic Considerations

A tool supporting the development and evaluation of proposals to help solve for the structural deficit in a holistic and strategically aligned manner.

OCAD U | OCADUCO

# 7x Strategic Considerations

# GENERATE

## Instructions & Preparation

**What are Strategic Considerations?**
7 unique and essential features of OCADU that must be considered in any transformation proposal. They provide a holistic framework for developing ideas that help solve for the structural deficit. The template uses a dial to help unpack the potential trade-offs and risks associated with a new idea or proposal.

**Getting Started:** This framework can be used to spark a generative conversation on solutions, or to generate a formal proposal for consideration.

Follow the instructions below.

### Generative Discussion

- ❑ Gather a diverse group (faculty, staff, students, leadership, or industry partners), and select problem focus
- ❑ Use the **How Might We** prompts across each Strategic Consideration to brainstorm or discuss holistic solutions
- ❑ Use the **Dial** to discuss risks, trade offs, and opportunities
- ❑ Collectively decide upon a solution to move forward to proposal

### Generate a Proposal

- ❑ Start with a clear initiative or challenge that requires development.
- ❑ Use the **Proposal Recommendations** as you structure a clear, well-supported case.
- ❑ Place the **Dial** and prepare a rationale that outlines impact, feasibility, trade offs, and alignment to organizational goals.
- ❑ Select a set of indicators to support your rationale, and ensure that the proposal includes how you will track success.

# 7x Strategic Considerations

# GENERATE

## Instructions & Preparation

### Important Parameters

Any idea, decision, or proposal must be designed and executed within the following parameters

### Parameters

- OCAD U ACT
- Memorandum of Agreement with Faculty
- Bicameral Governance Structure
- Government Policy
- Academic Strategic Plan

### Using the Dial

Strategic decision-making is the art of balance. The dial is an exercise in optimizing an idea or decision so that it considers a holistics set of factors, and clearly articulates the trade-offs and risk

### Example

- In a discussion, use the dial to generate potential risks or opportunities
- In proposal development, clearly state your rationale for dial placement



**“Weakens”**
A decision that falls to the left of the dial is not inherently negative, but might be necessary. Provide reasoning & mitigation strategies

**“No Impact”**
A decision in the center of the dial might mean this consideration is less relevant to your idea. That’s okay! We are looking at an idea holistically

**“Elevates”**
A decision that falls to the right is not inherently positive. Provide proof that an idea can be sustained, and considers all Strategic Considerations

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# #1 Solve for the Structural Deficit

OCADU faces a projected structural deficit exceeding $9M, aiming for elimination by 2027-2028. Failure to address this deficit proactively could lead to compromised academic quality, limited innovation, and eroded financial stability

**Discussion Prompts:**

- How might this solution help to solve the structural deficit?
- How might we balance cost-cutting measures with maintaining or enhancing academic quality?
- How might we identify new revenue streams that align with OCADU's core strengths and market demand?

Where does your idea or solution fall?



**Rationale for "Worsens":**
Given the seriousness of the deficit, each idea must address it.

**Rationale for "Maintains":**
There may be ideas that improve other important features of OCADU, but do not make a difference.

**Rationale for "Improves":**
The idea helps reduce the structural deficit. Ideas that reduce the deficit and positively impact other considerations are especially valuable

## Recommendations for Proposal Development

1. **Conduct a Cost-Benefit Analysis (CBA):**
   a. Ensure calculations are realistic and based on actual or comparable data.
   b. Account for both direct and indirect costs/variables to capture the full financial picture.
   c. Analyze anticipated savings and assess their worth against the opportunity cost—what are the trade-offs of pursuing or not pursuing this initiative?
   d. Ensure all financial projections—costs, revenues, and savings—are based on a consistent and justified period aligned with the proposal.

2. **Estimate Deficit Reduction Potential**
   a. Quantify the % of the total deficit the initiative could offset.
   b. If external funding is involved, assess sustainability beyond the funding period.

3. **Consider a pilot phase to test feasibility** before full implementation, as some financial strategies may not yield immediate results but set the foundation for long-term financial health.

Consider these indicators to demonstrate rationale;

- % of deficit reduction achieved.
- Revenue growth rate over a defined period.
- Cost of delivery/Cost per-student
- Operational efficiency improvements, such as reduced administrative costs or increased staff productivity.
- Impact on student retention, faculty resources, or service efficiency.

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# #2 Advance Practise-Based Art & Design Education

As Canada's oldest and largest art and design university, OCADU delivers an unmatched quality of critical and theoretically-informed practise-based art and design education. Practise-based learning needs to evolve to meet changing student needs and market demands. OCADU must shape this evolution or risk losing its competitive advantage.

## Discussion Prompts:

- How might we develop a solution that advances OCADU's approach to practise-based art and design education?
- How might we center practise-based art and design education amidst this financial climate?
- How might this initiative enhance, expand, or reposition practise-based art and design education to better prepare students for evolving industries and opportunities?

Where does your idea or solution fall?



**Rationale for "Erodes":**
The initiative creates high risk by negatively impacting OCADU's quality of practise-based education.

**Rationale for "Maintains":**
The idea maintains OCADU's standard of practise- based learning, but benefits the other strategic considerations

**Rationale for "Advances":**
The idea advances practise-based education, and helps OCADU maintain its competitive advantage in a rapidly changing art and design industry.

## Recommendations for Proposal Development

1. **Define the innovation or impact**
   a. Does the initiative introduce new teaching models, research methods, or experiential learning formats?
   b. Does this initiative enhance OCADU's role in practise-based research (e.g., securing grants, publishing findings, or leading new methodologies)?
   c. Does this initiative increase access to internships, apprenticeships, or work-integrated learning?

2. **Stakeholder Engagement & Validation:**
   a. Conduct a comparative analysis of industry and academic benchmarks in practise-based education.
   b. Organize focus groups or pre-launch surveys to gauge student and faculty interest.
   c. Partner with industry leaders, alumni, and external experts to refine and validate the proposal.

Consider these indicators to demonstrate rationale;

- Assess faculty and student contributions to research projects, grants, and publications.
- Student participation rates in work-integrated learning experiences.
- Track job placements and industry engagement post-graduation.
- Compare year-over-year data for the impact before/after implementation.
  - Student feedback and participation in program co-design.
  - Enrollment in new experiential learning opportunities.
- Cost savings or efficiencies from industry-led instruction or new teaching models

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# #3 Foster Student Agility for the Future

OCADU graduates enter a rapidly shifting creative and economic landscape where agility—the ability to adapt, pivot, and apply creative problem-solving across disciplines—is critical to success. As the institution prepares students for self-directed careers, entrepreneurial ventures, and emerging industries, fostering student agility ensures that graduates remain competitive and future-ready.

## Discussion Prompts:

- How might this solution support greater student agility in the future?
- How might we equip students with the adaptability, critical thinking, and resilience needed to navigate an uncertain job market and evolving creative industries?

Where does your idea or solution fall?



**Rationale for "Limits Agility"**
If an idea limits student agility, there must be reasonable efforts maid to support the outcome of confidence and resilience.

**Rationale for "No Change"**
Some ideas may not have a direct impact on student agility, or the idea doesn't negatively impact agility.

**Rationale for "Greater Agility"**
The idea supports increased student agility through the development of resilience, critical problem-solving, or career readiness.

## Recommendations for Proposal Development

1. **Define the Student Impact**
   a. Ensure the initiative actively supports student adaptability and long-term career success. Define the contributing factors for student agility, relevant to your initiative.
   b. The sense of belonging and well-being amongst student communities
   c. Student's opportunity cost for higher education
   d. Self-directed learning experience and exposure to diverse career pathways
   e. Access to competency development: resilience, problem-solving, and self-directed learning skills
   f. Quality and impact of student support programs

2. **Validate through Student Engagement & Co-Design**
   a. Conduct primary research (i.e. co-design session, or pre-launch surveys) to gather student, alumni, and faculty insights.

Consider these indicators to demonstrate rationale;

- Graduate placement rates in diverse career pathways.
- Number of students launching self-directed careers or businesses.
- Increase in alumni engagement in mentorship and professional networks.
- Industry engagement rate (e.g., partnerships, funding from external partners).
- Student self-reported confidence in career readiness (pre- and post-initiative).
- Increase in students engaging in interdisciplinary or multi-sector work

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# #4 Calibrate Impact on Key Audiences (Internal)

Every decision made at OCADU has ripple effects across faculty, staff, and students. Initiatives must reflect the scope of impact, and meaningfully address change management and risks related to workload, student learning outcomes, and operational sustainability.

## Discussion Prompts:

- How might we ensure that proposal decisions are informed by a clear understanding of their impact on key internal audiences?
- How will this proposal consider the long-term well-being of faculty, staff, and students?
- How might this proposal conflict with the goals and needs of each of our audiences?

Where does your idea or solution fall?



**Rationale for "Conflicts"**
A decision that is necessary and has long-term benefits but causes conflict among different audiences for a certain time.

**Rationale for "Balances"**
A decision that balances strategic needs and internal audience needs, is supportive of meaningful change management.

**Rationale for "Improves"**
A decision that improves internal relations while meeting strategic needs, creating a broader beneficial impact on OCAD.

## Recommendations for Proposal Development

1. **Define the Impact**
   a. Identifying Affected Audiences & Representation
   b. Who are the primary and secondary stakeholders impacted by this decision?
   c. How will you engage key groups (faculty, staff, students, administration) before, during, and after implementation?
   d. If direct representation of a stakeholder group is missing, how will you gather their perspectives?

2. **Evaluating Change Management & Conflict Resolution**
   a. Define indicators of faculty workload impact and student stability.
   b. What mechanisms are in place to identify and mitigate audience concerns? How will you communicate the impact, and co-develop mitigation strategies.
   c. Does the proposal allow time and resources for adaptation, training, or adjustment?
   d. If conflicts arise, is there a clear process for resolution within a defined timeline?

Consider these indicators to demonstrate rationale;

- Number of audience engagement sessions held before implementation.
- The quality of feedback and insights gained through audience engagement before implementation.
- Faculty-reported workload impact (before vs. after implementation).
- Student engagement rates in newly introduced structures, programs, or policies.
- Time to resolution for audience conflicts or issues post-implementation.

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# #5 Enhance Reputation (External)

OCADU's external reputation as a leader in practise-based art and design education is a critical factor in student recruitment, industry partnerships, funding opportunities, and global influence. Reputation is an active process—initiatives that expand institutional reach must maintain alignment with core values and community commitments.

## Discussion Prompts:

- How might we strengthen OCADU's reputation in key industries, academic circles, and creative communities?
- How might we integrate OCADU's commitments to equity, truth and reconciliation in the design of this initiative?
- How might this initiative increase media reach, industry recognition, and public engagement?

Where does your idea or solution fall?



**Rationale for "Weakens"**
Short-term reputational impacts may be necessary during significant institutional changes.

**Rationale for "No Impact"**
Some ideas may not have a direct impact on the reputation from an external audience perspective.

**Rationale for "Elevates"**
An idea that elevates OCADU's reputation, and creates compounding benefits across the institution.

## Recommendations for Proposal Development

1. **Benchmarking Reputational Impact & Define Relevant External Audiences**
   a. Identify primary and secondary external stakeholders—prospective students, faculty, industry partners, alumni, media, policymakers, and community partners.
   b. Showcase how solution addresses an audience need or challenge (use existing research, or when needed, primary audience input).
   c. Define the parameters of your proposal in alignment with OCAD academic strategic plan, equity, and truth and reconciliation commitments.
2. **Expand Reach & Sustain Impact**
   a. Develop a communications and media strategy to promote the initiative's success.
   b. Describe how to address any issues/concerns that the audience may have with the decision (i.e. communicating the decision, gaining buy-in early,)
   c. Expand engagement with new creative industries, funding bodies, and cultural institutions.

Consider these indicators to demonstrate rationale;

- Pre-launch sentiment analysis (e.g., industry and student perception surveys).
- Industry partner satisfaction rates.
- Satisfaction rates among donors and external funders.
- Growth in media coverage and global recognition (ie. University rankings).
- Increase in alumni and industry engagement.
- Expanded reach in new creative or cultural networks.

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# #6 Leverage and Optimize Existing Resources

OCADU operates on limited resources (tangible and intangible) and has limited capacity to invest in net new resources. Each decision must consider the optimal use of OCAD's limited resources, and strategically leverage its existing resources before making the case for more

## Discussion Prompts:

- How might we leverage existing resources (e.g., research, facilities, technology, staff expertise) in the development of this proposal?
- How might we develop a proposal that aligns with existing funding or donor priorities?
- How might this proposal affect existing infrastructure and technology systems at OCADU?

Where does your idea or solution fall?



**Rationale for "New Resources"**
Ideas that significantly advance objectives may justify new resources.

**Rationale for "Offset"**
Some ideas may mix reuse and new use, creating an 'offset' use. Consider all resources and net reuse in the assessment

**Rationale for "High Leverage"**
This is the target and all ideas should aim to make best use of current resources & capacities.

## Recommendations for Proposal Development

1. **Identify and Maximize Existing Assets**
   a. Conduct a resource audit—review existing research, facilities, technology, and staff expertise.
   b. Map underutilized capacities—determine where improvements can be made without new spending.
   c. Engage faculty and administrative leaders to ensure that research and academic assets are leveraged effectively.

2. **Outline New Resource or Capacity Needs**
   a. Explore research grant opportunities—determine if faculty or institutional research funding can offset costs.
   b. Evaluate automation and AI opportunities—where possible, leverage digital tools to increase efficiency.
   c. If the resources are not available, determine what it would take to acquire them to support the decision—identify funding sources, staff training needs, and adoption strategies

Consider these indicators to demonstrate rationale;

- Percentage of project needs met with existing resources.
- Utilization rate of existing facilities, technology, and funding sources.
- Percentage of staff hours leveraged and/or distributed
- Donor funding used vs. new institutional spending required.
- The number of research grants leveraged for institutional priorities

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# #7 Ensure Impact Over Time

Every decision should account for the different time horizons that can shape its impact over time. For example, a solution may be helpful and nimble in the short run, but it could grow and create more problems than it solves in the long run. Failing to plan for operational sustainability can lead to unanticipated costs, operational challenges, or reputational risks.

## Discussion Prompts:

- How might we sustain the impact of our proposal for the time horizon selected?
- How might we assess the operational needs and impact over our proposal time frame?

Where does your idea or solution fall?



**Rationale “High Operational Intervention"**
The idea requires significant operational intervention, but is high impact and has a planned end-date.

**Rationale for “Some Operational Strain”**
The idea can be maintained with some operational intervention by the institution

**Rationale for "Minimal Operational Intervention”**
The idea can be maintained without significant strain and intervention by the institution

## Recommendations for Proposal Development

1. **Identify the time horizon for this proposal**
   a. How long will this proposal be in place: either short-term (1-3 years), medium (3-5) years or long-term (5+ years)
2. **Review each of the previous Strategic Considerations against your selected time-horizon**
   a. Assess costs and revenue over time
   b. Assess operational and infrastructure impacts over time
   c. Assess the impact on key audiences, and OCADU’s reputation over time
3. **Identify risks and mitigation strategies**—what challenges might arise across your time horizon, and how can they be addressed?

Consider these indicators to demonstrate rationale;

- Maintenance cost compared to historical cost or industry standards
- Hours required for proper documentation (to preserve organizational knowledge) over the time horizon
- Cost-benefit applied over the time horizon
- Long-term faculty and student participation in initiative-related programs.

# 7x Strategic Considerations

# GENERATE

## One-Page Discussion Guide

### #1 Solve for the Structural Deficit
How might this initiative contribute to reducing the structural deficit while maintaining or enhancing the institution's core strengths?

### #2 Advance Practise-Based Art & Design Education
How might this initiative enhance, expand, or reposition practise-based art and design education to better prepare students for evolving industries and opportunities?

### #3 Foster Student Agility for the Future
How might we equip students with the adaptability, critical thinking, and resilience needed to navigate an uncertain job market and evolving creative industries?

### #4 Understand the Impact on Key Audiences (Internal)
How might we ensure that proposal decisions are informed by a clear understanding of their impact on key internal audiences?

### #5 Enhance Reputation (External)
How might we strengthen OCADU's reputation in key industries, academic circles, and with the communities it serves?

### #6 Leverage and Optimize Existing Resources
How might we leverage existing resources (e.g., research, facilities, technology, staff expertise) in the development of this proposal?

### #7 Ensure Impact Over Time
How might we assess the operational needs and impact over our proposal time frame?

# 7x Strategic Considerations

EVALUATE - TEMPLATE & GUIDE

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OCADU CO

# 7x Strategic Considerations

# EVALUATE

## Instructions & Preparation

**What are Strategic Considerations?**
7 unique and essential features of OCADU that must be considered in any transformation proposal. They provide a holistic framework for developing transformative ideas that help solve for the structural deficit.

Each Strategic Consideration contains:

- Guiding Evaluation Questions → What must be examined before approving this initiative?
- Metrics & Indicators → What measurable evidence should support decision-making?
- Risk Assessment → What are potential risks and tradeoffs? How effective are the mitigation strategies?

### Instructions

- ❑ Use the **Guiding Evaluation questions** to discuss the proposal's strengths and weaknesses
- ❑ Evaluate the Rationale provided for the risks and tradeoffs of each Strategic Consideration using the **Dial**
- ❑ Discuss the strength of the **metrics and indicators** provided

# 7x Strategic Considerations

# EVALUATE

## Instructions & Preparation

### Important Parameters

Any idea, decision, or proposal must be consider the following parameters

### Parameters

- OCAD U ACT
- Memorandum of Agreement with Faculty
- Bicameral Governance Structure
- Government Policy
- Academic Strategic Plan

### Using the Dial

Strategic decision-making is the art of balance. The dial is an exercise in optimizing an idea or decision so that it considers a holistics set of factors, and clearly articulates the trade-offs and risk

### Example

- When reviewing proposals, the dial should already be placed and/or the rationale should be present. As evaluators, your role is to assess the validity and impact of that placement.



**"Weakens"**
A decision that falls to the left of the dial is not inherently negative, but might be necessary. Provide reasoning & mitigation strategies

**"No Impact"**
A decision in the center of the dial might mean this consideration is less relevant to your idea. That's okay! We are looking at an idea holistically

**"Elevates"**
A decision that falls to the right is not inherently positive. Provide proof that an idea can be sustained, and considers all Strategic Considerations

EVALUATE

# #1 Solve for the Structural Deficit

OCADU faces a projected structural deficit exceeding $9M, aiming for elimination by 2027-2028. Failure to address this deficit proactively could lead to compromised academic quality, limited innovation, and eroded financial stability

## Guiding Evaluation Questions

- Does this proposal provide a realistic, evidence-based contribution to deficit reduction?
    - Does the proposal have a clear financial model showing how it contributes to deficit reduction?
    - Is there a realistic cost-benefit analysis with detailed short-term and long-term projections?
- What are the potential trade-offs of this proposal, and how does it mitigate risks associated with cost reductions, service impacts, or reputational concerns?

How well has this proposal demonstrated its rationale?



**Rationale for "Worsens":** Given the seriousness of the deficit, each idea must address it.

**Rationale for "Maintains":** There may be ideas that improve other important features of OCADU, but do not make a difference.

**Rationale for "Improves":** Ideas that address the structural deficit are essential, especially if they positively impact other considerations.

## Relevant Metrics

### Deficit Impact & ROI

- Projected % of total deficit offset by the initiative.
- Return on investment (ROI) timeline (e.g., break-even period, net financial benefit).
- Short-term vs. long-term cost savings achieved through implementation.

### Revenue & Funding Sources

- Increase in non-tuition revenue streams (e.g., research grants, partnerships, sponsorships).
- Grant funding secured or donor contributions leveraged to offset institutional costs.
- Revenue growth rate tied to the initiative over multiple fiscal years.

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# #2 Advance Practise-Based Art & Design Education

As Canada's oldest and largest art and design university, OCADU delivers an unmatched quality of critical and theoretically-informed practise-based art and design education. Practise-based learning needs to evolve to meet changing student needs and market demands. OCADU must shape this evolution or risk losing its competitive advantage.

## Guiding Evaluation Questions

- How does this proposal balance innovation in practice-based education with financial, operational, and reputational risks?
- Does this initiative enhance OCADU's leadership in practice-based education?
- Does it introduce new experiential learning opportunities, such as internships, apprenticeships, or research projects?
- Will it expand or enhance mentorship, co-teaching, or industry collaborations?

How well has this proposal demonstrated its rationale?



**Rationale for "Erodes":**
The initiative creates high risk by negatively impacting OCADU's quality of practise-based education.

**Rationale for "Maintains":**
The idea maintains OCADU's standard of practise- based learning, but benefits the other strategic considerations

**Rationale for "Advances":**
The idea advances practise-based education, and helps OCADU maintain its competitive advantage in a rapidly changing art and design industry.

## Relevant Metrics

### Student Feedback & Success

- Number of students participating in hands-on, industry-integrated projects.
- Rate of student employment or industry engagement post-graduation.
- Feedback from students on applied learning and career preparedness.

### Institutional Impact & Reputation

- Revenue generated through research funding, industry sponsorships, or partnerships.
- Cost savings or efficiencies from industry-led instruction or new teaching models
- Increase in OCADU's external reputation (e.g., media presence, conference invitations, publications).

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# #3 Foster Student Agility for the Future

OCADU graduates enter a rapidly shifting creative and economic landscape where agility—the ability to adapt, pivot, and apply creative problem-solving across disciplines—is critical to success. As the institution prepares students for self-directed careers, entrepreneurial ventures, and emerging industries, fostering student agility ensures that graduates remain competitive and future-ready.

## Guiding Evaluation Questions

- Does this initiative significantly enhance student agility in measurable ways?
- How does this proposal balance the need for student flexibility and career exploration with the resource requirements for implementation and scalability?
- Does this initiative help a broad range of students with different needs and experiences develop resilience, problem-solving, and self-directed learning skills?
- Are there risks that certain student groups will have more access to opportunities than others? How will that be mitigated?

How well has this proposal demonstrated its rationale?



**Rationale for "Limits Agility"**
If an idea limits student agility, there must be reasonable efforts maid to support the outcome of confidence and resilience.

**Rationale for "No Change"**
Some ideas may not have a direct impact on student agility, or the idea doesn't negatively impact agility.

**Rationale for "Greater Agility"**
The idea supports increased student agility through the development of resilience, critical problem-solving, or career readiness.

## Relevant Metrics

### Student Feedback & Success

- Number of students involved in internships, industry projects, or entrepreneurial initiatives.
- Student self-reported confidence in career readiness before vs. after initiative.

### Institutional Impact & Reputation

- Number of industry partnerships supporting student work placements or co-op programs.
- Retention rates of students engaging in interdisciplinary or work-integrated learning programs.
- Increase in donor, grant, or industry funding for student career development initiatives.

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# #4 Calibrate Impact on Key Audiences (Internal)

Every decision made at OCADU has ripple effects across faculty, staff, and students. Initiatives must reflect the scope of impact, and meaningfully address change management and risks related to workload, student learning outcomes, and operational sustainability.

## Guiding Evaluation Questions

- Does this initiative introduce strain on any particular audience group (e.g., faculty, student services, technical staff)?
- Are faculty and staff adequately resourced to absorb additional responsibilities or changes?
- Has the proposal adequately consulted stakeholders and incorporated diverse perspectives?
- Does the proposal outline a clear strategy for managing change, audience adaptation and conflict?

How well has this proposal demonstrated its rationale?



**Rationale for "Conflicts"**
A decision that is necessary and has long-term benefits but causes conflict among different audiences for a certain time.

**Rationale for "Balances"**
A decision that balances strategic needs and internal audience needs, is supportive of meaningful change management.

**Rationale for "Improves"**
A decision that improves internal relations while meeting strategic needs, creating a broader beneficial impact on OCAD.

## Relevant Metrics

### Stakeholder Engagement & Representation

- Each primary audience has been consulted, and feedback has been documented and addressed.
- The primary and secondary audiences (faculty, staff, and students) have participated and showed support through initiative planning.

### Workload & Operational Impact

- Projected changes in faculty and staff workload (qualitative and quantitative).
- Increase or decrease in student access to key services, support systems, or learning resources.
- Stakeholder satisfaction scores before, during, and after implementation.
- Rate of successful resolution of concerns related to initiative implementation.

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# #5 Enhance Reputation (External)

OCADU's external reputation as a leader in practise-based art and design education is a critical factor in student recruitment, industry partnerships, funding opportunities, and global influence. Reputation is an active process—initiatives must ensure that institutional reach expands while maintaining alignment with core values.

## Guiding Evaluation Questions

- How well does this proposal strengthen OCADU's external reputation while ensuring long-term credibility and alignment with strategic priorities?
- Are there risks of over-promising impact, misalignment with brand values, or unintended reputational consequences?
- Are there comparative examples from peer institutions that demonstrate the effectiveness of similar initiatives?

How well has this proposal demonstrated its rationale?



**Rationale for "Weakens"**
Short-term reputational impacts may be necessary during significant institutional changes.

**Rationale for "No Impact"**
Some ideas may not have a direct impact on the reputation from an external audience perspective.

**Rationale for "Elevates"**
An idea that elevates OCADU's reputation, and creates compounding benefits across the institution.

## Relevant Metrics

**Media, Public Engagement, & Reputation Management**

- Increase in media coverage and positive press mentions.
- Growth in OCADU's digital and social media reach (follower engagement, content shares).

**Industry and Institutional Recognition**

- Growth in research or practice-based projects with national/international recognition.
- Participation rates in public or industry-facing events and publications showcasing OCADU's expertise
- Alignment with equity, diversity, and inclusion goals in external-facing commitment strategies.

**Alumni Relations**

- Increase in alumni involvement (e.g., mentorship, sponsorship, advisory roles).

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# #6 Leverage and Optimize Existing Resources

OCADU operates on limited resources (tangible and intangible) and has limited capacity to invest in net new resources. Each decision must consider the optimal use of OCAD's limited resources, and strategically leverage its existing resources before making the case for more

## Guiding Evaluation Questions

- Are there alternative ways to achieve similar outcomes using current institutional assets?
- How does this proposal balance the need for resource optimization with potential constraints on faculty, staff, technology, or financial sustainability?
- How does it ensure that digital infrastructure, learning tools, and administrative systems remain up to date?
- If technology is involved, is there a clear maintenance and scaling plan beyond the initial investment?

How well has this proposal demonstrated its rationale?



**Rationale for "New Resources"**
Ideas that significantly advance objectives may justify new resources.

**Rationale for "Offset"**
Some ideas may mix reuse and new use, creating an 'offset' use. Consider all resources and net reuse in the assessment

**Rationale for "High Leverage"**
This is the target and all ideas should aim to make best use of current resources & capacities.

## Relevant Metrics

**Operational & Financial Efficiency**

- Reduction in redundant costs, administrative inefficiencies, or resource waste.
- Savings generated through improved allocation of existing resources.
- Decrease in faculty or staff workload through automation or streamlined processes.

EVALUATE

# #7 Ensure Impact Over Time

Every decision should account for the different time horizons that can shape its impact over time. For example, a solution may be helpful and nimble in the short run, but it could grow and create more problems than it solves in the long run. Failing to plan for operational sustainability can lead to unanticipated costs, operational challenges, or reputational risks.

## Guiding Evaluation Questions

- Is the initiative financially self-sustaining, or will it require continuous reinvestment?
- How will staffing, maintenance, or technology needs be managed long-term?
- How will the project remain viable beyond its initial launch phase?
- Is there a plan for scaling or adapting the initiative as OCADU's needs evolve?

How well has this proposal demonstrated its rationale?



**Rationale "High Operational Intervention"**
The idea requires significant operational intervention, but is high impact and has a planned end-date.

**Rationale for "Some Operational Strain"**
The idea can be maintained with some operational intervention by the institution

**Rationale for "Minimal Operational Intervention"**
The idea can be maintained without significant strain and intervention by the institution

## Relevant Metrics

### Impact & Sustainability

- Projected financial sustainability beyond the initial investment.
- Revenue generation or cost savings over time.

### Adaptability & Maintenance

- Defined contingency plans for funding, staffing, or operational challenges.
- Operational efficiency is maintained or improved as the initiative scales.

# 7x Strategic Considerations

# EVALUATE

## One-Page Discussion Guide

### #1 Solve for the Structural Deficit
How much does this initiative help us address our structural deficit?

### #2 Advance Practise-Based Art & Design Education
How does this initiative advance OCADU's practice based education as a point of competitive advantage?

### #3 Foster Student Agility for the Future
How well does this initiative foster the student's agility for their future?

### #4 Calibrate Impact on Key Audiences (Internal)
How well  the initiative consider the impact the various audiences that OCADU serves?

### #5 Enhance Reputation (External)
How well does the initiative enhance OCAD's reputation with the industries and communities it interacts with?

### #6 Leverage and Optimize Existing Resources
How well does the initiative leverage and optimize the current resources & capacities of OCADU?

### #7 Ensure Impact Over Time
How seamlessly can the initiative operate and be maintained over the time horizon identified?