



New York
School
of Interior
Design

Strategic Plan

2023-2026

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New York School of Interior Design provides the most innovative, immersive, and transformative interior design education in the world, demonstrating the impact of professionally designed interiors on the health, happiness, and wellbeing of people and the planet.

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Introduction

The New York School of Interior Design enters its 2023-2026 strategic plan with renewed confidence in knowing that despite facing unprecedented changes in the last several years, it stands firm in its ability to plan for the future. The 107-year-old, single focus college has weathered severe pandemic-associated challenges to its pedagogy, staff and student body composition while demonstrating it is a nimble, responsive and responsible college with one eye strongly fixed on the future. In the last three years, the College pivoted to an exclusively online learning model at the onset of the pandemic, took advantage of the related staff attrition to bolster its administration and witnessed an increased enrollment. As it settles into a hybrid learning model with a combination of students and faculty accessing education on site and online, the New York School of Interior Design is strengthening its academic offerings, its outreach to prospective students and lifelong learners and its delivery of the experience of a New York School of Interior Design education.

Although enrollment is returning to near pre-pandemic levels, several factors cloud the future outlook. An anticipated drop in the college age population, the

volatile global economy and climate, the persistent public questioning of the value of a college education and increased political polarization threaten to disrupt enrollment projections. The College's administration recognizes that higher education may be in for a bumpy road ahead. Not content to rest on its repeated recognition as one of the best colleges in the country to pursue an education in interior design, the New York School of Interior Design has created an ambitious strategic plan challenging itself to expand its educational excellence and reach.

The New York School of Interior Design 2023-2026 Strategic Plan builds upon many of the goals and objectives established in the previous plan and advances avenues to guide the school into the rapidly changing future of interior design education. The strategies, tactics and success metrics which support achieving the plan's goals are outlined in a separate work plan. The administration's well-established culture of planning and assessment along with the robust support of the Board of Trustees, the faculty, staff, students and the institution's community will serve as ballast as the College heads into the uncharted seas ahead.

Background and Summary

The in 1916 by architect Sherrill Whiton when interior design was forming into a distinct profession, the New York School of Interior Design (NYSID) began as a course of study of interior decoration and has developed to focus exclusively on the study of interior design and its related disciplines during its more than 100-year evolution. The New York State Board of Regents chartered the school in 1924 when it grew from a handful of students in a single course of study to more than 600 students enrolled in eight programs today. The private, not-for-profit college housed in two buildings located among the design districts on the Upper East Side and NoMad/Midtown South offers students an in-depth learning experience and access to a wealth of industry relationships in a city that is a magnet for designers around the world.

NYSID's guiding principle is that the successful design of an interior environment improves human wellbeing, and the College is committed to actively improving the quality of life for all segments of humanity through creating the highest level of knowledge and appreciation of interior design. This ideal is put into practice by a dedicated faculty of designers, architects, art historians and authorities in the field who guide more than 600 full and part-time students.

NYSID offers certificate, associates' degree, undergraduate and graduate programs in the field of interior design, sustainable interior environments, lighting design, and design of healthcare environments. A wide range of additional classes is offered through the College's Institute for Continuing and Professional

Studies, online platform, PreCollege, domestic and study abroad programs.

Accredited by the Middle States Commissions on Higher Education (MSCHE), the New York School of Interior Design is also an accredited institutional member of the National Association of Schools of Art and Design (NASAD). Additionally, NYSID's BFA and MFA1 programs are accredited by the Council for Interior Design Accreditation (CIDA). It is consistently rated among the top five interior design schools in the country in peer reviews and the design press.

The planning process for the 2023-2026 Strategic Plan was undertaken by building upon the foundation of the 2020-2023 Strategic Plan. Strategies were created to promote the College's advancement, ensure its viability and foster an exceptional and inclusive learning experience for its students resulting in their lifelong success and the College's advanced standing in the academic community. During the planning process, several strategic issues were identified:

1. Increase the level of student services to deliver the highest quality educational experience.
2. Integrate technology seamlessly to enhance learning, foster a sense of inclusiveness, belonging and community and prepare for anticipated advancements for in-person and online learners, faculty and staff.
3. Build upon the institution's resources to ensure its continued contributions as a leader in interior design education.

Mission / Vision / Values

Mission Statement

New York School of Interior Design provides the most innovative, immersive, and transformative interior design education in the world, demonstrating the impact of professionally designed interiors on the health, happiness, and wellbeing of people and the planet.

Vision Statement

NYSID is a diverse and inclusive global community empowering students, alumni, and faculty to be thought leaders at the forefront of design.

Values Statement

With our rich history, New York City location, and commitment to inclusiveness, equity and sense of belonging, NYSID values its:

Learners from diverse backgrounds and experiences who are driven to create spaces of beauty and utility, and are focused on improving the quality of life in the built environment;

Faculty comprised of designers, artists and scholars dedicated to innovative teaching, conceptual and applied design, and empowering students to fulfill their creative and intellectual potential;

Community of professionals known for collaboration, innovation, and excellence; and

Alumni who contribute to the growth of the students, the College, the interior design profession, and the global community.

Goals and Strategies

GOAL : Attract a diverse group of interior design students, practitioners and lifelong learners.

- Strategy 1: Identify potential students, practitioners and lifelong learners
- Strategy 2: Engage with prospective students, practitioners and lifelong learners

GOAL 2: Provide exceptional learning experiences to all who engage with the New York School of Interior Design

- Strategy 1: Evolve the curricula to maintain its foundation in tradition and its commitment to innovation
- Strategy 2: Expand a broad range of co-curricular opportunities
- Strategy 3: Provide a broad range of student internship and professional opportunities
- Strategy 4: Leverage study travel programs and opportunities
- Strategy 5: Streamline a holistic approach to delivering student services
- Strategy 6: Formalize the OAA plan for virtual learning
- Strategy 7: Utilize programs and exhibitions open to the public to engage the broader interior design community
- Strategy 8: Advance NYSID's role as a thought leader within the interior design community

GOAL 3: Ensure appropriate and innovative resources and structures to support academic and institutional success

- Strategy 1: Leverage technology to improve student success, experience and institutional effectiveness and to transform the College to meet future needs
- Strategy 2: Create facilities that express the mission, vision and values of the New York School of Interior Design
- Strategy 3: Recruit, develop and retain the best faculty and staff to support the mission, vision and values of the New York School of Interior Design
- Strategy 4: Identify additional revenue streams

GOAL 4: Strengthen a culture of diversity, equity, inclusion, and belonging

- Strategy 1: Ensure curricula are representational and global
- Strategy 2: Recruit and retain qualified staff and faculty
- Strategy 3: Ensure all marketing, communications and engagement represents the College's commitment to diversity, equity, inclusion and belonging
- Strategy 4: Reinforce the New York School of Interior Design's commitment to diversity, equity, inclusion, and belonging in student life

Methodology

The purpose of The New York School of Interior Design's Strategic Plan is to provide a road map for managed change. The planning process becomes a platform for the exchange of ideas about assessing the College's current resources, services, initiatives and operations and reaching consensus regarding areas to improve and new initiatives. Considering the opinions expressed by representatives of the College community during the early stages of the process, the core planning committee determines the best course of action among reasonable alternatives and puts in place goals to increase organizational effectiveness and efficiency by focusing resources on what really matters to the College. The plan helps to focus staff and faculty efforts and creates opportunities for collaboration and sharing of expertise and resources among staff, faculty, trustees, volunteers, students and stakeholders resulting in the College's ability to strengthen its service to its students, employees and the greater design community.

President David Sprouls, with the support of the Board of Trustees, initiated the strategic planning process in the spring of 2023. As Chair of the Strategic Planning Committee, President Sprouls, appointed the members of the committee listed above. Suzan Globus, a strategic planning consultant, was retained to facilitate the planning process. The consultant reviewed and analyzed the following resources to utilize as background information for an environmental

scan to begin the process:

- US Department of Education, Institute of Education Sciences, *Report on the Condition of Education 2022*
- The Chronicle of Higher Education, *Drop in Spring 2022 Enrollment is Worse Than Expected*
- Bestcolleges.com, *7 Challenges Threatening Higher Education*
- National Association of College and University Business Officers, *Tuition Discount Rates at Private Colleges and Universities Hit All-Time High*
- Educational Data Initiative, *Student Loan Debt Statistics*
- Pew Research Center, *Growing Partisan Divide in Views of Higher Education*
- Wiley University Services, *Top Higher Education Challenges*
- World Economic Forum, *Four Trends That Will Shape the Future of Higher Education; Ways Higher Education Can Prepare for Generative AI Revolution; Generative AI Creative Jobs*
- Harvard Business Review, *How Generative AI is Changing Creative Work*
- Architectural Digest, *Generative AI Can Help You See Design in a New Way, Here's How*
- ArchDaily.com, *Will Automation Affect Architects; What is Architectural Technology? How is Innovation Changing the Industry*

Work Plan

A work plan outlining tactics and metrics has been developed by those responsible for executing the plan. Resources including time, personnel and associated costs are assigned to the tactics. Metrics for success have been identified and included providing a tool to measure the effectiveness of the plan.

- World Economic Forum, *Global Challenge Insight Report, The Future of Jobs*
- Educause.edu, *Top Trends for Small Private Colleges 2023*
- Price Waterhouse Coopers, *Perspectives in Higher Education*
- Sorenson Impact Center, *David Eccles School of Business, Utah State University, Student Trends and Enrollment Projections; Uneven Terrain: The Shifting Landscape of Enrollment Trends in Higher Education White Paper*
- Gates Foundation, *Gates Foundation Probes College Enrollment Decline*
- Peer Competitive Analysis - Tuition, financial aid, enrollment
- NYSID Enrollment figures history, Admissions report
- NYSID student satisfaction and pandemic questions surveys
- NYSID Diversity and Equity reports
- 2021-2023 NYSID Strategic Plan
- 2021-2023 NYSID Work Plan
- Review of NYSID website, social media, and collateral marketing materials
- NYSID final thesis projects
- History of the College
- NYSID academic programs
- NYSID job placement rates

The consultant conducted a series of preliminary, individual background interviews with key stakeholders over the course of several days to learn about issues likely to arise during the planning process and identify opportunities for agreement. The interview participants were informed about the strategic planning process and asked to participate in it by commenting on the College's strengths, weaknesses, opportunities and challenges. Participants were encouraged to speak candidly with the understanding that their comments would not be attributed to them. Background interviews were conducted with the following members of the NYSID community:

Bay Brown, Director of Marketing Communications and Engagement

Ellen Fisher, Vice President for Academic Affairs and Dean

Daniel Harper, Associate Dean

Karen Higginbotham, Dean of Students

Ellen Kravet, Chair, Board of Trustees

David Sprouls, President

Christopher Vinger, Director of Institutional Research, Planning & Assessment

To make the strategic plan as inclusive as possible, all members of the NYSID community including students, staff, faculty and trustees were invited to contribute to the planning process. Two large group meetings were held in the Sherrill Whiton Auditorium in the East 70th Street building and in the Park Avenue South Graduate Center, respectively, on different days to accommodate those commuting from various locations. Additional participants attended via remote access.

The two strategic planning sessions facilitated by the consultant were designed to lead the group through a series of large and small group exercises to create mission, vision and value statements from which the goals and strategies would be formed. The first session began with the participants introducing themselves. Because the pandemic necessitated working remotely, changing schedules and a number of new faculty and staff, many of the participants had not met in person. Personal introductions were followed by an explanation of the planning process. A brief environmental scan based on research listed above and prepared by the consultant was presented to prompt the group in identifying how the New York School of Interior Design might be affected by global and local trends. A copy of the environmental scan presentation is available through the Office of the President.

The notes synthesizing the comments contributed during the group meetings were distributed to the

participants for their review and comment. These notes served as background information for the core strategic planning committee in preparation for the goal setting sessions.

The most frequently occurring opinions from the participants' comments which address overall institutional growth are categorized as follows:

Strengths

- New York City location
- Small size of the College
- The history, longevity and legacy of the College
- Industry recognition of the quality of the education, caliber of the instructors
- High placement rates

Weaknesses

- The single focus may hamper recruitment and retention
- Lack of diversity among the students
- 70th Street facilities need renovation
- Lack of technology training

Opportunities

- Curricula additions
- Consolidate UG and GR learning spaces
- Repurpose the 69th Street entrance
- Collaborate with other organizations and institutions
- Increase marketing and outreach

Threats

- Student services inadequately enhanced by facilities and technology as demands increase
- Facilities don't meet expectations
- Not keeping pace with technology developments and training
- Unknowns

A copy of the complete set of notes is available upon request from the Office of the President.

Conclusion

The 2023-2026 strategic plan for the New York School of Interior Design is ambitious. It feels like an especially large-scale effort after the College divided their last three-year plan into one year increments due to the unknown and rapidly changing effects of the pandemic on institutional operations. It would be convenient to categorize this plan as one that gets back to normal, but the College leaders know that what used to be standard in nearly every aspect of their operations may not reappear.

One aspect of the institution's culture remains unchanged, the culture of planning and assessment. That strength carried the College through the pandemic and will continue to serve it into the term

of this plan. The President has successfully led a quick pivot to respond to rapid and unforeseen challenges. That skill will be ever more important as the future unfolds. Unlike previous plans, this plan is not an expansive approach but rather a measured, appropriate response to a volatile education landscape at a specific point in time for this particular institution. It emphasizes shifting existing resources to focus on delivering the best possible education while expanding avenues through collaboration and relationships to create opportunities for greater success. As evidenced during the planning process, the College has anchored a committed community whose members care to work towards the continued development of the New York School of Interior Design.





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