



# STRATEGIC PLAN

FY17–24

LAST UPDATED: NOVEMBER 2020



## Strategic Plan FY17-24

### Academic Excellence

- 1. Strive for Faculty Excellence across all College programs by supporting shared governance, attracting and supporting full time, adjunct and visiting faculty, and utilizing external partnerships to strengthen existing resources.**

#### *Support shared governance*

- a) Continue to partner with Faculty Forum on areas of mutual interest for the benefit of the College and the strengthening of shared governance. **(AA)**

#### *Recruit and Support Quality Faculty (and students) in Undergraduate and Graduate Programs*

- b) Increase the diversity of faculty, guest lecturers, Faculty Fellow, guest critics and artists through recruitment, programming, exhibitions and curriculum. **(AA)**
- c) Attract and provide support resources to dedicated, quality full time and adjunct faculty who are fully engaged in the college, provide high quality instruction, and are professionally active in their field. **(AA)**
- d) Use visiting professorships/visiting fellowships to bring extraordinary faculty to Moore to collaborate with our students and faculty and bring recognition to Moore. **(AA)**
- e) More clearly define excellence in professional activity and meaningful faculty professional development activity and dedicate more resources to support both. **(AA)**
- f) Provide financial, space and support resources for faculty collaboration. **(AA, F&A)**
- g) Recruit institutional, business and academic partners that support and enhance classroom instruction and ensure that faculty engage in the community while also creating a robust learning experience for students. **(AA)**
- h) Update Academic Facilities (F&A)
- i) Actively seek and achieve a more diverse, inclusive, and global community of students and faculty **(AA)**
- j) Develop strategies and timelines to de-colonize –and make more dynamic and future-facing –curriculum **(AA)**
- k) Differentiate and deploy strategies for ongoing, continuing faculty development for both part-time and full-time faculty **(AA)**
- l) Continue to create/pursue Faculty Fellows such as AICAD Post-Graduate Teaching Fellowships, the Walentas Endowed Fellowship, and other Fellows who can bring different focus and expertise to the college’s academic vision and community **(AA)**
- m) Set clear goals for speakers, critics, and other academic visitors to support the college mission of diversity, curricular review and re-imagination **(AA)**
- n) Develop a vision statement for the delivery and modality of courses, teaching, and learning in the future that includes on campus, online, synchronous, asynchronous,

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- and hybrid courses. Emphasize this as an asset and resource to recruit, retain, and support dynamic and self-sufficient learners and researchers, artists and designers (AA)
- o) Develop and support more integrated and collaborative models for creating annual semester schedules, including “free zones” for interdisciplinary, jointly planned and endorsed electives for students from different areas, interests, and programs (AA)
  - p) Make a commitment to the professionalization of the Staff Council. Highlight the significant role that professional staff play in the mission of the college. Connect the purpose of their work with the mission/goals of the college (AA)
  - q) Re-organize the Academic Affairs Organizational Chart to reflect both an impactful interior logic, as well as a focused and engaging external representation (AA)
  - r) Continue to support the development of the Connelly Library as an ambitious, active, and digitally connected academic library (AA)
  - s) Develop a five- to ten-year plan for Educational and Studio-based technologies (AA)
  - t) Create a vibrant, coordinated center of future work (established and emerging), entrepreneurship, and the business of art, design, and self-representation and professional networking (such as LinkedIn’s Career Explorer tool to steer students toward new roles that align with their skills but may be in a different industry or area they hadn’t previously considered) (AA)
  - u) Develop strong and persistent relationships with external advisors, organizations, and partnerships that affiliate with creative areas, as well as a new center of professional networking and development (AA)
  - v) Conduct an ambitious Area Review on the future of Continuing Education as a unique extension program for learners of all ages and diverse background. Create new and different paths and opportunities of affiliation and credentialization through Moore (AA)
  - w) Build Strategic Enrollment Management plan that accounts for changing demographics, shifting demands, and retention to increase full time enrollment (Admissions)
  - x) Evaluate and update current assessments process for admissions to the BFA program (Admissions)
  - y) Consistently conduct market research on the feasibility of new programs that supports enrollment growth in both the BFA and Graduate Programs (AA)
  - z) In collaboration with consultant, support workshops to help examine and expand faculty hiring policies and processes in order to hire a more diverse faculty. (EO and AA)

**2. Strive for Student Excellence by diversifying the BFA student population and optimizing academic and physical resources.**

- a) Increase the academic profile of incoming students by targeting demographic, geographic and socioeconomic diversity. (AD, AA)

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- b) Continue the housing grant as a strategy for attracting and retaining incoming students based on socioeconomic and geographic factors. **(F&A, SS)** (move to financial strength 1) (completed)
- c) Investigate and create either a service-learning program or mentorship program that combines a faculty/senior student mentor with sophomore mentees. **(AA, SS)**
- d) Continue to identify opportunities for facilities investments in amenities essential to meet expectations of a more diverse and demanding student body (Fox Commons, courtyards). **(SS, AA)**
- e) Organize Academic Program Review of First-Year Academic Program (2018-19)

**3. Strive for Instructional Excellence by continually refining and improving BFA organization, current program structures/missions, the undergraduate and graduate curriculum, emphasizing cross disciplinary teaching and learning and capitalizing on partnerships.**

*Strengthen the curriculum*

- a) Periodically assess all degree programs for 21<sup>st</sup> century relevance and delivery, and apply results to better inform curriculum and institutional decision-making where appropriate. **(AA)**
- b) Reevaluate the current graduate programs to ensure robust enrollment, quality curriculum and relevancy. (Research potential new graduate programs with Admissions and F&A. Engagement of external consultant) **(AA)**
- c) Convene a Graduate Task Force to develop new potential programs (2018-19)
- d) Raise the profile of the Business minor by strengthening business classes to support students who aspire to be entrepreneurs. **(AA)**
- e) Develop ways to strengthen the current critique process to include external input and be more interdisciplinary. Future/prospective In-Service topics to be developed throughout the year. **(AA)**
- f) Create additional opportunities for faculty to work together to develop curriculum that is relevant, rigorous, and innovative and including special topics and interdisciplinary electives open to all majors. **(AA)** Work with the Faculty Forum Curriculum Committee on this. (ongoing)
- g) Work with faculty to integrate more global education and international travel opportunities that are incorporated into the curriculum, increasing the percentage of students with an international experience to over 50%. **(AA, SS, F&A)** (ongoing) (use Zoom and other technology to bring international artists, scholars, speakers to Moore)
- h) Periodically evaluate CE programs and update curricula to meet changing demands of external environment including student interests, institutional competition and economy. **(CE)**

- i) Reevaluate the structure of Departments for maximum alignment and curricular delivery, both internal coherency and external presentation/stronger messaging of the college and its programs. **(AA, F&A)** (ongoing)
- j) Examine and advance curricular flexibility in all majors to support transfer students, as well as four-year students. (complete, ongoing)
- k) Develop new BFA majors that increase our competitiveness in the marketplace, align with our mission and recognize students' growing desire for broad exposure across the visual and liberal arts. **(AA, AD, F&A)** (ongoing)
- l) Build upon the strength of the internship experience by focusing curriculum and related programming on core proficiencies and skills necessary to be successful in careers as guided by research from employers. **(AA)**
- m) Restructure the Library as a student center for 21<sup>st</sup> century learning. **(AA)**

*Think across disciplines*

- n) Research and implement teaching and learning models that support cross-disciplinary learning and teaching. **(AA)**
- o) Support and strengthen academic ties with The Galleries—acting as a visual arts resource for students and faculty by developing an artist residency program that gives opportunities for students and faculty to interact with an artist in the field. **(AA, G)**
- p) Develop and add more “differentiators” (e.g. the Visual Thinking course) to the curriculum as a way to promote Moore’s excellence in instruction. **(AA)**
- q) Create a physical and virtual space to promote and encourage interdisciplinary teaching and learning (e.g. re-imagining the “college-hour;” highlight interdisciplinary work on the website). **(AA)**

*Capitalize on Partnerships*

- r) Recruit partners in business, art and design that support the career and leadership message of the college’s mission and strengthen learning opportunities. **(AA, D)**
- s) Leverage Moore’s corporate partnerships by using internships as opportunities to form more reciprocal relationships. **(D, AA)**
- t) Develop a formalized entrepreneurial program. **(EO, AA)** (complete, ongoing)

**Robust Student Experience**

**1. Increase BFA retention by strategically focusing on initiatives for first and second-year students (changed)**

- a) Assess the effectiveness of student programs and services as they relate to retention, and apply results to better inform institutional decision-making where appropriate.

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- b) Integrate a first-year experience curriculum within the Visual Thinking class to develop a sense of belonging and better prepare students' transition from high school to college. **(SS, AA)**
- c) Develop opportunities for student/faculty engagement outside of the classroom. **(SS)**

## 2. Strengthen the Student Learning Experience

- a) Improve and expand leadership development programs with a focus on civility, advocacy, student engagement, community outreach, diversity, and inclusion. **(SS)**
- b) Provide opportunities for the community to learn and explore issues around diversity, identity, inequality, inclusion, and academic freedom. **(SS, AA, AI)** (ongoing)
- c) Implement the integration of full-time graduate students on campus during the fall and spring terms. **(SS, AA)** (ongoing)

## 3. Enhance the Student Life Experience

- a) Refine student leadership structure to improve the Student Life Experience and enhance communication (Fall 2018) **SS** (completed)
- b) Leverage social aspects of the student experience for network development. **(SS, AA)**
- c) Expand Culture in the Classroom and support social/community engagement opportunities. **(SS, AA)**
- d) Provide more opportunities for an engaging campus life to supplement "City as Campus." **(SS)**
- e) Develop institutional pride events/traditions (involve faculty, staff, and alumni). **(SS)**
- f) Work to enhance student experience through program variety and accessibility
- g) Work to create connection with both peers and outside artistic community through network development

## Financial Strength

### 1. Increase Earned Income

- a) Increase tuition driven enrollment by increasing the incoming BFA class to 137, 143, 150, 150 and 150 in FY17, FY18, FY19, FY20 and FY21 respectively. **(AD, F&A)**
- b) Increase residence hall capacity to 241 students and achieve 100% occupancy rate by FY20. **(F&A, SS, AD)** (complete)
- c) Increase Summer Art and Design enrollment to 60 students in 2020. **(CE)**
- d) Increase YAW enrollment to 500 students per term by FY21. **(CE)**
- e) Develop programs for new market segments for Adult CE. **(CE)**
- f) Work with Director of Facilities and Dean of Students on the feasibility of air conditioning Sartain Hall to increase summer program activity and income. (FY2019) (initial phase completed with air conditioning of Mezzanine in fall 2019)
- g) Increase graduate admissions by improving recruitment strategies and examining scholarship and pricing structure. **(F&A, AA, AD, CE)**

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## 2. Increase Contributed Income

- a) Increase the College endowment through the Campaign for Moore by raising \$15-20 million by 2019. **(D)**
- b) Build a robust major gifts program, using the campaign as an opportunity, that will increase the College's endowment and annual operations. **(D)**
- c) Grow the InspireMoore Fund and Sarah Peter Society to broaden the College's base of philanthropic support for annual operations as well as expand the pool of major gift prospects. **(D)**
- d) Create institutional partnership program that will leverage/maximize Moore's existing base of foundation and corporate support while providing opportunities for increased giving. **(D, AA)**
- e) Strengthen engagement programs, starting with the student experience, that will build long-term relationships with a broad network of active and proud alumni. **(D, SS, AD)**
- f) Create strategic stewardship process, activities and events designed to thank/acknowledge donors in a meaningful way and increase fundraising outcomes. **(D, F&A, AA, SS)**
- g) Promote a culture of philanthropy and investment worthiness at Moore by engaging students, staff, faculty, alumni, Board, community members and friends as advocates for the College. **(D, All)**
- h) Broaden and deepen the base of non-alumni donors, including parents, arts and culture supporters, and foundations which share Moore's values. **(D)**
- i) Align annual objectives, strategies and resources to reflect a donor-centric approach to achieve medium and long-term goals for campaign, major gifts, alumni relations, annual fund, special events, corporate and foundation relations. **(D)**

## 3. Increase Art Shop Product Sales

- a) Explore new business and product development opportunities. **(M&C, F&A)**

## Dynamic Institutional Leadership and Marketing

### 1. Strengthen Moore's awareness/brand locally & nationally through messaging and marketing.

- a) Engage in a college-wide rebranding effort, to be rolled out with an initial push in fall 2020, at the beginning of the 2020-2021 academic year, on a parallel timeline with a complete institutional website redesign (M&C) (in progress, changed)
- b) Strengthen messaging about the benefits of an all-women's art and design college with an added focus on employment, paid internships, education and international travel. **(M&C)**
- c) Maximize uniqueness of all-women's legacy and its relevance in the 21<sup>st</sup> century. **(M&C)**
- d) Promote College's distinctive niche of women's leadership training. **(M&C)**
- e) Prepare and coach the entire College community to become ambassadors (faculty, staff, alumni, board) through a coordinated messaging strategy. **(M&C)**

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- f) Strengthen the messaging around the Visionary Woman Honors Program. **(AD, SS, M&C)**
- g) Develop a more cohesive visual identity in electronic communications. **(M&C)**

**2. Position Moore as a College of thought-leaders by creating champions.**

- a) Convene a President's Advisory Council of leaders in the fields represented by Moore. **(EO, D)** (postponed)
- b) Identify national renowned spokesperson whose processions align with the College's mission. **(EO, M&C)**
- c) Provide opportunities for students, faculty, alumni and staff to personally champion the College, nationally **(M&C)**

**3. Continue developing and expanding The Galleries' national and international reputation in order to gain recognition for the College and its programs.**

- a) Increase public accessibility to The Galleries through community-driven programming. **(G, M&C)**
- b) Utilize high-profile guest curator every year to develop fall programming that broadens our capacity for presenting cutting-edge exhibitions and related programs.
- c) During 2017-2018, organize and present exhibitions that connect to the history, excellence and legacy of The Galleries and the College in celebration of both our 170<sup>th</sup> anniversary year and The Parkway Centennial. **(G, M&C)**
- d) Annually engage the talent and utilize the visibility of Walentas Fellows (WF) in gallery programming—leverage their built-in audience to broaden awareness
- e) During 2022-23, organize and present a series of exhibitions that connect to the history, excellence and legacy of The Galleries and the College **(G, M&C)**
- f) Present major solo show of an established Philadelphia artist in all gallery space, use this candidate for inaugural AIR program, secure outside funding and produce exhibition catalogue (January 2022) **(G)**
- g) Utilize TGMR (radio/podcasts) to engage new audiences, create a series of "shows" (2-3) that target a broader cross-section of arts-related constituents (before end of FY19) – suspended until onsite access is safer **(G)**

**4. Position Moore as a laboratory for new models of effective leadership, responsiveness, innovation and transparency in higher education.**

- a) Create cross departmental faculty, staff and stakeholder issue-based pods that focus on rapid solution and implementation. **(EO, All)**
- b) Seek partnerships with innovative companies for new perspectives in service delivery focused on design thinking. **(EO, All)**

New strategy: In collaboration with consultant and Board Leadership Committee, identify, cultivate, appoint, on board and support new members of the Board of Managers, focusing on diversifying members across age, race, gender, and field of practice. **(EO, Advancement)**

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