

## Standard I: Mission and Goals

Moore's mission and goals serve as a guide map toward continuous improvement—what the College strives to accomplish as we grow, enhance, strengthen, lead and innovate as an art and design institution in the 21<sup>st</sup> century. The College's mission and goals are conveyed internally through forums like the College Planning Committee, Academic and Graduate Council, the Boards, Senior Managers, All-College and department team meetings as well as across Moodle, Moore's internal course management platform.

The mission and goals are prominently displayed and incorporated publicly on Moore's website as well as throughout the various social media channels. Targeted materials such as printed/digital catalogues and collateral, open houses, overnight stays, tours, campus visits and various outreach activities convey the College's mission and goals to prospective students.

### *Re-envisioning our Mission Statement*

As we began to craft a new mission statement in the fall semester 2019, we reviewed the minutes of discussions from the key groups mentioned above, particularly relying on input from the Boards and the senior management team. We examined an array of college governing documents and worked in a Board retreat with AGB, further discussed on the following page. The fortuitous timing of an extensive market research initiative allowed us to see Moore through the eyes of the students, parents and community partners who participated in the research process.

The senior staff discusses our mission and values frequently as they make decisions to lead their departments. Foremost among them is the college president, who is guided by our mission and our strategic plan when considering initiatives across the college. The senior staff team was the first group to review draft mission statements and added important thinking that informed the final product.

In fall 2019, the college engaged Creative Communication Associates, a firm with a deep background in higher education and admissions marketing, to perform a comprehensive market research study<sup>1</sup>. We had the opportunity to review the results of interviews CCA conducted with students, staff, faculty, board members, friends of Moore and influential figures in the regional arts and business communities. This feedback fueled our rebranding campaign but also was utilized as data to inform the mission revisit effort.

Moore's mission has been a frequent topic of conversation at quarterly Boards of Trustees and Managers meetings. Reports from senior staff, faculty and chairs of the Academic Affairs, Student Life and College Planning committees spur wide-ranging discussions that touch on mission. The college's FY2017-2022 Strategic Plan is a central reference for all decisions at the administrative and board levels.

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<sup>1</sup> CCA report-December 2019

In addition to regular meetings, the Boards have convened in special sessions to consider topics related to the mission. In June 2019 the Boards met for a retreat focused on board leadership<sup>2</sup>, conducted by AGB and in December 2019, another facilitator led a discussion on “Mission, Vision and Values”<sup>3</sup> in an open community forum.

Our new mission statement, adopted by the boards in September 2020, describes not just who we are at this time, but where we began: as an all-woman’s college. Moore was designed, as our founder Sarah Peter said in 1848, ““to instruct young women in the arts of drawing, design, and wood engraving, (so) they will be able to succeed in these branches of home industry, not only for their own benefit, but also for the benefit of American manufacturers.” Simply put, she founded the College to provide a career-focused education that would allow young women to achieve financial independence. However, our undergraduate admissions criteria has changed<sup>4</sup>. Moore now welcomes applications from qualified applicants who were assigned female at birth or who self-identify as women, transwomen, non-binary or gender nonconforming. In addition, we offer co-educational youth, adult continuing education and graduate studies. It was clear our new statement would reflect this inclusivity.

The new statement also incorporates our role as a regional leader in showcasing cutting-edge art and design. The College and the Galleries are linked academically, and the Galleries are also an important public resource for other institutions and for our larger creative community.

The new mission statement is more concise. Our previous statement was three paragraphs long, and contained a degree of specificity that may not serve the college as programs evolve in the coming years. We also sought to condense the statement so it could be more readily understood and effectively communicated to and by our academic community, admissions staff, marketing department, Boards and other stakeholders.

### *Mission*

Moore College of Art & Design is an historically all-women’s undergraduate college that has evolved to include co-educational continuing education and graduate studies. We educate artists and designers to build creative, enterprising careers of significant impact. We are a forum for big ideas, and a champion for creative expression as a means to connect local and global communities.

### *Values*

We believe:

Our founding mission of empowering women by developing their artistic ability, leadership capacity and marketable skills remains relevant.

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<sup>2</sup> Post-retreat overview document

<sup>3</sup> December 2019 Board Meeting minutes

<sup>4</sup> Admissions policy adopted May 2020

Affordable access to higher education is the doorway to a successful art and design career that creates better futures for our students and their communities.

Moore's founding principles of inclusivity and opportunity are evident in our policy to admit non-binary and trans students.

Diversity can only be a strength; mutual respect and civility are expected among all Moore stakeholders. We do not tolerate racism or bias in any form.

Art and design are disciplines requiring development through rigorous learning and teaching. Our commitment to continuous improvement strengthens all we do and teach. Imbuing gifted artists and designers with leadership skills will enable them to have an impact on the arts and business communities.

Artists and designers are essential citizens, deeply engaged with and committed to the necessity and urgency of innovation. Artists show us beauty, hold up a mirror to ourselves, and function as the conscience and chronicler of our civilization.

College should be rich with experiences; learning takes place in all interactions at Moore, and the sustained impact of a student's time at Moore is crafted by the entire community. We must do all we can to assure the health, safety and well-being of our campus community.

All faculty and staff have a responsibility to model exemplary professional behavior to the students in the classroom, the studio, and in the hallways, offices and digital platforms of the college—on the campus footprint and beyond.

Graduates of Moore should be proud to call the college their alma mater. We value them as members of our community and connect them with career development, networking and opportunities to collaborate with each other and the next generation of emerging artists. We encourage them to give back to the college.

#### *Establishing and Accomplishing Goals through our Strategic Plan*

Since 2000, Moore has conducted an inclusive strategic planning process<sup>5</sup>. In 2013, under new leadership, Moore retained national planning consultant Diane Mataraza to work with the President; the College Planning Committee, a committee of the Boards of Trustees and Managers that includes members of the Boards, senior management, staff, faculty, and students<sup>6</sup>; and the Boards of Trustees and Managers to facilitate an assessment and to assist in the development of a new three-year strategic plan<sup>7</sup>. Over the course of three months, more

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<sup>5</sup> 2001 Self-Study, 2012 Self-Study

<sup>6</sup> College Planning Committee charter

<sup>7</sup> Mataraza Assessment Report-June 2013

than 1,000 members of the Moore community, as well as leaders in the art and design world, participated in small group forums, roundtable interviews and online surveys.

The findings from the assessment period assisted the College Planning Committee's SWOT (strengths, weaknesses, opportunities, and threats) analysis, and the creation of BHAGs—Big Hairy Audacious Goals, a concept presented by authors Jim Collins and Jerry I. Porras in their book *Built to Last*<sup>8</sup>—as the plan's overarching top priorities. They are:

- Academic Excellence
- Robust Student Experience
- Financial Strength
- Dynamic Institutional Leadership and Marketing

The creation of the strategic plan to address these BHAGS is overseen by the College Planning Committee, who seeks community wide input and then presents the plan to the Boards for approval. Once ratified, that committee formulates objectives and strategies<sup>9</sup> and identifies lead and supporting departments to oversee these strategies. Senior Managers work with their staff and faculty through department and Academic and Grad Council meetings<sup>10</sup> to identify tactics and deadlines to support each strategy.

The plan is designed to be flexible, with frequent review and adaptation. This is a *living* document, much as we are a *living* college, with a population of young adults that fully transform every four years. Through the plan, we respond to the continuous changes we see in the external environment, the higher education field and the students we educate. Our revised admissions criteria, adopted by the boards in May 2020, is one such example. Students brought concerns to the Dean of Admissions and the College President, spurring discussion and research that revealed we were not keeping pace with the best standards and practices regarding gender identity for admission to women's colleges.

Progress on strategy and tactics are regularly assessed, reviewed and reported on during Managers' Meetings<sup>11</sup> prior to being presented to the College Planning Committee. The Chair of the College Planning Committee updates the boards on this progress. The President then shares the College Planning Committee Chair's report to the full community at the December and May All-College Meetings. At the end of the 2013-2016 three-year plan, out of 233 tactics, 20% had been completed, 11% were discontinued due to lack of relevancy. Eight percent of the more ambitious items as well as 61% of items already in progress would be carried into the new FY17-22 plan.

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<sup>8</sup> Built to Last, Harper Business, 1994

<sup>9</sup> Goals Grid-September 2013

<sup>10</sup> To find: Department meetings and/or Academic/Grad Council minutes that demonstrates discussion to inform tactics

<sup>11</sup> To find: Managers Meeting minutes prior to November 2019 or April 2020 College Planning Committee meetings

In 2016, Moore again underwent a comprehensive and inclusive discovery process to develop a strategic plan for FY 17-22<sup>12</sup>. Ms. Mataraza was retained and charged with facilitating planning conversations and compiling suggestions and ideas for the College Planning Committee's consideration. Sixty individuals representing the Boards, all administrative departments, full-time and adjunct faculty, Student Government, members of the College Planning Committee, and leaders of the Faculty Forum and Staff Council participated in one or more of 11 sessions over the course of two days. Comments and discussions tended to be positive and enthusiastic, complementary of progress on the existing plan and the college's forward thinking.

Following a review of Ms. Mataraza's findings, Senior Managers (and subsequently their teams of staff and faculty) were tasked with devising a new strategic plan<sup>13</sup> to present to the College Planning Committee and later the Boards<sup>14</sup>. The plan continues to be assessed regularly to ensure the College is striving for continuous improvement. At the November College Planning Committee meeting, senior managers present their updates and progress on existing strategies and tactics<sup>15</sup>; at the April meeting, they present accomplishments, items to postpone, as well as items to change or reimagine based on both internal and external factors and feedback<sup>16</sup>.

For example, in 2017 the Diversity Committee conducted an anonymous Campus Climate Survey<sup>17</sup>, seeking to understand if all members of our community felt personally safe, heard, valued and respected. The results from the survey were used as a guide to conduct a series of focus groups, programs and facilitated community forums by Dr. Martha Brown, an expert on community and restorative justice<sup>1819</sup>.

These and other discussions around diversity, equity, and inclusion (DEI) led to reflection and integration of additional tactics to the FY 17-22 strategic plan<sup>20</sup>. We hosted multiple workshops around accommodations, critique and DEI, including "Curriculum: Inclusivity and Diversity" for faculty at In-Service. We hired three AICAD Post-Graduate Teaching Fellows and conducted an audit of all current guest lecturers, critics, and faculty to identify a diverse pool of potential new hires. We developed an action plan and training for faculty, staff, and students to address results of Campus Climate Survey, and created a new student group, MOSAIC, to develop diversity and inclusion programming<sup>21</sup>. There is much more progress in this arena yet to accomplish.

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<sup>12</sup> Mataraza Assessment Report-March 2016

<sup>13</sup> Senior Manager draft plan-April 2016

<sup>14</sup> May 2016 Board Minutes

<sup>15</sup> November 2019 College Planning Committee meeting PPT

<sup>16</sup> April 2020 College Planning Committee meeting PPT

<sup>17</sup> Campus Climate Survey

<sup>18</sup> Dr. Martha Brown final DEI Report

<sup>19</sup> DEI Synopsis Ranking questionnaire (Student Life Committee-April 2019)

<sup>20</sup> Strategic Plan as of November 2019

<sup>21</sup> November 2019 College Planning Committee PPT

Moore's Strategic Plan is a living document that invites inclusive conversations, resulting in an active and dynamic sense of self review. The College has conducted transparent and inclusive planning, research and communication in order to integrate the mission and strategic plan into life at Moore. With the revision of the mission in September 2020 and the ongoing integration of updated strategies and tactics into our current strategic plan, this time of reflection has solidified our belief that the College excels in the processes around making our mission and goals inclusive, transparent and relevant to our college.