

TENT POLES COLLECTION + MIXED-GROUP CRITIQUE SUMMARY (73 ideas/initiatives + 42 revisions and 24 additions)

(reviewed and endorsed by HUB on October 21, 2019)

This summary collects in one document the 97 Tent-Pole ideas generated by 11 affinity groups at the September 9, 2019 Leadership Team Retreat that convened close to 100 participants of faculty, staff and student leaders. [In addition, this summary includes all the mixed-group critique of the ideas from the affinity groups, with revision and missing-item suggestions.](#) The content is virtually unedited, with no substantive alteration. [A separate document consolidates these 97 ideas into 25 groupings.](#)

Strategic Plan Tent Poles are major initiatives that the Leadership Team Retreat participants believed MICA must/should tackle in the 2021-2026 Strategic Plan. For this exercise, the participants were asked to focus on the generation of ideas and concepts; wordsmithing, details building and other fine-tuning work would come later.

The 97 ideas are mapped to the Strategic Plan Framework Goal and Themes:

GOAL: BE A NATIONAL AND INTERNATIONAL MODEL OF INTEGRATIVE EDUCATION IN ART AND DESIGN

THEME 1: EMPOWER the Lives, Practices and Futures of Artists, Designers and Educators
(Anticipatory Curriculum / Flexible Delivery / Holistic Learning)

THEME 2: TRANSFORM MICA through DEIG
(Structural / Substantive / Sustainable)

THEME 3: ACTIVATE Creative Agency with Baltimore and the World
(Strategically Engaged / Radically Partnered / Equitably Enriched)

THEME 4: STRENGTHEN Institutional Capacity
(People / Systems / Culture)

Ideas were generated through 11 affinity group discussions (with facilitators), as follows:

1. Academic Affairs + Faculty Group 1 (David Bogen)
2. Academic Affairs + Faculty Group 2 (David Gracyalny)
3. Academic Affairs + Faculty Group 3 (Tiffany Holmes)
4. Academic Affairs + Faculty Group 4 (Gwynne Keathley)
5. Academic Affairs + Faculty Group 5 (Abby Neyenhouse)
6. Academic Affairs + Faculty Group 6 (Wendy Price)
7. Admissions & Financial Aid + Strategic Communications + Alexa Kim (Alexa Kim)
8. Advancement (Don Jones)
9. Operations and Finance + SEC + Technology (Doug Mann)
10. President's Office + Strategic Initiative + BCAN (Samuel Hoi/Kevin Griffin Moreno)
11. Student Affairs (Mike Patterson)

[The ideas from the affinity groups were then reviewed and critiqued by mixed groups \(with members from different team areas\), in order to identify missing perspectives and gaps in planning. The critique contributions are noted in blue text in this document.](#)

GOAL: BE A NATIONAL AND INTERNATIONAL MODEL OF INTEGRATIVE
EDUCATION IN ART AND DESIGN

(1 proposed initiative, related to other themes)

Tent-Pole Idea/Initiative #1 (from President's Office & Strategic Initiatives)

**Prepare and implement MICA's Bicentennial Celebration in an authentic,
College-positioning and community celebrating way with full engagement
of the right constituencies**

(Note: There is a MICA Bicentennial preparation proposal from Jon Lipitz)

Related Framework Theme(s) #:

Theme 3 and Theme 4

Why – Top reasons of the relevance of this initiative:

Celebrate MICA's history and future at a remarkable milestone

THEME 1: EMPOWER the Lives, Practices and Futures of Artists, Designers and Educators
(Anticipatory Curriculum / Flexible Delivery / Holistic Learning)

(28 proposed initiatives, some also related to other themes)

Tent-Pole Idea/Initiative #1 (from Academic Affairs: Gracyalny table)

Reduce UG time (4-year BFA) based upon assigning credit for competencies (DG example) – Provide for more credit mechanisms to allow different entry pathways. Consider assessment of student learning.

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Open up recruiting pool—access.

Mixed-Group Tweak (from Mann facilitated table):

Need more income sources. Double the endowment and improve MICA's bond rating. Find revenue to replace reduced student time at MICA - not getting rid of 4-year, but clarifying and organize what is already happening--with students coming with credits and it not clear.

Why: Currently at capacity (classrooms, housing). Concerns about loss of revenue.

Tent-Pole Idea/Initiative #2 (from Academic Affairs: Gracyalny table)

Develop model for an accelerated BFA – Compress the programs to graduate in less than 4 years. AP/Pre-College credits already allow for this to some degree. How to compress So/Jr/Sr programs specifically. Currently student driven; could provide institutional framework to ensure that this is more broadly understood.

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Obvious economic advantages/recruitment tool.

Mixed-Group Tweak (from Parks facilitated table):

More online offerings, bring together online and experiential learning.

Why: Accessibility due to students' family responsibility--disproportionately affects women and racial minorities.

Mixed-Group Tweak (from Parks facilitated table):

Compress 2nd and 3rd year. Do not disturb 1st and 4th year. Especially in tracks such as Graphic Design where students are in a hurry to get to jobs.

Why: Cost.

Tent-Pole Idea/Initiative #3 (from Academic Affairs: Gracyalny table)

Alternative Calendar model – Consider changing the length of the semester. Year round programs.

Related Framework Theme(s) #:

Theme 2 and Theme 3

Why - Top reasons of the relevance of this initiative:

Lessen time and tuition cost

Mixed-Group Tweak (from Gracyalny facilitated table):

Add length of class consider, move to a less time based approach, perhaps shorten class time, have more meetings with less time per session, model classes on a lecture plus lab approach, segment learning and experiences into smaller bits rather than a 6 hour studio, like 3 plus 3 plus 3. Rewriting LO's around developing competencies.

Why: Mitigate student fatigue, and overwhelm, improve student health and wellness. Optimize the learning experience, improve outcomes. Improve the flexibility of the curriculum.

Mixed-Group Tweak (from Kim facilitated table):

- We are currently a year-round operation. If we had a year-round calendar, we could compress some programs. If we did a summer semester. Student stream would need to be managed to 3-3.5 years. Students could possibly save time and money. Could this be an option for some students? More students are asking -- with AP and other experiences.
 - Tied to Theme 3: Most of the world does not operate on a semester system. So, when we work with external partnerships, they don't operate on the semester system. This could be an alignment with partnerships. Connecting the calendar change to partners. This needs to be a tentpole. There's a hunger for it.
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Tent-Pole Idea/Initiative #4 (from Academic Affairs: Gracyalny table)

Consider offering a BA degree – Expand possible programs offered by the College

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Attract new student body?

Mixed-Group Tweak (from Bogen facilitated table):

Offer a range of undergraduate degrees (BA; BDes, etc.) or interdisciplinary...or go beyond the degree structure entirely. Different strategies for opening up access and fluidity and flexibility across the curriculum.

Tent-Pole Idea/Initiative #5 (from Academic Affairs: Gracyalny table)

Asynchronous learning; online learning (at UG level), distance learning – Online/independent components. Allow students who cannot come to Baltimore for 4-year period to benefit from MICA education. Mobility and flexibility for students. Allow more course opportunities for students.

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Allow for different types of students to enter the College and at a lower price point. Blended learning possibilities.

Mixed-Group Tweak (from Parks facilitated table):

Separate what can be delivered digitally vs experientially.

Why: Accessibility for a more diverse group of students.

Tent-Pole Idea/Initiative #6 (from Academic Affairs: Gracyalny table)

Non-cohort based-learning models – Different types of students—age, different time on task as possibilities.

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Accessibility.

Mixed-Group Tweak (from Bogen facilitated table):

Look at specific contemporary areas of professional education and partnerships that are relevant to today's students at different points in their lives.

Why: Need to meet students where they are in terms of available time and skills.

Tent-Pole Idea/Initiative # 7 (from Academic Affairs: Gracyalny table)

Vermont MFA model – Provide program for students across geography.

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Access, mobility, attract different student cohort.

Tent-Pole Idea/Initiative #8 (from Academic Affairs: Gracyalny table)

Alternative credentials (can add up to a degree) – Provide smaller credentials that exist outside of the term degree programs.

Table notes Related to #3 - #8:

- Why has the number of young men in higher ed shrunk? Would any of these options attract this type of student better than we do currently? YouTube as self-education model.
- Mentorship as a key need
- Student empowerment—change faculty/student relationship (get rid of sage on the stage)
- Chinese/Korean educational model as antithetical to this
- Universal design for learning—diversifying approaches and instructional strategies
- Art/Design pedagogy institute for art educators—MICA as a center for building skills in art/design faculty
- Dual Enrollment—high school/college enrollments.

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Access, mobility, attract different student cohort.

Tent-Pole Idea/Initiative #9 (from Academic Affairs: Holmes table)

Develop new curriculum that positions creative entrepreneurship as an interdisciplinary, research-based practice with classes that provide lots of hands on learning experiences in a variety of contexts.

Related Framework Theme(s) #:

Theme 3

Why - Top reasons of the relevance of this initiative:

- Outside funding has already been identified for this initiative
 - Greater desire for student empowerment via professional practice
 - Opportunity to integrate the UpStart competition into a credit-bearing experience
 - Create a learning context for professional practice experiences that involve both fine arts and design majors as well as graduate students
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Tent-Pole Idea/Initiative #10 (from Academic Affairs: Holmes table)

“MICA Commons”: Create new spaces in the curriculum overall to provide space for VERY complex courses that might involve partnership with outside organizations, project-based learning, off-campus or field work experiences, funded opportunities, etc.

Table Notes Related to #9 - #10:

- Dealing with the curricular structure in the semester
- How to straddle schedule with real world experiences / immersive
- Winter session dedicated to these opportunities or summer session
- New models for condensed sessions
- How do prepare students for upstart? Partnering looking outside the institution (Hopkins and DC)
- Create an expanded set of electives including group projects
- Majors give up one elective for MICA Commons for large complex PP work can occur
- Place PP elective opportunities in graduate degree plans
- Creating a shared culture of common times in the week dedicated to PP by area
- Opportunities to think about interdisciplinary practice
- Cultural connection and entrepreneurship as collective enterprise

Related Framework Theme(s) #:

Theme 3 and Theme 4

Why - Top reasons of the relevance of this initiative:

- Potential to better advertise our more innovative curricular offerings
- Opportunity for our fine arts and design majors to interact and work together on projects that require participants with diverse skills.
- Opportunities to try new course timetables and structures (J-term, Friday/Saturday courses that end mid semester, summer learning opportunities)
- Create a culture at MICA of working collaboratively

Tent-Pole Idea/Initiative #11

Professional Practices Standards (fiscal literacy, standardized professional training, etc.) across the campus & curriculum

Why - Top reasons of the relevance of this initiative:

Ensuring that students are prepared to enter the business world, start businesses, be successful alumni

Mixed-Group Tweak (from Bogen facilitated table):

Expand professional practice definition to include financial literacy, entrepreneurship, design thinking, experiential learning, identifying transferable skills, etc.

Mixed-Group Tweak (from Cashill facilitated table):

Creating a blueprint - better than standardizing.

Why: Creating an atmosphere of growth, independence, sustainability.

Mixed-Group Tweak (from Cashill facilitated table):

Should be broader business - relevant - nuanced - professions, organizations, and social change.

Why: Allows for additions to be added on.

Mixed-Group Tweak (from Jones facilitated table):

How are we integrating this into our professional plans for faculty, staff and community including allowing for space, time and resources to accomplish?

Why: Career Development could be more integrated into the curriculum and more programming that allows for developing our talent internally as well as our students and alumni.

Mixed-Group Tweak (from Keathley facilitated table):

[adding emphasis]

Why: I attended a residency this summer at MASS MOCA and it provided a great workshop for professional development for artists; from admissions side - some schools have required financial literacy for all UG students; exit interviews with financial aid - the big driver of their financial life - are their loans; if there is a more robust relationship between financial aid and financial planning. Learning about money and what to do (more than just being responsible) (there are ways you can navigate it (not something to fear) but it is something you can navigate. It should be connected to community engagement and connecting families to the process of financial planning. Educating parents to understand financial aid and planning; we make the assumption that families are familiar with the model for paying for college or grad school. And getting to those assumptions about what people pay and how to pay much more in advance (even before they apply).

Tent-Pole Idea/Initiative #12 (from Advancement)

Raising funds for some under-resourced areas of the college's priorities including funding for health and wellness for the College.

Why - Top reasons of the relevance of this initiative:

Students have unique needs associated with the work they do in the classroom, studio and in their practice and need other interventions and support their wellness

Tent-Pole Idea/Initiative #13 (from Advancement)

How to serve young alumni more intentionally through career pathways support for early

Why - Top reasons of the relevance of this initiative:

Success of young alumni early on to propel them into their careers and increase future outcomes and good connection to MICA and the impact of the education.

Mixed-Group Tweak (from Bogen facilitated table):

Connect this to professional practices education and career relevant educational experiences.

Why: New markets.

Mixed-Group Tweak (from Lallo facilitated table):

We need better assessment of what young alumni want. We currently just rely on the senior survey, SNAAP. But this isn't sufficient. Need a more comprehensive Student CRM - full lifecycle.

Why: We're trying to answer how to serve them better but we don't know enough to understand them in the first place.

Tent-Pole Idea/Initiative #14 (from Admissions/Financial Aid/Strategic Communications/ Technology-Kim)

Adapting to Student Population Needs – infrastructural support for students.

- How multiple offices serve students. We need to know what is happening across the student experience. It's not just admitting students.
 - Cross-functional connection. We need to keep engaged with our Alumni – Student Lifecycle Experience. Our whole lifecycle needs to be better across the institution. There's a lot of benefit from it.
 - One MICA – Not hitting people with requests across offices – more holistic. Cleaning up the way we communicate and manage the student post-graduation.
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Tent-Pole Idea/Initiative #15 (from Admissions/Financial Aid/Strategic Communications/ Technology-Kim)

Student Lifecycle System – CRM.

Related Framework Theme(s) #:

Theme 4

- From prospective to alumni -- resolve silo-ing and disorganization // asking for duplicate. Interviews/payment.
 - There are probably 12-14 Constant Contact accounts.
 - Unified Student Communication throughout the student lifecycle.
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Tent-Pole Idea/Initiative #16 (from Student Affairs)

Professional Practices standards (fiscal literacy, standardized professional training, etc.) across the campus & curriculum

Why - Top reasons of the relevance of this initiative:

Ensuring that students are prepared to enter the business world, start businesses, be successful alumni.

Tent-Pole Idea/Initiative #17 (from Student Affairs)

Integrating student wellness across campus - Academic & co-curricular; elevating the training across campus for working with students who have need; how to model wellness in our practice & curriculum, in particular with a global understanding of culture and background.

Why - Top reasons of the relevance of this initiative:

Ensuring the success of our students and enabling healthy practices

Tent-Pole Idea/Initiative #18 (Mixed-group Missing Tent-Pole suggestion from Bogen facilitated table)

Build partnerships with other institutions (like JHU) around STEAM initiatives and business (like MA/MBA)

Why: Top reasons of the relevance of this initiative:

Adding to our capacity to attract a wider range of students to MICA programs.

Tent-Pole Idea/Initiative #19 (Mixed-group Missing Tent-Pole suggestion from Bogen facilitated table)

Individually Designed Interdisciplinary degree(s) Removing silos within the institution that will allow for more fluid exchange between the different areas (Fine Arts, Design, Media) etc. and enhancing the educational experience of fine arts students to better support their career direction.

Related Framework Theme(s) #:

Theme 3

Tent-Pole Idea/Initiative #20 (Mixed-group Missing Tent-Pole suggestion from Cashill facilitated table)

How do we connect better with local businesses? Create a program where students can have internships while in school so they have a pipeline of jobs.

Why - Top reasons of the relevance of this initiative:

We need to shift this culture back - missing out on opportunities - promote professional development in the curriculum. Building partnerships takes time. Opportunity for faculty to bring their relationships - have faculty do a residence in industry.

Tent-Pole Idea/Initiative #21 (Mixed-group Missing Tent-Pole suggestion from Cashill facilitated table)

Create internship opportunities - partner with businesses - engage with people beyond MICA. For example, film, murals- engaging in professional partnerships.

Why - Top reasons of the relevance of this initiative:
Needs a formal structure.

Tent-Pole Idea/Initiative #22 (Mixed-group Missing Tent-Pole suggestion from Gracyalny facilitated table)
Conversational foreign language.

Tent-Pole Idea/Initiative #23 (Mixed-group Missing Tent-Pole suggestion from Keathley facilitated table)
Field-based experiences that can count as credit. Why just a specific course. Can we credit the experiences in communities and with community organizations in different ways? [internships do this a bit]

Related Framework Theme(s) #:
Theme 3

Why - Top reasons of the relevance of this initiative:
Sometimes students identify experiences and craft opportunities that they would like to have credit for. Specifically, with partnerships with organizations in the city. Beyond the field-based graduate programs.

Tent-Pole Idea/Initiative #24 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)
Identify core competencies that students need and incorporate skill-building into First Year Experience and beyond.

Why - Top reasons of the relevance of this initiative:
In order to be successful during and after college, students need to know how to navigate college, how to navigate Baltimore, financial literacy, wellness, business plan development, etc.; this will also help with student retention.

Tent-Pole Idea/Initiative #25 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)
Consider creating “access grants” to improve access to a MICA education to students with economic barriers.

Why - Top reasons of the relevance of this initiative:
Incidental costs to application/enrollment can pose significant barriers to nontraditional/1st generation/income-challenged students, e.g. application fee, \$1,000 deposit fee, h/c fees that are difficult for nontraditional students.

Tent-Pole Idea/Initiative #26 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)
Offer three-year programs, online, low-res program.

Why - Top reasons of the relevance of this initiative:
improve affordability and access.

Tent-Pole Idea/Initiative #27 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)
Targeted fundraising to expand scholarships

Why - Top reasons of the relevance of this initiative:
improve affordability and access

Tent-Pole Idea/Initiative #28 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)
Conduct an ROI analysis of the value of a MICA education

Why - Top reasons of the relevance of this initiative:
Quantify the value of a MICA education for parents and investors; increase admissions, retention, revenue

THEME 2: TRANSFORM MICA through DEIG
(Structural / Substantive / Sustainable)

(16 proposed initiative, some also related to other themes)

Tent-Pole Idea/Initiative #1 (from President's Office & Strategic Initiatives)

Examine, develop institutional understanding and capacity in order to implement and model institutional best practices in ensuring equitable partnerships.

Related Framework Theme(s) #:

Theme 3

Why – Top reasons of the relevance of this initiative:

Live up to MICA's mission, vision, tenets and promise

Mixed-Group Tweak (from Lallo facilitated table):

Too broad. Leverage technology for an information-sharing platform. Pan-institutional CRM. Full lifecycle product.

Why: Information is very siloed. You need to know the “secret handshake” to extract it.

Tent-Pole Idea/Initiative #2 (from Advancement)

How do we provide a more equitable platform for students to attend and engage fully in the MICA programs through special scholarship and support funds associated with an art and design education?

Why - Top reasons of the relevance of this initiative:

Level playing field for students' success and ability to achieve their best without the limitations of financial constraints.

Tent-Pole Idea/Initiative #3 (from Advancement)

How do we enrich the curriculum and co-curricular activities with more cross-cultural learning and activities and support?

Why - Top reasons of the relevance of this initiative:

Fully embracing the DEIG initiatives to best serve our broad and diverse populations.

Mixed-Group Tweak (from Bogen facilitated table):

What is the process for holding faculty and staff accountable to the aspirations? Do we have a method of reporting that is clear and enforceable? How do we work with this across the institution?

Tent-Pole Idea/Initiative #4 (from Advancement)

Need to improve the campus accessibility as there are limitations to access to specific buildings and activities.

Why - Top reasons of the relevance of this initiative:

Provides full access for all members of our community and creates parity and inclusion.

Tent Pole Idea/Initiative #5 (from Academic Affairs: Keathley table)

Curricular Development: Departments review their requirements and develop a plan for expanding, updating and enhancing the teaching that happens in programs to include more pedagogy and content that speaks to global, equity and representation issues.

Why - Top reasons of the relevance of this initiative:

We want to ensure relevance and currency in our curricular and learning environments to reflect lived experiences and the changing demographics of our students. Developing students and the context (social analysis) in which they work.

Tent-Pole Idea/Initiative #6 (from Academic Affairs: Keathley table)

Hiring: Moving from general to targeted recruitment practices, such as Support via HR to streamline the system to get assertive, coordinated recruitment in a timely way, such as: provide funds for advertising, more targeted advertising, and collect data on the effectiveness of our recruitment efforts. We need more demographic data on applicants, including more comprehensive info on gender, identity and where and how candidates identified opportunity/job at MICA.

Related Framework Theme(s) #:

Theme 4

Why - Top reasons of the relevance of this initiative:

Difficult to work with diversity and equity goals with given pools. We need to enhance pool building and widen our net of qualified candidates from the get-go of the process.

Tent-Pole Idea/Initiative #7 (from Academic Affairs: Keathley table)

Retention of faculty of color: We need to develop a body of information around why faculty of color leave or stay and the drivers for both.

Related Framework Theme(s) #:
Theme 4

Why - Top reasons of the relevance of this initiative:

To leverage information to do better (be more effective) and create a more supportive and respectful community where people want to stay.

Tent-Pole Idea/Initiative #8 (from Academic Affairs: Keathley table)

Access to MICA: Cost of education is too high; MICA need to tackle the ways in which we reduce the cost of education. Create more refined articulation agreements with community colleges and local institutions and others to reduce the barriers to a MICA education.

Why - Top reasons of the relevance of this initiative:

Cost of attendance and the college's diversity goals are not aligned. Cost is a barrier to access for believing this is the place available to our students to learn.

Tent-Pole Idea/Initiative #9 (from Academic Affairs: Keathley table)

Professional development for faculty around DEIG: Provide opportunities for faculty to travel and gain experiences in other countries and cultures and then bring those experiences and perspectives back into the classrooms at MICA. Having the faculty truly understand the international population here. How best to interact and support them? Get more involved in international activities and include those activities in their faculty development. Sabbaticals organized to go overseas, etc. Workshop: comparative approach to styles and values of students from different cultures. If faculty had a better understanding of the spectrum of teaching experiences and practices of the students. Professional activity that has a broader audience and participation. We need to emphasize the value to faculty and increase the participation (first generation students, international students, etc.) Engage faculty in the development of topics and subjects for the professional development of faculty. We need to have those ideas come up from the faculty. We need a Center for Teaching Innovation and Exchange to support these initiatives. We need to develop more comprehensive and regular way to integrate and sustain faculty development (i.e. Friday lunch series, that alternates discussions about pedagogy and research, etc.)

Related Framework Theme(s) #:
Theme 3 and Theme 4

Why - Top reasons of the relevance of this initiative:

To develop and support a culture of respect. Because creating an atmosphere in which students can learn and creating a space where challenging ideas can be in the mix in a way that is still respectful for people.

Mixed-Group Tweak (from Keathley facilitated table):

[adding emphasis] This is important because lots of responsibility on faculty, but providing support is important to provide.

Mixed-Group Tweak (from Patterson facilitated table):

Must be expanded to providing this development for all employees, not just faculty; should be all inclusive to include staff & faculty (and where appropriate students); resources for professional development need to be expanded period, not just with respect to DEIG although that is critically important.

Why: MICA has a fundamental lack of consistent professional development funding, resources, and opportunities which erodes our ability to deliver on our values.

Tent-Pole Idea/Initiative #10 (from Admissions/Financial Aid/Strategic Communications/ Technology-Kim)

Affordability.

Related Framework Theme(s) #:

Theme 3

Why – Top reasons of the relevance of this initiative:

- To sustain and grow enrollment, affordability continues to be a challenge for students - with additional funding, MICA would be more attainable for more students.
- Scholarships is a huge piece
- External funding -- growing donorship.
- Lowering the cost of tuition (one approach - is that viable)
- Substantially more funding (second approach)
- New revenue streams that would relieve some of the pressure (third approach)
- Alternative curricula -- part-time degrees, low-res degrees,
- Undergrad -- thinking of how long students are here. Dual-enrollment, AP credits acceptance, thinking of that.
- Lots of different options -- rather than just one way. Several different models operating at once.
- Reevaluating traditional curriculum timelines is its own tent-pole.
- Financial Literacy Programs -- Grad and Undergrad // everyone -- Staff, Faculty, Alumni
- Thrive with Baltimore -- Radical Partnerships with ALL the partners. Local with Baltimore, other National and International Organizations. Structure Fellowship Programs (for example)
- Do we have a different cost model / different tuition model for Baltimore residents or specific programs? A premium cost for high-demand programs. Diversifying the tuition models.
- Freezing first-year tuition for four years. Parents can struggle.

Mixed-Group Tweak (from Patterson facilitated table):

Broaden the ways people can contribute, provide online portals and other vehicles for individuals to connect possible contributors to the College -- a resource guide; can also increase transparency; increase international donations & contributions in hand with the globalization of the College.

Why: More avenues to engagement & resources increases the likelihood of additional support.

Tent-Pole Idea/Initiative #11 (from Student Affairs)

Enhancing support for international students – Extending cultural competence, language competence, international job support & awareness; moving into global practice & language and away from a US based, domestic lens.

Why - Top reasons of the relevance of this initiative:

Dramatic growth of MICA's international population has grown dramatically; "make the world we imagine"; social justice and globalization initiative

Tent-Pole Idea/Initiative #12 (from Student Affairs)

Shouldering social justice and equity & delivering on MICA's DEIG promises – Explain, teach, and center our communal values; ensure they are seen in the curriculum, our daily interactions, our dialogue; Professional development infrastructure that enables this and challenges our community to grow as practitioners.

Why - Top reasons of the relevance of this initiative:

Barriers around education and communication need to be broken down; expertise needs to be provided to all members of our campus; also needs to incorporate all aspects of our values.

Tent-Pole Idea/Initiative #13 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)

Enhance support for international students - Too few staff who reflect international background, linguistic/ethnic background.

Why - Top reasons of the relevance of this initiative:

To increase enrollment, retention, and success of international students.

Tent-Pole Idea/Initiative #14 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)

Enhance curriculum and services for neurodiverse students and students with other disabilities - We need to analyze what we mean by "public/open to all" and create systems to ensure accessibility.

Why - Top reasons of the relevance of this initiative:

Neurodiverse, deaf, and other students with disabilities experience barriers to access and full benefit of their MICA experience.

Tent-Pole Idea/Initiative #15 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)

Create campus-wide DEIG accountability mechanisms to increase cultural competencies and outcomes specific to certain populations and outcomes

categories. Be specific about the populations we're working with and cultivate skills and practices that are appropriate those populations.

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Why - Top reasons of the relevance of this initiative:

An effective, representational accountability structure will empower MICA to move from principles to practices and evaluation. People need to know whom to go to when they have a grievance or idea.

Tent-Pole Idea/Initiative #16 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)

Conduct an equity analysis of adjunct vs full-time faculty.

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Why - Top reasons of the relevance of this initiative:

Ensure that international/POC/LGBTQ+/etc. faculty are treated/compensated equitably and are representative of the diversity of the MICA student body.

THEME 3: ACTIVATE Creative Agency with Baltimore and the World
(Strategically Engaged / Radically Partnered / Equitably Enriched)

(8 proposed initiative, some also related to other themes)

Tent-Pole Idea/Initiative #1 (from Advancement)

How we interface with our neighbors in the community as a relevant anchor institution.

Why - Top reasons of the relevance of this initiative:

There has been a legacy of anchor institutions not considering the community surrounding their institutions and MICA wants to be a good neighbor and strong community partner

Tent-Pole Idea/Initiative #2 (from Advancement)

How MICA can position the artistic excellence of the College and raise the recognition of the institution through creating a prestigious artistic prize open to a national pool.

Why - Top reasons of the relevance of this initiative:

Important to bring national attention to the quality of our institution and build an even stronger reputation for the institution and therefore engage more stakeholders in the College and open more doors in the broader artistic community.

Tent-Pole Idea/Initiative #3 (from Advancement)

Increase MICA's name recognition, branding and public exposure for go-to arts and design institution.

Why - Top reasons of the relevance of this initiative:

Goal to gain expanded understanding, appreciation and recognition for the College to help create new opportunities to engage support, and faculty and student recruitment.

Tent-Pole Idea/Initiative #4 (from Advancement)

How to get our students and faculty artwork more broadly seen and experienced through our campus as well as through external venues including corporate locations and other non-traditional spaces throughout the city.

Tent-Pole Idea/Initiative #5 (from Advancement)

How to orient the new community members at MICA (staff, faculty and students) to the real history of the city and what elements are in the city's legacy and how that impacts our current city climate.

Why - Top reasons of the relevance of this initiative:

Better align with the community so we can understand and work more authentically with them

Tent-Pole Idea/Initiative # 6 (from Academic Affairs: Neyenhouse table)

Build Vision and Core Infrastructure to support Field-Based and Partnered Educational Experiences – The aspiration to “thrive with Baltimore” points to the development of educational models and approaches that engage communities, organizations, and expertise outside of MICA as partners in the educational experience of our students. This vision of a “radically partnered” institution will require the development of our core capacity for creating and sustaining partnerships, engaging a racially and culturally diverse group of Baltimore communities, supporting complex educational projects, and understanding the cultural and ethical dimensions of this work.

Related Framework Theme(s) #:

Theme 4

Notes on the 'What':

- Need to clarify or strengthen the wording of 'core capacity for sustaining partnerships'; or create the 'how' specific pieces to get there?
- Need to highlight Baltimore City more and/or clarify the scope of what we mean, i.e. highlight Baltimore City and County
- What does “radically partnered” - desire to clarify -- some table conversation: unexpected partnerships, not typical for an art & design; is natural dye an example? Is social justice a part/central to being “radically partnered? The word radical can just mean far-reaching or thorough.
- 'Understanding the cultural and ethical dimensions of this work' - What are the actions? What are we doing to achieve that?

How - Specific Components:

- Targeted educational/cultural experiences for harder-to-reach constituencies - the need to ensure including this work across all disciplines and across all of MICA (international students, low-residency, virtual/online students and faculty)
- Assessment and/or accountability to make sure that we are doing our work internally at MICA; we need to make sure we're doing our work internally (do it home first, then share the love)
- Innovative approaches to how we do this work, and how internally we can create avenues for radical partnerships
- A way to show what we (faculty/staff) are already doing in Baltimore, even beyond our professional roles (inventory and showcase), because if we don't know then we cannot work as efficiently or holistically
- Be able to prioritize this work so it's not living on the side the people's desk

- We need a one-MICA approach to sustaining and accounting for partnered work (guiding principles, protocols, trainings, etc.); a visual map of how MICA is engaging with community (Partnerships Committee current initiatives)
- How can we thrive with Baltimore if we're not thriving within MICA? We need to think of MICA as a community as well that has the same community accountability internally as externally. Necessary to better navigate internal systems

Why - Top reasons of the relevance of this initiative:

- It's creating and strengthening the core capacity for sustaining partnerships, it's money & compliance with real-world implications, radical partnerships is important
- How are we bringing in and supporting our immediate communities? How are we supporting others who don't know about what is happening at MICA at this point in time? Need to create classes, curriculum, etc. that are relevant to what people in the community are interested in. How are we supporting ALL students when they come here? What is the vision for Baltimore? We have an opportunity (as MICA) to be part of creating a vision for Baltimore? How are we amplifying folks in Baltimore who are creative already?
- Need to creatively investigate and wonder if there are other ways of working or to be radically partnered.
- For people in Baltimore who are working as creatives: opportunities to be scholars/artists in residence? And lead as instructors or workshop leaders? How do we value our surrounding community members as experts? All of this will facilitate Baltimore as visibly integrated into the MICA community.

Mixed-Group Tweak (from Bogen facilitated table):

Tie the educational model above to this. Also recognizing that we're not all one thing...and that there are traditional paths through the Fine Arts.

Mixed-Group Tweak (from Keathley facilitated table):

[adding emphasis] Educate students about Baltimore and the communities in Baltimore; History of North Avenue when enter the Lazarus Center.

Why: Supporting the idea of a Baltimore-focused course. Loyola College has a similar course. Develop an inventory of the current offerings (there seem to be some offered in different places on campus). Dependent on the area/department, faculty interest as well as the interest of the students. It may be better to make it more accessible to students. [supports the ideas of cross campus communication and the idea of course tagging that came up in the DEIG work plan, etc.

Mixed-Group Tweak (from Patterson facilitated table):

Need some way to quantify this work, measure success, help our community understand what we are doing and why in a comprehensive manner; allow employees a certain number of hours of volunteer time within their role.

Why: There is confusion regarding what "Thrive w/ Baltimore" actually means, and how the majority of the MICA campus can support this effort beyond the obvious (MFACA, CCC, CAS, etc....).

Tent-Pole Idea/Initiative #7 (Mixed-group Missing Tent-Pole suggestion from Keathley facilitated table)

Use our institutions help to support another organization's initiative. Using our organization resources such as joint grant applications, etc.- to create opportunities for faculty/students/courses. That we identify opportunities that we may support that could also promote the initiative (students and faculty support, etc.) for example: Wide-Angle Youth, etc.

Related Framework Theme(s) #:

Theme I

Why - Top reasons of the relevance of this initiative: Sometimes students identify experiences and craft opportunities that they would like to have credit for. Specifically, with partnerships with organizations in the city. Beyond the field-based graduate programs.

Tent-Pole Idea/Initiative #8 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)
Improve MICA's reputation/public image nationally and internationally.

Why - Top reasons of the relevance of this initiative:

Increase opportunities for prestigious placements and other remunerative/rewarding positions.

THEME 4: STRENGTHEN Institutional Capacity
(People / Systems /Culture)

(30 proposed initiative, some also related to other themes + 14 additional ideas)

Tent-Pole Idea/Initiative #1 (from President's Office & Strategic Initiatives)

Improve cross-divisional (inclusive of cross-cultural) communication, understanding and planning of MICA's resource development priorities that prepares us to nimbly take advantage of new research and new revenues

Related Framework Theme(s) #:

Goal and Theme 3

- Develop new revenue opportunities by building and deepening relationships with funders and undertaking cross-divisional research development strategies
- Seek out different funding opportunities that take advantage of the work MICA is already capable of doing
- Improve cross-divisional understanding, planning, and communication of MICA's resource development priorities, and a clear sense of respective roles
- Continuously scan MICA to understand what the MICA community that is cutting-edge - in terms of research, curriculum, and programs
- Continuously scan the field to understand what is cutting-edge nationally and globally

Why – Top reasons of the relevance of this initiative:

New revenues development and research capacity building

Tent-Pole Idea/Initiative #2 (from Academic Affairs: Bogen Table)

Advance MICA's Work Culture through a focus on our Core Values, Shared Governance, and Principles of Equity and Professional Growth. The work to re-position and transform the College and its operations has placed new pressures on all members of the MICA community. To be successful, we need to work with faculty and staff to improve the culture of work in line with our core values, practices of shared governance, and the professional needs of individuals and stakeholder groups at the College.

Related Framework Theme(s) #:

Theme 2

Why – Top reasons of the relevance of this initiative:

(Noted at the top that we were one administrator and three faculty and feeling like we lack the broader perspectives of staff and students on this]

- 1) Top reasons of the relevance of this initiative: The great unifier of the 2026 plan is shared governance, clarity of roles, understanding how collaboration can work.

- 2) Need to understand everyone's (all stakeholders') agency in processes of collaboration and decision-making.
- 3) This is a change in culture, and is felt within the faculty, and it may be that this should be made more an explicit part of the faculty experience and construct of work. Can this be made a selling point? Can this idea of what your role can and should be become something we are increasingly clear about (shared governance, equity, professional development).
- 4) "An institutional commitment to the development of agency and collaboration," and all members have a role to play in forming and reforming the institution in line with our shared values and perspective.
- 5) This is about equity, and knowing that you have a seat at the table. We have some lack of clarity about what our roles are and how to get things done, or an opportunity to build greater clarity through this process of transformation and change.
- 6) Need to norm/normalize/routinize these governance and collaborative relationships.
- 7) Core values (yes!); need also to connect to the professional growth and development and how this connects to life and careers in the contemporary world.
- 8) Along with clarity, there may be some efficiency gained through working through the governance piece: we have all these different documents (Faculty, Employee, Student Handbooks) that have grown up separately...what cuts across these areas [this looks like a project under this tent pole]
- 9) The broader concept of "shared governance" is that this is a tool for figuring out how to collaborate across areas...there is a social component to all of this.

Questions:

- 1) How does shared governance work across the College? How do sectors other than the academic areas participate in governance appropriately and in ways that are aligned with these same goals? Greater agency? Greater transparency?
- 2) Do we have a common understanding of "governance?" (structural, human resource, political, and symbolic)
- 3) How do we make sure that practices, say, of shared governance are a net felt positive: make work better, more effective, more enjoyable, etc., and not just another addition to what we are already doing?
- 4) What are all the things that fit underneath this heading ("shared governance") and how can I find myself and my work and the things I care about on this list?

Tent-Pole Idea/Initiative #3 (from Advancement)

Improve interdepartmental communications with the MICA teams around alumni initiatives and programs so that we can holistically address opportunities and challenges for this group.

Why - Top reasons of the relevance of this initiative:

Enhanced communication and unification of efforts would enrich the experience and affinity for alumni with the college and ultimately their long-term engagement.

Mixed-Group Tweak (from Jones facilitated table):

- 1) Need to raise MICA's profile.
- 2) Communicate our stellar programs and processes that distinguish us as an institution both internally and externally including focusing more strategically about alumni communications.
- 3) Amplify the value of an arts education more broadly; ROI.
- 4) Basic information for administration of work, business resources and finalized org charts are not easily found on the MICA website.

Why: Increase awareness of the institution beyond our doors; Elevate engagement; Increase recruitment and funding; Assist MICA's one team in doing their work more efficiently and effectively.

Tent-Pole Idea/Initiative #4 (from Advancement)

Creating a culture of true volunteerism at MICA – Internal and external including faculty/staff, parents, alumni and the broader community.

Why - Top reasons of the relevance of this initiative:

To build a culture of volunteerism which will support programs and empower our various audiences to participate and contribute to the fabric of the community.

Tent-Pole Idea/Initiative #5 (from Advancement)

Double the endowment for the College.

Why - Top reasons of the relevance of this initiative:

Without resources, we will be unable to accomplish all of the strategic plan initiatives and therefore it is critical to build a strong comprehensive campaign with huge investment in the endowment.

Mixed-Group Tweak (from Jones facilitated table):

Speaks to the need to provide more affordable education (scholarships) that is rooted in high-quality educational programming (chairs, faculty recruitment, conferences) in state-of-the-art facilities for the MICA Super School.

Why: To elevate the College broadly.

Mixed-Group Tweak (from Keathley facilitated table):

[adding emphasis] Some AICAD institutions have higher endowments. Annual fund is challenging and it would free up more resources in annual fund office (reduce the pressure to chase the same funding each year). Frees up resources for more pressing or current challenges.

Tent-Pole Idea/Initiative #6 (from Advancement)

Revamp orientation to gain greater understanding of the organization structure at MICA

Why - Top reasons of the relevance of this initiative:

Better opportunity for cross-team and interdepartmental work.

Tent-Pole Idea/Initiative #7 (from Admissions/Financial Aid/Strategic Communications/ Technology-Kim)
New Market and New Populations Identification for Enrollment.

Related Framework Theme(s) #:
Theme 2

- As part of the strategic planning and looking at the future, having a sense of whether we are talking about growth or maintenance -- what is our official position as a school. How do we strategically get to that goal? Is the focus on "More" or "Better" or "Both"?
 - Getting an explicit direction of growth/scaling so that we can get there. And how.
 - Pipeline programs -- relationships with other institutions that will really prepare students for a MICA education. Needs to prepare students.
 - Competition / Peer institutions -- being educated on their approach to affordability and enrollment. Would feed into the development of new programs. We can improve on that now. Example: there was a big change in Chinese students selecting Canadian schools. Knowing the market and our positioning in the market. Really knowing the customer / customer experience / customer choice and elements. Proactive data and technology leveraging to understanding the competitive marketplace and what students are doing.
 - Global/Local - -- some of the pipeline institutions relates to this --- recruiting at all levels. Broadening our definition of Student Retention. More complex model.
 - Diversifying the international population, being aware of and prepared for changes and fluctuations in these populations. Expanding support services for international students.
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Tent-Pole Idea/Initiative #8 (from Finances, HR, Operations + Technology)

Sustainability across the campus, city-wide, and globally: Waste management, energy use; need to determine what is feasible.

(Note: The student demand from September 20, 2019 Global Climate Action Strike should be linked here for discussion and consideration.)

Why - Top reasons of the relevance of this initiative:
Preserve the world so MICA can operate effectively;

Mixed-Group Tweak (from Lallo facilitated table):

Need to narrow scope to be achievable in 5 years. We brainstormed these priorities:

1. Reduce Waste
2. Optimizing Existing resources. IOT energy monitoring. Buildings
3. Transportation
4. Incentivizing sustainable student production

Why: To broad to achieve in 5 years.

Tent-Pole Idea/Initiative #9 (from Finances, HR, Operations + Technology)

Improve marketing in a broad and multi layered way; not only internally but externally as well; connecting Baltimore

Related Framework Theme(s) #:

Theme 3

Tent-Pole Idea/Initiative #10 (from Finances, HR, Operations + Technology)

Establishing standards for Procurement and accountability.

Tent-Pole Idea/Initiative #11 (from Finances, HR, Operations + Technology)

Adopt a more integrated systems; replace Campus Solutions with Workday Student.

Mixed-Group Tweak (from Patterson facilitated table):

More than just replacing the system, need a new, inclusive process that requires more thought about policy & procedures.

Why: Will improve the student experience if it thought through more comprehensively; will also streamline processes & improve infrastructure -- several items in the list touch on this; i.e. having more integrated systems (combine #15, #16, #25, maybe others, under Theme 4).

Tent-Pole Idea/Initiative #12 (from Finances, HR, Operations + Technology)

Thoughtful campus planning for technology and facilities vis a vis usage and events.

Mixed-Group Tweak (from Cashill facilitated table):

Needs a lot more work.

Why: Touches every department - ties together the departments, we all deal with it in our own way. We have no overarching methodology. Represents a huge change.

Tent-Pole Idea/Initiative #13 (from Finances, HR, Operations + Technology)

Strengthening work experience for all employees at MICA; transparency around pay grades

Other Ideas/Initiatives from Finances, HR, Operations + Technology:

- What: Enterprise Risk Management system established
- What: Increased Diversity among faculty and staff through strategic recruiting

- What: Project Management Office for whole campus
- What: Develop policies and procedures to establish consistent practices and accountability across campus
- What: In-house legal counsel

Mixed-Group Tweak (from Jones facilitated table):

Need structure, policy and coordination for legal oversight that in house counsel would provide and need to create a process that will allow for transparent understanding of how and when to engage counsel.

Why: Would save money; would be more efficient and we would use the in-house counsel to assist us in making legal decisions quickly and accurately; save the institution potential to have legal issues.

Mixed-Group Tweak (from Kim facilitated table):

- Contracts, policies and procedures - we need to have someone in-house that understands us. Scope needs to be defined in how it impacts policies and procedures, how it would integrate with the primary themes and DEIG as well as other parts of the institution. How we would use the resource. Theme 4 - capacity building. People, systems, how we interact // strategic initiatives doing more interactions with local businesses -- you're building local contracts. Our culture is changing to a more strategic and professional culture and legal review of some of the things we are doing is necessary. The legal counsel should be tied to enterprise risk management.
- Tied to partnerships for Theme 3. Also tied to Theme 2: We have used outside counsel for equity and Title IX etc. How equity work happens at MICA.
- It needs to be general and source specific areas of legal expertise. Many layers around campus. Students: tax law, IP, copyright ---- that happens now. Specialized.

Mixed-Group Tweak (from Mann facilitated table):

Implementation - Legal Council (How much are we currently spend on legal.) How much are we not using legal when we should be?

Why: Things are getting missed that should be reviewed by a legal counsel that needs to understand and be part of the MICA community. Contracts vary greatly between departments. Barrier: More restrictions on what we are able to do and how we do them.

- What: Professional leadership development
- What: Culture where training becomes a priority; i.e., DDO model (Deliberately Developmental Organizations)
- What: Create a Training department
- What: Better communication of Mission, Vision and Tenets; Core Values; living into the mission
- What: Partnerships with Private Sector employers on campus and with K-12 schools (i.e., Taubman Center model in Detroit)
- What: Expanding and integrating career planning in to academic programs
- What: Create a conference center to bring in more outside groups
- What: Model - Children's Museum of Indianapolis - renovating homes in surrounding neighborhoods; interest free loans
- What: Create a separate, independent 501c3 dedicated to research and innovation in higher education with the goal of making it more affordable

Tent-Pole Idea/Initiative #14 (from Student Affairs)

Improve campus internal communication – Bridge communication gaps internal to MICA’s culture; faculty/staff/student cross training, cross communication to facilitate a more thorough one team - enhancing meaningful engagement between students, staff, and faculty

Why - Top reasons of the relevance of this initiative:

Bringing One MICA to life; staff and students are untapped resources on campus; lack of awareness of experience & training & skill across campus.

Mixed-Group Tweak (from Gracyalny facilitated table):

Policy review, developing processes, more, more, more.

Mixed-Group Tweak (from Parks facilitated table):

Make a priority. Something uniquely MICA.

Why: Need to know each other and each other’s work to work together. Some communications are only important to an internal audience.

Tent-Pole Idea/Initiative #15 (from Student Affairs)

Student Union -- physical space that promotes integrated learning and one MICA – Social, intellectually based engagement, enhances psycho-social development of our students; a student space first, where students can bring faculty & staff & community in for engagement & dialogue; universal to grads & undergrads to foster collaboration; event space.

Mixed-Group Tweak (from Parks facilitated table):

Provide shared common space for community.

Why: Student empowerment; give MICA a place for students, faculty and staff to meet in small and medium size groups; give transfer students a home base.

Tent-Pole Idea/Initiative #16 (from Academic Affairs – Price table)

Academic Conduct - Develop structural model to address academic conduct issues and facilitate active participation and communication among UGS, Grad Studies, Enrollment Services, EPD, AS and Student Affairs.

Why - Top reasons of the relevance of this initiative:

Need better coordination and clear outcomes to address academic conduct issues.

Tent-Pole Idea/Initiative #17 (from Academic Affairs – Price table)

Share Comprehensive Data.

Why - Top reasons of the relevance of this initiative:

Data is currently housed in silos and have to know who to contact for what. Need plan for campus-wide access to information beyond student data.

Mixed-Group Tweak (from Jones facilitated table):

Access is limited and inconsistently managed or communicated to the key players on campus who need this information.

Why: Need a coordinated effort to maintain data in one place so we can communicate effectively and accurately across the campus.

Tent-Pole Idea/Initiative #18 (from Academic Affairs – Price table)

Create MICA Archive.

Why - Top reasons of the relevance of this initiative:

Current history is not being saved; difficulty preparing for the Bicentennial.

Mixed-Group Tweak (from Cashill facilitated table):

How do we document - what falls under the umbrella?

Why: We don't do a good job of capturing - stewarding - every area has their own data - we need to digitize all this information in one way - Policies around record keeping.

Tent-Pole Idea/Initiative #19 (from Academic Affairs – Price table)

Workday Finance and budget process.

Why - Top reasons of the relevance of this initiative:

Create comprehensive budget plan and process that coordinates academic and fiscal years and connects creation with implementation.

Tent-Pole Idea/Initiative #20 (from Academic Affairs – Price table)

Institutional Review of Positions and Roles.

Why - Top reasons of the relevance of this initiative:

Need to develop comprehensive institutional approach to titles, duties, compensation, scope of areas, and institutional capacity. Need transparency in who is doing what where and compensation.

Mixed-Group Tweak (from Lallo facilitated table):

Include the relevance to the DEIG initiative.

Why: Roles have changed but titles have not. Leads to resentment. Comprehensive Review of roles will naturally lead to more equitable structures.

Mixed-Group Tweak (from Patterson facilitated table):

Where are human capital available to flex in when a person or an office is temporarily overwhelmed; too many single point of failures across campus; lack of understanding across campus as to who does what and where points of efficiency may lie which needs to be understood.

Why: Too often new, good ideas are left behind due to lack of bandwidth to implement something new.

Tent-Pole Idea/Initiative #21 (from Academic Affairs – Price table)

Structure Annual Performance and Structured Review and Advancement Pathways.

Why - Top reasons of the relevance of this initiative:

Tied to “Institutional Review of Positions and Roles” and linked to equity and coordination.

Mixed-Group Tweak (from Mann facilitated table):

We need something that we commit to and stick with it.

Why: Will make MICA a more attractive employer.

Tent-Pole Idea/Initiative #22 (from Academic Affairs – Price table)

Need institutional internal calendar with cyclical institutional process, deadlines, and process. Daily digest with announcements, deadlines, messages so all in one place.

Why - Top reasons of the relevance of this initiative:

Over reliance on e-mail. Culture of reactionary immediacy that intrudes into evenings and weekends. Too reactive and need more proactive information.

Mixed-Group Tweak (from Keathley facilitated table):

Wellness and healthy environment: How do we make ourselves healthier - seeing policies in place for work (when work happens and when did not work); sometimes things look like it is functioning but people are burning out. Human resources to support staffing and institutional capacity. You can anonymously reach out to HR when supervisors overstep and have expectations beyond what is reasonable or expected, etc. Defining expectations in each office for responding, etc. Create guidelines or coach folks to create clear expectations for communication with others, when folks can expect you back.

Why: Standardizing this communication with staff would also help to standardize it for students. Students experience different response times from different offices. Creating protocols for group emails or when multiple offices are working on things. There are student experiences that are negative when they are trying to solve a problem or sort something out. This kind of response leads to student skepticism about MICA. Small moves that can make the student experience more open and more coordinated. Sometimes the system is broken- for our communication with

students and getting them answers. Everyone is working more open and more all the time. This is a common problem. MICA could position itself as a leaders in this regards.

Mixed-Group Tweak (from Mann facilitated table):

A very big topic and should not be lost as part of the Strategic Plan, should be reviewed by a committee on its own. Create Handbooks of institutional knowledge. More general information available to Staff. What is the systemic source--multiplying communications?

Why are we emailing. Folks don't know who to go to--who? In meetings a lot so work practice relies on late night or quick emails. Repeated checks, because the recipient's workload is oversaturated. Look at time & consider how to efficient. Handbook, consistent training--but, clearer on core competencies. Leadership making infrastructure a priority--time and capacity

Why: Retain knowledge when people leave MICA. Too much data from email and Staff, Faculty & students are using and looking for new ways to communicate with each other in the most effective way. Finding ways to formalize certain processes. Will reduce time looking for answers and reduce the need for as many meeting.

Tent-Pole Idea/Initiative #23 (from Academic Affairs – Price table)

Accessibility Audit.

Why - Top reasons of the relevance of this initiative:

More than physical access - web, curricular material, transportation.
Funding to address.

Tent-Pole Idea/Initiative #24 (Mixed-group Missing Tent-Pole suggestion from Holmes facilitated table)

Alumni engagement: How do we build?

How:

- Possibly a distinguished alumni speaker series?
 - Increase engagement with a diverse number of alumni
 - Stop asking the same alumni to do things
 - Professional development expert who was just in touch with alumni-could be in touch with entrepreneurial initiatives
 - More diverse array of alumni stories and profiles across multiple generations
-

Tent-Pole Idea/Initiative #25 (Mixed-group Missing Tent-Pole suggestion from Holmes facilitated table)

Definition of Shared Governance and time to develop Strategic Planning Initiatives more broadly: what would help us all work together more effectively? How to define more broadly and how to help all community at MICA to understand their role. How to integrate staff? Education of faculty about what the terms of shared governance means.

Why + How: Practical: the class schedule; a need for more flexibility; need for more meeting time for pan-institutional work; MICA is attractive for faculty due to shared governance; create a culture of wanting to share; can we create a set of guidelines that summarize what shared governance is at MICA. IDEA: could all classes start at 8:30am so that there would be a 2:15 to 3:45pm meeting time available daily.

Tent-Pole Idea/Initiative #26 (Mixed-group Missing Tent-Pole suggestion from Kim facilitated table)
College-Wide Prioritization, Project Management and Communication

- We need a hub for all of these projects to coordinate --- we need to balance resources, there's a lot of silos, we don't have a scalable system to get ambitious goals done. Identifying the top priorities, working them and allocating resources.
 - Need training, communication (e.g., daily digest), and university Archive
 - Things are too much in peoples' heads -- there are very few connections amongst departments. Dependencies across other departments. Dependencies with the cities.
 - An institutional approach to prioritization
 - Understanding the prioritization over a number of years. PRIORITIES!!!
 - Also clarifying -- WE CANNOT DO IT ALL. We need to prioritize in hierarchical order.
 - Prioritization and WHO SETS IT - how is it set?
 - Having the capacity to do it!?
 - Risk of resources / attrition / dependencies and missing deadlines.
-

Tent-Pole Idea/Initiative #27 (Mixed-group Missing Tent-Pole suggestion from Lallo facilitated table)
Define the college's responsibilities towards its alumni. Break alumni relations out from Advancement!

Tent-Pole Idea/Initiative #28 (Mixed-group Missing Tent-Pole suggestion from Moreno facilitated table)
A larger mechanism so that we can coordinate work better.

Why - Top reasons of the relevance of this initiative:
Better MICA for us to work together.

Tent-Pole Idea/Initiative #29 (Mixed-group Missing Tent-Pole suggestion from Patterson facilitated table)
Strengthen alumni connections, outside of asking for money; use alumni to expand MICA's networks, focus on building the network; develop traditions that bring alumni back to the campus and maintain spirit.

Related Framework Theme(s) #:
Theme 2

Why - Top reasons of the relevance of this initiative:

Strengthen the profile of MICA's name and the value of the MICA degree.

Tent-Pole Idea/Initiative #30 (Mixed-group Missing Tent-Pole suggestion from Patterson facilitated table)

A comprehensive conversation about governance at MICA, not just “shared governance” (between faculty & senior administration).

Related Framework Theme(s) #:

Theme 2

Why - Top reasons of the relevance of this initiative:

Ensure that power is appropriately shared and voices across campus are heard.
