

## **MICA STRATEGIC PLAN 2021–2026** **Schematic Draft v.1 for Review & Feedback**

This Schematic Draft captures in one succinct document the core concepts and developing substance of MICA Strategic Plan 2021-2026 (“Plan”). It provides a reader-friendly presentation for broad review by multiple constituencies, assuming minimal knowledge by the readers about MICA and the strategic planning process. It serves as the basis for shaping the fully designed and expressed Plan.

This Schematic Draft contains five parts:

- 1) An **Introduction** that shares the rationale, process and framework of the Plan.
- 2) A **Plan Summary** that provides an at-a-glance list of the Plan’s 1 Overarching Goal, 4 Themes, 14 Objectives, and 44 Strategic Foci. For readers who are interested in an in-progress construction of proposed actions related to the Strategic Foci, an expanded summary is available as an appendix.
- 3) An **Implementation Matrix template and one built-out example** that illustrate the disciplined approach of the final Plan with details of major activities with milestones, accountable leaders, critical collaborators, budget planning notations for the fiscal years of its duration, and evidence of success for benchmarking. The guiding SMART principles of the Plan are explained in the Introduction.
- 4) A **Glossary example** that shows how the final Plan will provide succinct explanations of terms/concepts/institutional plans that may not be readily understood by readers.
- 5) An appendix of a **Plan Summary** that include many proposed actions (but not all, as the Plan substance is still a work in progress) that will ultimately be shaped into the details that will populate the **Implementation Matrix**. Campus work teams, both area-based and cross-functional, will drive the refinement and articulation of these proposed actions.

More information is available at the [MICA Strategic Plan website](#), which contains materials regarding the Plan and the planning process.

## PART I: INTRODUCTION

### RATIONALE

MICA needs a new strategic plan because:

- In Fall 2017, MICA announced its new [Mission, Vision, and Tenets](#). The Strategic Plan 2021-2026 (“The Plan”) is the next step in translating the Mission and Vision into concrete action steps for realizing the collective goals of the campus community.
- There are important changes in the world and at MICA that require the MICA community to think and work toward bold development and smart change in order to ensure that MICA and its students thrive in these new realities.
- A number of specific changes that the MICA community has embraced in recent years as transformational commitments for the College need to be structuralized in a new strategic plan for institutional action and accountability. Chief among these changes are: adaptability and innovation; one-team MICA workplace and culture; DEIG (Diversity, Equity, Inclusion, and Globalization); and shared governance.
- MICA’s last strategic plan sunsets in 2020. For the campus community, as well as for accreditors and other external partners and audiences, it is important for MICA to articulate its aspirations for the future and demonstrate thoughtful planning and action to achieve them.

A diverse, aspirational and striving community like MICA’s naturally has a universe of things that its constituents could do or would like to do. The Plan prioritizes and organizes the College’s work into a finite set of projects and initiatives that are most significant, achievable, and critical to MICA’s success as a creative and academic community in accordance with its Mission and Vision. The Plan unites a rich set of actions across and beyond the MICA campus with a one-team understanding and a transparent work plan.

Committed for diligent implementation, the Plan observes the SMART principles (*Specific, Measurable, Achievable/Audacious/Assignable, Realistic/Relevant/Resourced, and Time-bound/Team-based/Transparent*). It is a living plan that will be monitored, evaluated, and adjusted annually.

### PROCESS

The Plan is scheduled for a two-step review by the Board of Trustees in 2020, which has the ultimate approval authority: A schematic Plan draft for conceptual endorsement on February 21 and the finalized Plan for adoption on May 22, 2020. Once adopted by the Board of Trustees, the Plan serves as MICA’s road map for institutional development over the next five years, guiding the College through its Bicentennial celebration in 2026.

The Plan is being developed through a highly inclusive and participatory process. A [HUB Strategic Planning Steering Committee](#) – with 19 faculty, staff, student, alum, parent and trustee members – oversees the process design and development of the Plan over two academic years (2018-2020).

In Fall 2018 and Spring 2019, a campuswide process shaped the [Strategic Plan Framework](#). From Spring through Fall 2019, campus and external members were broadly engaged in a wide-net collection of ideas and initiatives for planning consideration. In addition to retreats and meetings, two Pan-College Convenings took place in April 2019 and November 2019, respectively. In November 2019, an expanded web-based platform for soliciting input was established and strategic planning input kiosks were installed in six locations across campus, resulting in focused input from campus constituencies. Key external input consultation continued in December and will resume in Spring 2020. Various input summaries can be viewed on the [planning website](#). Furthermore, in Spring 2019, MICA hosted reaccreditation visiting teams from the Middle States Commission on Higher Education (MSCHE) and the National Association of Schools of Art and Design (NASAD). The Visitors' Reports from these teams provided expert peer feedback for MICA's planning.

Plan drafts, with deep consideration of the collected input, were developed by the President's Council with assistance from HUB Strategic Planning Steering Committee during December 2019 and January 2020. The first Schematic Draft is now presented for open review by the campus community and extended MICA family members.

## STRATEGIC PLANNING FRAMEWORK AND CONTENT

The Plan centers on an Overarching Goal that emphasizes MICA's focus on transformative teaching and learning and on positioning the College's strategic priorities and operations in service of its academic mission. The four Themes support this Goal and constitute the pillars of the Plan.

**OVERARCHING 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 (Diversity, Equity, Inclusion, and Globalization)  
(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)

14 SMART Objectives support and advance the aspirations articulated by the 4 Themes. The SMART Objectives will be realized through the implementation of a total of 44 Strategic Foci, each with a related set of concrete actions.

## PART II: AT-A-GLANCE PLAN SUMMARY

<b>OVERARCHING GOAL:</b>	<b>BE A NATIONAL AND INTERNATIONAL MODEL OF INTEGRATIVE EDUCATION IN ART AND DESIGN</b>
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<b>THEME I:</b>	<b>EMPOWER THE LIVES, PRACTICES, AND FUTURES OF ARTISTS, DESIGNERS, AND EDUCATORS</b> (ANTICIPATORY CURRICULUM/FLEXIBLE DELIVERY/HOLISTIC LEARNING)
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<b>SMART* Objective A</b>	<b>Strengthen Existing Programs and Develop New Offerings with the Appropriate Institutional Supports for Realizing the New MICA Mission and Vision</b>
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| Strategic Focus 1: | Ensure the relevance of programs to student educational needs by addressing emerging areas of inquiry, changing student demographics, DEIG, and more flexible curricular pathways |
| Strategic Focus 2: | Implement Integrative Education at MICA with faculty leadership and by establishing key structural and organizational supports  |
| Strategic Focus 3: | Amplify and infuse professional practice across campus and programs   |
| Strategic Focus 4: | Expand and incorporate STEAM learning, digital literacy, and technology instruction across Undergraduate, Graduate and Open Studies   |
| Strategic Focus 5: | Broaden academic delivery models to enhance access, deliver educational innovation and open new markets for the full range of students MICA aspires to serve                      |

<b>SMART Objective B</b>	<b>Formalize Campus Collaborations for Holistic Learning and Student Support</b>
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| Strategic Focus 6: | Build shared operations and greater coordination across Undergraduate, Graduate, and Open Studies for educational collaboration, resource sharing, and cost consolidation   |
| Strategic Focus 7: | Strengthen joint planning and coalescing of functions among Academic Affairs, Student Affairs, Strategic Initiatives, and other campus partners in delivering student support, enhancing wellness and disability services, and achieving Institutional Learning Outcomes (ILOs) |

\*SMART = Specific, Measurable, Achievable/Audacious/Assignable, Realistic/Relevant/Resourced, and Time-Bound/Team-Based/Transparent

**THEME II: TRANSFORM MICA THROUGH DEIG (DIVERSITY, EQUITY, INCLUSION & GLOBALIZATION) (STRUCTURAL/SUBSTANTIVE/SUSTAINABLE)**

**SMART Objective C**

**Develop an Affordability Plan to Control Net Tuition Cost and Enhance Access for All Students**

Strategic Focus 8: Investigate pricing strategies and tuition models for a viable path to affordability for all students, with an emphasis on underrepresented populations

Strategic Focus 9: Increase fundraising for need-based and merit-based scholarships and paid opportunities for domestic and international students

**SMART Objective D**

**Accelerate Curriculum Reforms Centered on Racial Diversity, Intercultural Awareness, and Inclusive Teaching and Learning**

Strategic Focus 10: Shift the curriculum towards broader and more diverse perspectives, with an emphasis on racial and socio-economic equity, intercultural, LGBTQ+, and global knowledge and understanding

**SMART Objective E**

**Build MICA Culture, Systems, and Supports to Achieve DEIG Goals**

Strategic Focus 11: Set ambitious benchmarks for diversifying the students, faculty, staff, and College leadership, as well as a collegewide plan for achieving them

Strategic Focus 12: Establish more robust and regular professional development opportunities for faculty and staff around issues of race, equity, ability, and inclusive practice

Strategic Focus 13: Centralize the support for and monitoring of Diversity, Equity & Inclusion (DEIG) progress

Strategic Focus 14: Update the 2015 Strategic Internationalization Plan to guide and amplify worldwide recruitment, global education, and support of international students

Strategic Focus 15: Build a strategic global educational network and establish a broad and deep set of opportunities for faculty and student international mobility and exchange

**THEME III: ACTIVATE CREATIVE AGENCY WITH BALTIMORE AND THE WORLD (STRATEGICALLY ENGAGED/RADICALLY PARTNERED/EQUITABLY ENRICHED)**

**SMART Objective F**

**Establish Project-Based, Field-Based and Partnered Education, Research, and Creative Work as a MICA Signature**

- Strategic Focus 16: Create common frameworks and competencies for implementing community partnerships that actualize an ethical and reciprocal approach to community-engaged work
- Strategic Focus 17: Develop appropriate infrastructure and support for embedding project-based, field-based and partnered education, research, and creative work across programs and within local, national, and international experiences
- Strategic Focus 18: Establish a national educational model centered on Creative Placemaking that includes credentialing, professional development, scholarship, and the development of strategies for co-generating art and design solutions for pervasive social problems with affected communities

**SMART Objective G**

**Establish MICA as a Center of Inclusive Creative Entrepreneurship**

- Strategic Focus 19: Align and synergize the priorities and work of the Ratcliffe Center for Creative Entrepreneurship (RCCE), the Baltimore Creatives Acceleration Network (BCAN), Open Studies, and Strategic Initiatives
- Strategic Focus 20: Integrate creative entrepreneurship as a key feature of professional practice across campus and programs
- Strategic Focus 21: Generate research, best practices, evaluation tools, and replicable models of DEIG-informed creative entrepreneurship and equitable economic development

**SMART Objective H**

**Design and Implement a Holistic Institutional Sustainability Plan to Address the Social and Environmental impacts of Climate Crisis**

- Strategic Focus 22: Research and establish an Institutional Sustainability Plan that weaves together operational, curricular, and community goals and efforts
- Strategic Focus 23: Create an Office of Sustainability to lead, coordinate, and monitor the implementation of the Institutional Sustainability Plan
- Strategic Focus 24: Expand academic offerings that focus on climate science, environmental sustainability, and problem-based responses to climate crisis

**THEME IV: STRENGTHEN INSTITUTIONAL CAPACITY (PEOPLE/SYSTEMS/CULTURE)**

**SMART Objective I**

**Anchor MICA’s Vision with a Strategic Enrollment Plan**

Strategic Focus 25: Develop a proactive enrollment plan that is coordinated with the Objective-A academic commitments and Objective-K multiple-year financial planning

Strategic Focus 26: Coordinate with Academic Affairs for development of new programs and new markets

**SMART Objective J**

**Position MICA’s Financial Fitness for Long-Term Stability**

Strategic Focus 27: Determine long-range fiscal needs and implement multi-year financial planning for a balanced approach of new revenues, tuition dependence, and cost control to achieve mission-based outcomes

Strategic Focus 28: Study and plan a key set of fiscal actions in relation to MICA’s institutional discount rate, endowment and institutional practices that fortify MICA’s fiscal stability

Strategic Focus 29: Implement an Enterprise Risk Management Program to formally identify, quantify and proactively manage risks across the entire organization

**SMART Objective K**

**Advance One-MICA Work Culture through an Equitable and Supportive Environment for Campus Teamwork**

Strategic Focus 30: Advance workplace experience by developing and implementing a *Great Colleges to Work for* Plan to improve MICA workplace for faculty and staff per survey findings

Strategic Focus 31: Research, design, and implement a transparent and coordinated system of shared governance among administration, faculty, staff, students, and trustees

Strategic Focus 32: Establish better, more transparent communication and structured collaborations among administration, faculty, staff, students, and trustees

Strategic Focus 33: Reorganize Academic Affairs to create more balance in the size and support for all campus units and provide improved staffing and support structures including shared lab environments

Strategic Focus 34: Articulate an institutional definition and philosophy of health, wellness, and work/life balance across campus and implement a plan for building a wellness culture and practices

Strategic Focus 35: Build capacity, establish cross-functional workgroups and committees, and design professional development programs for staff and faculty in alignment with the objectives of the strategic plan

**SMART Objective L**

**Improve Institutional Infrastructure, Systems, and Processes for Coordinated Planning, Efficiency, Performance, and Outcomes with a Focus on Student/User Experience**

- Strategic Focus 36: Standardize policies, procedures, processes, and oversight of major project management
- Strategic Focus 37: Centralize MICA data management, policies, procedures, and storage for more effective use and security
- Strategic Focus 38: Develop a data-driven decision-making and outcomes-sharing culture and practice
- Strategic Focus 39: Update campus Master Plan with a focus on supporting institutional adaptability, strategic academic and student life goals, the Sustainability Plan, physical accessibility, and wayfinding

**SMART Objective M**

**Enhance Institutional Visibility to Build Excellence and National and International Prominence**

- Strategic Focus 40: Develop a strategic and institutionally coordinated visibility plan for the U.S. and the world to attract new audiences and support
- Strategic Focus 41: Enhance in-house creative and marketing capability
- Strategic Focus 42: Develop the products, processes and culture that integrate the discovery, collection, and creation of MICA stories to position the College as a top art school and authentically illustrates its mission and vision

**SMART Objective N**

**Implement a Comprehensive Fundraising Campaign that Culminates with MICA's Bicentennial Celebration**

- Strategic Focus 43: Conduct feasibility study to set fundraising goal and implement fundraising campaign to support the Strategic Plan 2021-2026
- Strategic Focus 44: Build and expand MICA base of support nationally and worldwide

### PART III: PLAN IMPLEMENTATION MATRIX TEMPLATE WITH 1 BUILT-OUT EXAMPLE

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

**THEME IV: STRENGTHEN INSTITUTIONAL CAPACITY (PEOPLE/SYSTEMS/CULTURE)**

\*SMART = Specific, Measurable, Achievable/Audacious/Assignable, Realistic/Relevant/Resourced, and Time-Bound/Team-Based/Transparent

SMART* OBJECTIVES	STRATEGIC FOCI	MAJOR ACTIVITIES WITH MILESTONES	ACCOUNTABLE	KEY RELAT.	BUDGET	SUCCESS EVIDENCE		
<b>O: Implement a Comprehensive Fundraising Campaign that Culminates with MICA’s Bicentennial Celebration</b>	<b>42: Conduct feasibility study to set fundraising goal and implement fundraising campaign to support the Strategic Plan 2021-2026</b>	<b>42.i:</b> Search and hire consultant. <i>By October 2019</i>	VPA	P, BoT	Feasibility study expenses not to exceed \$50,000 (budgeted for FY20)	On-time and on-budget completion of 65-70 donor interviews		
		<b>42.ii:</b> Develop feasibility study plan. <i>By February 2020.</i>						
		<b>42.iii:</b> Finalize donor interview list and conduct feasibility study interviews. <i>March-May 2020.</i>	Feasibility consultant	VPA, P, BoT				
				<b>42.iv:</b> Report analysis & discussion with trustees. <i>By mid-Fall 2020.</i>	VPA	P, BoT		
			<b>42.v:</b> Set campaign goal and board endorsement of campaign. <i>By November 2020.</i>	BoT	P, VPA		Ambitious yet achievable campaign goal of no less than \$100M set at October 2020 Board Meeting	
			<b>42.vi:</b> Complete building of Advancement staff team for campaign work. <i>By October 2020.</i>	VPA	P, BoT			
			<b>42.vii:</b> Establish trustees-led Campaign Committee. <i>By November 2020.</i>	VPA	P, BoT			
				Campaign expenses are built as a % of funds raised; seed capital for some upfront costs are a part of the FY20 and 21 budgets				

		<b>42.viii:</b> Develop a campaign case statement and plan based on Strategic Plan goals and feasibility study outcomes. <i>By December 2020.</i>  (etc., ....)	VPA	P, VPSC		
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## PART IV: PLAN GLOSSARY with Examples

The **Glossary** provides succinct explanations of terms/concepts/institutional plans in the Plan that may not be readily understood by readers. Where available, information is included for further research.

Below are some examples to illustrate the Glossary content in the full plan:

### A

AVP Associate Vice President

### B

BoT Board of Trustees

### C

CCC Center for Creative Citizenship launched in 2017, formerly the Office of Community Engagement / Info at this [site](#)

CII Center for Identity & Inclusion / Info at this [site](#)

### D

DEIG Diversity, Equity, Inclusion and Globalization are touchstone concepts at MICA, representing a core institutional commitment as articulated by the 2018 DEIG Task Force Report / Info at this [site](#).

### F

Feasibility Study (Fundraising) It is a standard practice to conduct a feasibility study to determine whether a large-scale fundraising campaign is viable for a nonprofit. Usually, such a study involves a third-party representative interviewing key donors and partners to determine their perceptions of the nonprofit, its needs and their readiness to provide support. / A useful article can be viewed [here](#).

### I

ILO Institutional Learning Outcomes / Info at this [site](#).

**M**

Moody's MICA has issued investment-grade bonds to finance some of its most significant building projects. The bond interest rates are more advantageous (i.e., less costly to MICA) when the bond ratings are better. Fitch and Moody's are two top credit rating agencies that evaluate MICA's financial conditions annually to determine its bond ratings. More info re Moody's Bond Ratings can be viewed [here](#).

**P**

P President

**V**

VPA Vice President of Advancement

## PART V: PLAN SUMMARY with (in-progress) Proposed Actions

<b>OVERARCHING GOAL:</b>	<b>BE A NATIONAL AND INTERNATIONAL MODEL OF INTEGRATIVE EDUCATION IN ART AND DESIGN</b>
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<b>THEME I:</b>	<b>EMPOWER THE LIVES, PRACTICES, AND FUTURES OF ARTISTS, DESIGNERS, AND EDUCATORS (ANTICIPATORY CURRICULUM/FLEXIBLE DELIVERY/HOLISTIC LEARNING)</b>
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<b>SMART* Objective A</b>	<b>Strengthen Existing Programs and Develop New Offerings with the Appropriate Institutional Supports for Realizing the New MICA Mission and Vision</b>
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Strategic Focus 1: Ensure the relevance of programs to student educational needs by addressing emerging areas of inquiry, changing student demographics, DEIG, and more flexible curricular pathways

Proposed actions include:

- With the Faculty Academic Affairs Committee, clarify and streamline the process for the proposal and approval of new programs.
- Establish and resource faculty-based, multi-constituency workgroups in Graduate and Undergraduate Studies to work with the Faculty Academic Affairs Committee on program relevancy and new program development.
- Implement cyclical program review for all academic programs and support services that is linked to ongoing funding for program development and support.
- Provide a “curricular innovation” fund within the Provost’s Office to support faculty in evaluating, enhancing, or transforming programs outside of the program review cycle.
- Create additional endowed faculty positions to support current and future academic needs and directions.

Strategic Focus 2: Implement Integrative Education at MICA with faculty leadership and by establishing key structural and organizational supports

Proposed actions include:

- Use the process for finalizing the Strategic Plan to further develop and refine a shared vision of Integrative Education @ MICA.
- With Chairs and Directors, conduct a systematic review of degree plans and programs to understand current work, current barriers, and future directions for advancing integrative education.
- *[Pending faculty input and review]* Design and resource the “MICA Commons” as an all-College development space for interdisciplinary courses that promote real-world learning, professional practices and engaged education.

- Develop continuing faculty appointments and visiting expert positions that advance the MICA Commons as an area of curricular experimentation and interdisciplinary innovation.
- Establish a fund for departments to compensate part-time faculty to participate in curriculum renewal activities.
- Establish the Center for Teaching Innovation and Exchange (C/TIE) as an institutional locus for research, training, and peer-based professional development for innovation in teaching and learning.
- With Strategic Initiatives, the Research Committee, the Office of Research, and other key stakeholders, create a framework for the development of research at MICA that is aligned with a shared vision of integrative education.
- With C/TIE, Strategic Initiatives, CCC and other key areas, develop an organizational plan for the support of transdisciplinary work in terms of concepts, methods, clear channels of operation, and developmental funding.
- Provide small seed grants and logistical support for selected transdisciplinary, community engaged student driven work. Selection and funding through CCC, Center for Engagement, and Strategic Initiatives.
- Complete the design and renovation of 81 Mosher Street as a center for the advancement and support of Integrative Education.

Strategic Focus 3: Amplify and infuse professional practice across campus and programs

Proposed actions include:

- Create a collegewide professional practice blueprint, aligned with the new ILOs and specific needs of programs, that addresses financial literacy, entrepreneurship, design thinking, field-based learning, and internship experiences for all students.
- Expand the curriculum to offer more classes with financial literacy and business development foci.

Strategic Focus 4: Expand and incorporate STEAM learning, digital literacy, and technology instruction across Undergraduate, Graduate and Open Studies

Proposed actions include:

- Build development plans for key centers/labs for STEAM-based education and for Integrating new fabrication, computation, and emerging (AR/VR/XR) technologies into curricular offerings, teaching and learning, and research.
- Implement recommendations from Fabrication Education Working group to better integrate fabrication education into curricular offerings and processes at MICA.
- Expand the curriculum to offer more classes with science, engineering, and computation foci that are geared to integrate with the studio curricula in art and design.
- Design and launch a set of 1.5 credit or micro-credentialed offerings to expand digital literacy and exposure to new technologies and practices that run on weekends and are open to MICA students, staff, and faculty as well as members of the public.

- Strategic Focus 5: Broaden academic delivery models to enhance access, deliver educational innovation and open new markets for the full range of students MICA aspires to serve
- Proposed actions include:
- Accelerate the development of local, regional, and international articulation agreements to provide greater access and affordability and further diversify the MICA student population.
  - Evaluate markets for new curricular areas and demands for programs where art and design education is an important driver within science, technology, engineering, health, etc.
  - Explore competency-based and adaptive learning environments that include an emphasis on peer-to-peer learning, digital platforms, and increased flexibility and accessibility while diminishing geographical barriers to program delivery.
  - Create new learning models aligned with workforce development goals and the need for non-degree credentials in support of MICA’s goal of “thriving with Baltimore.”

**SMART Objective B**

**Formalize Campus Collaborations for Holistic Learning and Student Support**

- Strategic Focus 6: Build shared operations and greater coordination across Undergraduate, Graduate, and Open Studies for educational collaboration, resource sharing, and cost consolidation
- Proposed actions include:
- Finalize implementation of integrated faculty contract system and standardize process across Undergraduate, Graduate, and Open Studies.
  - Continue to develop coordinated services for student support, faculty professional development, faculty recruitment, etc., in partnership with Student Affairs and Human Resources.
  - With the Governance Committee, tune and streamline faculty and institutional committee structures to focus efforts, reduce redundant assignments, and better engage faculty and staff in all-College collaborations.
- Strategic Focus 7: Strengthen joint planning and coalescing of functions among Academic Affairs, Student Affairs, Strategic Initiatives, and other campus partners in delivering student support, enhancing wellness and disability services, and achieving Institutional Learning Outcomes (ILOs)
- Proposed actions include:
- Provide on-campus psychiatric care.
  - Establish a unified HUB-style steering group, co-led by the Associate Vice President of Student Health and Wellness and the Associate Vice President of Academic Services, to develop an integrated plan for campus-wide student health and wellness, including issues of work/life balance. *By September 2020.*
  - Study the feasibility of bringing Student Health Services in-house, thereby better coordinating medical/clinical services and records and improving student care.
  - Develop a unified approach to policy development and implementation across the range of areas (academic integrity, student conduct, etc.) that impact the educational experience.

- Develop a coordinated model of academic conduct to address issues and facilitate active participation among Undergraduate Studies, Graduate Studies, Advising/Enrollment, and Student and Academic Services.
- Synchronize departmental program reviews and assessment of ILO's across curricular and co-curricular areas.

**THEME II: TRANSFORM MICA THROUGH DEIG (DIVERSITY, EQUITY, INCLUSION & GLOBALIZATION) (STRUCTURAL/SUBSTANTIVE/SUSTAINABLE)**

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**SMART Objective C**

**Develop an Affordability Plan to Control Net Tuition Cost and Enhance Access**

Strategic Focus 8: Investigate pricing strategies and tuition models for a viable path to affordability for all students, with an emphasis on underrepresented populations

Proposed actions include:

- Assess the budget implications of limiting annual tuition increases to no more than 2.5% for FYs 21– 27 to keep it under \$60,000 in Fall 2026.
- Evaluate MPS' differential tuition model utilizing digital delivery of content and strategic use of industry professionals as adjunct faculty for application in other programs/markets.
- Conduct an internal audit (supported by a consulting firm) of MICA student and parent loan debt. Assess average net cost of attendance after financial aid/scholarship for undergraduate and graduate students by financial need and admission rank.
- Contract with consulting firm to develop and implement an affordability perception study of prospective and current undergraduate and graduate students.
- Use this gap analysis and the perception study to develop understanding of affordability challenges of underrepresented student populations and to determine where to leverage new revenues.
- Set up task force to study the cost structure that drives tuition increases; determine what matters in setting tuition today and what will matter in five years.
- Design an institutionally viable plan to adjust pricing strategies and tuition models to improve affordability.

Strategic Focus 9: Increase fundraising for need-based and merit-based scholarships and paid opportunities for domestic and international students

Proposed actions include:

- Work with Open Studies/Youth Programs to grow capacity for reporting and analysis focused on college admissions and academic and career success for traditionally underrepresented students to inform and grow scholarship funding.

- Develop a collaborative team model utilizing Admission, Advancement and Strategic Communications staff for the purpose of determining targeted audiences and impactful/competitive scholarship amounts in alignment with the Strategic Enrollment Plan goals and fundraising goals/efforts.
- Determine the cost and the impact on affordability by adding funding for Graduate Teaching Fellowships and for strategic employment opportunities for undergraduate students, both on and off campus.
- Expand paid opportunities for students, domestic and international, on campus.

#### SMART Objective D

#### Accelerate Curriculum Reforms Centered on Racial Diversity, Intercultural Awareness, and Inclusive Teaching and Learning

##### Strategic Focus 10:

Shift the curriculum towards broader and more diverse perspectives, with an emphasis on racial and socio-economic equity, intercultural, LGBTQ+, and global knowledge and understanding

##### Proposed actions include:

- With FEC/Faculty Assembly, develop and resource a faculty, staff and student “think-tank” to explore ideas and set direction for curricular initiatives and professional development in this area.
- Establish a strategic fund in Academic Affairs to support program-based and institutional DEIG curriculum development.
- Support model initiatives in Art History and Humanistic Studies to develop a critical and robust analysis of the current curriculum.
- Using Annual Report’s goal-setting and Program Review processes, scale this process to other UGS programs.
- Develop and re-name the collegewide “Mixed Media” series to better support the DEIG work of the programs and the College, including live-streaming and the creation of an archive of these visits.
- Develop new spaces—such as workshops, day-long events, or working groups—where students, faculty and staff can be in dialogue on the work of racial equity and intercultural understanding.
- With the Graduate Directors and Liberal Arts faculty, revise the Graduate Survey core course to better serve all students.
- Work with the update of the 2015 Strategic Internationalization plan to support ELL pedagogy across FYE, Art History and Liberal Arts as well as in studio majors that attract more than 40% ELL learners.

#### SMART Objective E

#### Build MICA Culture, Systems, and Supports to Achieve DEIG Goals

##### Strategic Focus 11:

Set ambitious benchmarks for diversifying the students, faculty, staff, and College leadership, as well as a collegewide plan for achieving them

##### Proposed actions include:

- Set ambitious yet feasible goals for recruitment and retention of diverse staff and faculty that reflect MICA’s core values, culture, and work environment.

- Continue work of broadening networks, training search committees, and enhancing search resources to recruit racially and culturally diverse faculty, staff, and College leadership.
- Expand and deepen engagement with AICAD Post-Graduate Fellows program.
- Lead in working with AICAD to create a mentoring program to develop future administrative and presidential leaders of color.
- Strengthen international student retention efforts with a focus on the specific needs of different populations to ensure across-the-board success of MICA's global student population.
- Develop and implement a graduate recruitment plan that establishes enrollment relationships, articulation agreements and pipeline agreement between MICA and HBCU's.
- Develop and implement a multi-year diversity recruitment plan that focuses on Hispanic/LatinX students.
- Examine admission policies and processes to determine the possibility of unintended bias in the admission of 1<sup>st</sup> generation and underrepresented students. Pilot a test-optional admission process to determine feasibility of changing admission policies. Study impact on diversity enrollments and retention in order to decide if policy change should be implemented.
- Develop a 2+2 pipeline program with the Community College of Baltimore County (CCBC) through which MICA recruits international students who are seeking to reduce their overall cost of attending college in the US and who can benefit from an intensive ELL/ART program before transferring to MICA. CCBC has a robust international education program and ELL curriculum in addition to being one of the top art and design community college programs in the country.
- Accelerate the preparation and admission of Baltimore City students by developing a paid mentorship program utilizing current students and MICA alumni. Activities would be coordinated by the Center for Identity and Inclusion and align with ADCAP and Baltimore City diversity initiatives administered by the Admission Office.
- Offer an accelerated degree program including a high degree of technical training and industry-specific internship opportunities leading directly to employment as a means of attracting a more socio-economically diverse population of students and to allay ROI skepticism found in many low income, 1<sup>st</sup> generation, and underrepresented students and families.
- Continue the development and expansion of pipeline programs at targeted US and international high schools and community colleges for the purpose of providing early preparation, cost reduction, and enrollment incentives to a diverse pool of prospective students.

Strategic Focus 12:

Establish more robust and regular professional development opportunities for faculty and staff around issues of race, equity, ability, and inclusive practice

Proposed actions include:

- With the AMG and the new Director of DEI, develop a best practices framework for comprehensive professional development for all employees.

- Provide campuswide cross-cultural training, designed to foster classroom dialogue, enable campus engagement of non-native English speakers, and community understanding of international practices, politics, and customs.
- Establish college-wide standards for compensation and incentives for part-time faculty to participate more fully in DEIG professional development activities.
- Through Human Resources, continue to expand opportunities for workshops and training on diversity, civility, and equitable workplace relations.

Strategic Focus 13: Centralize the Support for and Monitoring of Diversity, Equity, Inclusion and Globalization (DEIG) Progress

Proposed actions include:

- Create the Office of DEI as a part of the Office of Strategic Initiatives.
- Establish the central role of the Office of International Education in supporting international students and MICA's global educational strategy.
- Establish clear and actionable paths for DEIG support and accountability on campus, and integrate DEIG into the fabric of academic and work life at MICA.
- With new Director of DEI, map and publish projected leadership, membership, and outcomes for the Accountability Monitoring Group (AMG) through 2026. Establish and make transparent the accountability infrastructure to be used when DEI goals are not met.
- Develop a campus scan of systemic structures, policies and practices and recommend next round of DEIG reforms in line with campus audit and DEIG workplan.

Strategic Focus 14: Update the 2015 Strategic Internationalization Plan to guide and amplify worldwide recruitment, global education, and support of international students

Proposed actions include:

- Assemble a cross-functional team that includes students, faculty, staff, and institutional leadership from key offices to review and update this plan.
- Determine ideal goals for new undergraduate and graduate enrollments of international students in the Strategic Enrollment Plan.
- Expand recruitment of international students in US high schools and colleges.
- Build the appropriate number of staff and budget to support admissions recruitment, International Education services, ELL services as goals are increased for international enrollments.
- Continue to expand international recruitment in India, Europe, Middle East, Caribbean, Central and South America and Africa, as well as China and Southeast Asia, to achieve a more globally representative population of international students.
- As enrollments grow, monitor international student success at the undergraduate and graduate level, align (and possibly modify) admission requirements and ELL services.
- Consider the development of a ten-month pre-enrollment ESL program at MICA to better prepare entering international students.

- Develop international pipeline programs such as Early College Programs in a variety of countries to act as revenue producers and pipeline programs to strategically increase international freshman enrollment, 2+2 pipeline partnerships and articulation agreements with international colleges, and 2+2 community college partnerships in the US to funnel international students seeking to improve English language skills and reduce cost.

Strategic Focus 15:

Build a strategic global educational network and establish a broad and deep set of opportunities for faculty and student international mobility and exchange

Proposed actions include:

- Advance MICA's international reputation through active memberships in international organizations (Cumulus, ELIA, NAFSA, etc.) and attendance at international conferences especially those in which MICA is a key moderator/presenter.
- Develop strategic relationships with key global partners to establish greater visibility for MICA and international engagement of MICA faculty, staff and students.
- Expand opportunities for international faculty exchange through educational and research partnerships.
- Expand MICA's network of international alumni, partners, and businesses to grow the global footprint for alumni employment.

**THEME III:**

**ACTIVATE CREATIVE AGENCY WITH BALTIMORE AND THE WORLD (STRATEGICALLY ENGAGED/RADICALLY PARTNERED/EQUITABLY ENRICHED)**

**SMART Objective F**

**Establish Project-Based, Field-Based and Partnered Education, Research, and Creative Work as a MICA Signature**

Strategic Focus 16:

Create common frameworks and competencies for implementing community partnerships that actualize an ethical and reciprocal approach to community-engaged work

Proposed actions include:

- Working with CCC, Strategic Initiatives, Office of DEI, "Partnerships Think-Tank," Social Design, and Research Committee/IRB, develop a shared ethical framework for MICA's community-facing and field-based initiatives as a way of bringing this work together under a common philosophical approach that tangibly benefits community partners and Baltimore as a whole.
- Compile a MICA handbook of campus standards and practices for community-engaged work.
- [Pending Faculty Input and Review] Create new cross-disciplinary courses in both UGS and GS focused on the Ethics of Engaged Practice.
- Develop new partner relationships to include a wider range of opportunities.
- Develop the scholarship of socially engaged and partnered work as a MICA signature.

Strategic Focus 17:

Develop appropriate infrastructure and support for embedding project-based, field-based and partnered education, research, and creative work across programs and within local, national, and international experiences

Proposed actions include:

- Reexamine the Baltimore Thinkathon and alter to be more strategic and to more deeply incorporate artists.
- Through the Office of research, and with the support of Strategic Initiatives, establish guides, budget templates, and other key supports for developing and implementing partnered research projects and creative work.
- With the CCC and Strategic Initiatives, develop additional funding, professional development, and peer-based support for curriculum development, research and creative work in these areas.
- Working with key centers and programs, expand the platform for the development and funding of sustainable partnerships in key strategic areas (such as public health, education, climate change, transportation, public policy, etc.) to serve the entire MICA community.
- With campus stakeholders, Strategic Initiatives develops an ethical statement and practices for corporate and other sensitive partnerships.
- Codify and develop MICA-branded strategies for engaging new (to MICA) populations such as the Baltimore LatinX communities and extremely marginalized communities, such as “squeegee” youth and black trans women.
- Partner with the Mayor’s Office of Immigrant Affairs (MIMA) to support Census 2020 outreach to immigrant communities in the Baltimore region.
- Create a focus on voting-eligible residents from immigrant families in MICA’s voter access/civic engagement initiative.
- Include immigrant-serving organizations in MICA’s Creative Citizenship activities, e.g. Day of Action.

Strategic Focus 18:

Establish a national educational model centered on Creative Placemaking that includes credentialing, professional development, scholarship, and the development of strategies for co-generating art and design solutions for pervasive social problems with affected communities.

Proposed actions include:

- With CCC, C/TIE and Strategic Initiatives, develop a robust program for research, training and support of faculty working to advance pedagogical models for field- and community-based teaching and learning.
- Create a credentialing program in socially engaged and Creative Placemaking that is open to MICA students, staff, and faculty, as well as members of the public.
- Using the “MICA Commons” space, develop new educational offerings that focus on deepening students “social literacy” and providing practice-based opportunities to apply human-centered, creative processes to social problems.

**SMART Objective G**

**Establish MICA as a Center of Inclusive Creative Entrepreneurship through the Ratcliffe Center for Creative Entrepreneurship (RCCE) and the Baltimore Creatives Acceleration Network (BCAN)**

- Strategic Focus 19: Align and synergize the priorities and work of the Ratcliffe Center for Creative Entrepreneurship (RCCE), the Baltimore Creatives Acceleration Network (BCAN), Open Studies, and Strategic Initiatives
- Proposed actions include:
- Establish protocols for entrepreneurial alumni and business engagement (invited talks, start-up mentors, etc.).
  - Develop a collaborative model of communication and strategic prioritization between RCCE and BCAN.
  - Develop an overarching brand platform/campaign for inclusive creative entrepreneurship at MICA.
  - RCCE and BCAN collaborate on the hosting of a creative entrepreneurship conference at MICA.
- Strategic Focus 20: Integrate creative entrepreneurship as a key feature of professional practice across campus and programs
- Proposed actions include:
- Recruit first cohort of First Year Makers in Creative Entrepreneurship.
  - Launch new concentration in Creative Entrepreneurship.
- Strategic Focus 21: Generate research, best practices, evaluation tools, and replicable models of DEI-informed creative entrepreneurship and equitable economic development
- Proposed actions include:
- Using the RCCE measurable outcomes document, establish an all-College cross-functional team for managing this project and achieving the outcomes of the pilot year.
  - Research global entrepreneurship opportunities and develop related professional development training for students.

**SMART Objective H**

**Design and Implement a Holistic Institutional Sustainability Plan to Address the Social and Environmental impacts of Climate Crisis**

- Strategic Focus 22: Research and establish an Institutional Sustainability Plan that weaves together operational, curricular, and community goals and efforts
- Proposed actions include:
- Conduct a third-party Sustainability Audit guided by a multi-constituency campus steering group.
  - Audit MICA's current procedures to establish areas for innovation, improvement, and growth of sustainable campus practices.
  - Develop a carbon reduction plan for MICA.

- Strategic Focus 23: Create an Office of Sustainability to lead, coordinate, and monitor the implementation of the Institutional Sustainability Plan
- Proposed actions include:
- Create a new unit to oversee sustainability efforts at MICA, supervised by the VP of Finance & Operations.
  - Establish charges and structural relationships for the new office per the findings and recommendations of the Sustainability Audit.
- Strategic Focus 24: Expand academic offerings that focus on climate science, environmental sustainability, and problem-based responses to climate crisis
- Proposed actions include:
- Launch Sustainability, Equity, and Environment major and establish clear links to the Office of Sustainability.
  - Finalize approvals and recruit faculty.

**THEME IV:** STRENGTHEN INSTITUTIONAL CAPACITY (PEOPLE/SYSTEMS/CULTURE)

**SMART Objective I**

**Anchor MICA's Vision with a Strategic Enrollment Plan**

- Strategic Focus 25: Develop a proactive enrollment plan that is coordinated with the Objective-A academic commitments and Objective-K multiple-year financial planning
- Proposed actions include:
- Create a pan-institutional leadership team with the charge of developing a proactive, collaborative, mission-based recruitment and retention plan for the purpose of sustaining or increasing enrollments and net revenue.
  - Working with the Trustees' Student Affairs Committee, develop long-range retention benchmarks for all student populations as a key component of the Strategic Enrollment Plan and enact a campuswide plan for meeting long-range retention benchmarks.
  - Develop a feasibility study to determine the potential of sustaining or growing undergraduate, graduate and open studies enrollments considering current demographic trends, perceptions of affordability and ROI, DEIG commitments, volatility of international markets, declining rates of yield, and the evolving and increasingly competitive marketplace.
  - Complete a cost of attendance analysis and its relationship to available financial aid/scholarship funding to determine potential impact on sustaining or growing enrollments while supporting goals for diversity and access.
  - Investigate the addition of new programs of study, new models of delivery, new marketing strategies, new funding sources, and by targeting new untapped audiences.

- Strategic Focus 26: Coordinate with Academic Affairs for development of new programs and new markets
- Proposed actions include:
- Using feasibility study and market research to develop new programs of study and new academic delivery models that will potentially increase enrollments and attract new and more diverse audiences.
  - Lead AICAD colleges in a national and international study of potential new programs of study/audiences/markets specific to art and design.

**SMART Objective J**

**Position MICA's Financial Fitness for Long-Term Stability**

- Strategic Focus 27: Determine long-range fiscal needs and implement multi-year financial planning for a balanced approach of new revenues, tuition dependence, and cost control to achieve mission-based outcomes
- Proposed actions include:
- Working with the Trustees' Finance Committee, develop a long-range financial plan in accordance with the Strategic Plan for review by the Board of Trustees in October 2021.
  - Led by the President's Council, develop two-to-three-year budgeting forecast as a part of multi-year financial planning.
- Strategic Focus 28: Study and plan a key set of fiscal actions in relation to MICA's institutional discount rate, endowment and institutional practices that fortify MICA's fiscal stability
- Proposed actions include:
- Develop a plan to improve MICA's bond ratings one level from Baa1 to A3 for Moody's and from BBB+ to A- for Fitch.
  - Cap the institutional discount rate to current level of 36.5% with a plan to return to 33% by 2026 or sooner with increased fundraising for scholarship.
  - Study the feasibility and establish a long-range plan to reduce the current 5% draw on the endowment to 4%.
- Strategic Focus 29: Implement an Enterprise Risk Management Program to formally identify, quantify and proactively manage risks across the entire organization
- Proposed actions include:
- Work with an outside consultant to audit and assess risk levels and management protocols.
  - Implement plan to systematically and actively manage risks on a regular basis.

**SMART Objective K**

**Advance One-MICA Work Culture through an Equitable and Supportive Environment for Campus Teamwork**

Strategic Focus 30: Advance workplace experience by developing and implementing a *Great Colleges to Work for* Plan to improve MICA workplace for faculty and staff per survey findings

Proposed actions include:

- Reposition, examine the current structure of, and support Human Resources to become a trusted and effective resource for faculty and staff, and ensure its success in leading the implementation of a workplace improvement plan.
- Form faculty (full- and part-time) and staff-led steering committee and action teams to guide workplace improvement.
- Complete staff compensation study and develop plan for implementing new compensation and performance review program.
- Research and revise parental and family leave policies for faculty and staff.
- Finalize faculty research leave policy per research done with the Research Committee.
- Establish a campuswide staff performance evaluation/management system with training support in alignment with Strategic Plan goals.
- Work with part-time faculty leadership to develop regularized access to workspace, professional development funding, and inclusion in processes for institutional decision-making.
- Conduct an impact analysis and develop models to consider a merit-based component for staff in annual compensation adjustment that is tied to the performance evaluation/management.

Strategic Focus 31: Research, design, and implement a transparent and coordinated system of shared governance among administration, faculty, staff, students, and trustees

Proposed actions include:

- Working with all key constituencies, develop a campuswide vision and philosophy of shared governance as a basis for planning.
- *(For faculty)* The faculty's Governance Committee will define and implement an approach to academic shared governance that ensures equitable, functional and efficient representation and working relationships among faculty and administration.
- *(For faculty)* The faculty's Governance Committee will conduct a comprehensive review and revision of the Faculty Handbook with a focus on establishing greater clarity regarding the expectations of labor, conditions of employment, review and support of faculty.
- *(For staff)* Expand SEC membership to reflect the broad range of staff groups.
- *(For Students)* Develop and host a course – combined graduate and undergraduate – to design and create the bylaws for formalized student governance.
- *(For trustees)* Align trustees' committee and task force work with Strategic Plan goals and actions and consider non-trustee membership in appropriate groups for coordinated efforts.
- Develop a mechanism for regular convenings of the faculty, staff, and student governance groups with College leadership (administration & trustees).

- Strategic Focus 32: Establish better, more transparent communication and structured collaborations among administration, faculty, staff, students, and trustees
- Proposed actions include:
- Institute a formalized and ongoing process of audience research and insight collection to support and inform all internal communications initiatives.
  - Update 2015 HUB Communications Report findings and implement corresponding recommendations.
  - Have more pan-college events and arrange situations that allow for all parts of the school to come together over a common goal.
- Strategic Focus 33: Reorganize Academic Affairs to create more balance in the size and support for all campus units and provide improved staffing and support structures including shared lab environments.
- Proposed actions include:
- Complete Master Planning process and develop multi-year plan for space development, allocation and utilization across divisions and programs.
  - *[Connected to Objective B/Strategic Focus 6]:* In consultation with the FEC and Faculty Assembly, examine the current academic structure of the Graduate, Undergraduate, and Open Studies divisions for equitable support and efficiency of operations.
  - Complete review of current operations by Fabrication Education Working and establish phased plan for better coordination between shops/labs and curricular functions and demands.
- Strategic Focus 34: Articulate an institutional definition and philosophy of health, wellness, and work/life balance across campus and implement a plan for building a wellness culture and practices
- Proposed actions include:
- Incorporate wellness incentives into MICA's health coverage for faculty and staff (such as CBIZ and CareFirst).
  - Strategic Initiatives convenes representatives from existing stakeholders (ex: Faculty Wellness Committee), audit and invite any critical voices not otherwise represented into a HUB-style group tasked to develop a definition, philosophy, and plan.
- Strategic Focus 35: Build capacity, establish cross-functional workgroups and committees, and design professional development programs for staff and faculty in alignment with the objectives of the strategic plan
- Proposed actions include:
- (Human Resources) Offer leadership and professional development programs that align with the objectives of the strategic plan.
  - Establish annual/periodic schedules for reviewing committees/workgroup assignments to streamline work and ensure the alignment between institutional service and the strategic plan priorities.
  - Develop shared protocols for committee charges, note-taking, and reporting to enhance communication and accountability across the College.

**SMART Objective L**

**Improve Institutional Infrastructure, Systems, and Processes for Coordinated Planning, Efficiency, Performance, and Outcomes with a Focus on Student/User Experience**

Strategic Focus 36: Standardize policies, procedures, processes, and major project management oversight

Proposed actions include:

- Implement Workday Human Capital Management and Finance, a new campuswide enterprise system; fully train staff, faculty and students in its multiple functionalities; develop and apply needed business process policies, procedures and guidelines to align with Workday.
- Develop a Strategic Planning Prep Sheet methodology and form for suitable strategic planning processes to provide a basis for how to start a holistic proposal in readiness to pitch for budget/priority.
- Establish definition, criteria, and a centralized role for project management of major projects across campus and enact a plan to provide guidance and oversight.
- Establish a cross-functional group methodology to develop planning processes, documents and expectations for major institutional projects that require funding.
- Establishing policies, practices, and plans re MICA's art collection.

Strategic Focus 37: Centralize MICA data management, policies, procedures, and storage for more effective use and security

Proposed actions include:

- Establish data management core and distributed teams.
- Develop list of centralized policy priorities.
- Establish data management principles and develop RFP to conduct an audit/assessment for data management, business process issues / business process improvements, tool usage, and more.
- Propose secure data storage solutions over a phased year approach.
- Develop a data storage platform to comply with federal standards to meet government funding criteria.
- MICA Archive comprehensive proposal that includes next steps and future phases.
- Gather internal stakeholders and begin preparatory readiness mapping and building milestones for PeopleSoft Campus Solutions replacement.
- Study the feasibility of adopting a comprehensive lifecycle (prospects to alumni) approach in student communication and support.

Strategic Focus 38: Develop a data-driven decision-making and outcomes-sharing culture and practice

Proposed actions include:

- Develop a dashboard with key metrics and indicators covering a wider range of data points – enrollment, academics, HR, financial, etc.
- Establish data analytics priorities across student, faculty, and staff data, accounting for business urgency and readiness.
- Implement an audience insights/data platform shared across appropriate departments to ensure marketing efforts are properly targeted and effective.

Strategic Focus 39: Update campus Master Plan with a focus on supporting institutional adaptability, strategic academic and student life goals, the Sustainability Plan, physical accessibility, and wayfinding

Proposed actions include:

- Campus Master Planning Steering Committee, Core Team and campus stakeholder groups work collaboratively with design firm, Ayers Saint Gross, to develop principles and design scenarios to address space needs identified in the space utilization study that will potentially include changes facilities and additions to MICA's campus.
- Steering Committee and trustees' Buildings & Grounds Committee evaluate and modify proposals coming out of Campus Master Plan process, and make recommendations to Board.
- Identify project for eligibility in the MD State Capital Grant program in conjunction with the MD Independent Colleges and Universities Association package in FY 2025.

## SMART Objective M

### Enhance Institutional Visibility to Build Excellence and National and International Prominence

Strategic Focus 40: Develop a strategic and institutionally coordinated visibility plan for the U.S. and the world to attract new audiences and support

Proposed actions include:

- Retain a national/global public relations firm under Strategic Communications' purview.
- Formalize MICA's core messaging platform and integrate it into all communications and visibility plan.
- Develop country-specific communications and marketing strategies including the use of social media.

Strategic Focus 41: Enhance in-house creative and marketing capability

Proposed actions include:

- Adopt and Implement a mandatory project management platform within Strategic Communications.
- Convene cross-departmental marketing committee to assess common and specific needs, overlap, and examine how to coordinate and centralize where appropriate marketing efforts and oversight.
- Augment staff and resources necessary to achieve goal of creative outsourcing reduction/elimination.

Strategic Focus 42: Develop the products, processes and culture that integrate the discovery, collection, and creation of MICA stories to position the College as a top art school and authentically illustrates its mission and vision

Proposed actions include:

- Develop and implement an internally and externally accessible communication request/story sharing submission platform and process.
- Develop a new digital "publication" for flexible, on-demand sharing of stories - news, goals, thought leadership, and vision.
- Identify and work with selected community partners to show MICA's role in the life of the City.
- Design and develop a Bicentennial Celebration plan.

**SMART Objective N**

**Implement a Comprehensive Fundraising Campaign that Culminates with MICA's Bicentennial Celebration**

Strategic Focus 43: Conduct feasibility study to set fundraising goal and implement fundraising campaign to support the Strategic Plan 2021-2026

Proposed actions include:

- Implement phase I of campaign feasibility study: Hire consultant, develop plan to be approved by trustees' Development Committee, develop case study, and conduct interviews.
- Implement phase I of campaign feasibility study: Analyze consultant findings and recommendations and determine fundraising priorities.
- Discuss and set campaign goals with Board of Trustees.
- Form trustees-led Campaign Committee.
- Create campaign case statement and launch campaign.
- Conduct silent phase of campaign.
- Complete campaign with public Phase.

Strategic Focus 44: Build and expand MICA base of support nationally and worldwide

Proposed actions include:

- Restructure staff and build team capacity for campaign work.
- Examine and improve existing Advancement-led events, and create new strategic events.
- Strengthen alumni, parent and annual giving with expansion of Parents Council and alumni networks nationally and internationally.
- Develop an alumni of color group to support admissions, scholarship fundraising, and mentorship programs. (Coordinate with the Harry Pratt Society).
- Strategize and increase national and international events and prospect identification with significantly more fundraisers meeting with donors and prospects.
- Design and roll out planned giving program with planned giving society and website.
- Build capacity for corporate relations and sponsored projects.
- Increase donor research capacity.
- Collaborate with Strategic Initiatives in seeking new support opportunities with industries, government, and philanthropic entities.

\*SMART = Specific, Measurable, Achievable/Audacious/Assignable, Realistic/Relevant/Resourced, and Time-Bound/Team-Based/Transparent