

WE ARE CREATING OUR FUTURE

Goal Statement	Action	Year 1 Action	Year 2 Action	Years 3-5 Action	C L I Y.
We invest in effective, responsive, sustainable systems, and infrastructure.	"Culture Reviews" (Collab w/ Academic Affairs) - 3 - 5 departments				Y
	Barriers need to be clearly identified. Obstacles and outdated policies and practices need to be reassessed and revised. As changes are implemented, our progress must be communicated with clarity and humanity				Y
	Implement systems for managing external partnerships and sponsorships, including tracking the details, documents, contacts, and interactions within the community				Y
	Complete Wayfinding project (maps, directories, signage)				Y
	Implementation of campus space enterprise management system (classes, events, speakers, external use, etc)				Y
	Continue year one items in Facilities 5 year plan				Y
	Complete 5 year Facilities Plan. Refresh for next strategic cycle.				Y
	Complete Year One Items in IT Master Plan				Y
	Complete IT Master Plan; Refresh for next strategic cycle.				Y
	Begin implementing feasible items in Facilities Environmental Sustainability Plan				Y
	COF Minor in Sustainability and the Environment undergoes review by Curriculum Committee, Minor Director's role in College decision making structures under review				Y
	Explore the possibilities of an Interdisciplinary Sustainability Research Hub (imagine and conceive mission, projects, and structure)				Y
	We envision a campus where every member of our community thrives.	Curriculum development and critique: Critique Initiative - Establish state of the practice by gathering existing research and undertaking additional research to fill in gaps. Research should be multimodal (surveys, observation, case studies) and provide simultaneous reflective possibilities (i.e. faculty survey with questions that gather data and prompt faculty to self-reflect on their own pedagogical inheritances), should be focused on where existing data reflects the presence of harmful practices, ie among Black students.			
Curriculum development and critique: Pedagogy Initiative - Develop self-guided and cohort-based curriculum for building faculty competencies in JEDI-informed studio critique practices, models, and tools. Identify faculty ready to lead small study cohorts and provide simultaneous support (course release and/or stipends) for this leadership. Develop menu-based self-study program building off of Retooling Critique Working Group website. Initiate cohort based study groups in SF faculty (already did 1 hour Critique Practices introductory workshop as part of their faculty retreat May 2018) to best meet the incoming class of students					Y
Curriculum development and critique: Culturally Responsive Curriculum - Achieve the target percentage of non-western courses					Y
Curriculum development and critique: Culturally Responsive Curriculum - All MassArt courses enhanced with interdisciplinary work and JEDI principles					Y
Curriculum development and critique: Culturally Responsive Curriculum - Workgroup: Culturally Responsive Curriculum					Y
Pathways to Student Success: Become a student ready campus - Make every major equally accessible regardless of income					Y
Creation of an educational, equity and transformation hub (name to be determined)					Y
"Culture Reviews" (Collab w/ Academic Affairs) - 3 - 5 departments					Y
Determine what "cultural markers" will be measured qualitatively and quantitatively, and how this information will be made available for transparency					Y
Conduct a campus climate survey and study these results and other benchmarking surveys to establish baselines from which future studies can track progress or lack of progress on JEDI strategies					Y
Student Success & Retention Program established with high impact practices and cultural center (emph. retention)					Y
Scale successful strategies in orientation (students, faculty, and staff), professional development, and ongoing understanding to further close/eliminate opportunity gaps in success/thriving culture					Y
We organize to implement.		Year One new hires for strategic plan identified new roles completed.			
	Organizational redesign project starts (teams, areas, individuals)				Y
	Additional strategic hires completed and additional pilots for organizational redesign implemented.				Y
	Prepare for division and area five-year and annual planning processes (goals, indicators for progress, budget and planning alignment, etc)				Y
	Refresh or establish policies and policy approval/communication processes, set a schedule for ongoing review of policies, create a master processes calendar and align with area/department manuals and schedules				Y
	Review and refresh governance committee structure with improved management and support				Y
	Governance committee for PK-16+ is established to develop and advance strategic pathways goal				Y
	Conduct program reviews, curricular reviews, and develop on-going processes for studying and incorporating effective strategies for learning and teaching in all academic departments				Y
	Leadership, Divisional, and Organizational Demographics compiled and shared digitally with a focus on transparency and equity				Y
	Student Success & Retention Program established with high impact practices and cultural center (emph. retention)				Y
We raise long-term support for scholarships, faculty, programs, and facilities.	Pursue year one strategies recommended in the fundraising feasibility study				Y
	Build the Annual Fund and major and planned giving programs over the next two-three years				Y
	Focus on expanding individual giving by Institutional Advancement				Y
	Develop comprehensive fundraising campaign				Y
	Infrastructure to conduct silent phase of campaign in place and executed for strategic priorities				Y
	Provide sustained financial support and staffing so that the museum can produce nationally recognized exhibitions and programs				Y
We research and innovate.	Research & Self-Reflection On The Student Experience (see cross listed item in Student-Ready)				Y
	Curriculum development and critique: Support innovation for faculty/staff professional development (e.g. training on new tools, technologies, and processes)				Y
	Research & Self-Reflection On Teaching & Learning (see cross listed item in Student-Ready)				Y
	Innovation Partnerships - Design and Material Sponsorship - Corporate Partners				Y
	Organizational Innovation - Flexible Space Design of MassArt Facilities - Usage of Time				Y
	Curriculum development and critique: Pedagogy Initiative - Continue to support and amplify existing wells of study and emergent practice: Engaged Pedagogy Incubator, Critique Practices class, Retooling Critique Working Group. Build additional networks of faculty and students into and onto these. (i.e. run class again and with funds for 4 affiliated visiting artist/lecture/workshops open wider school community; hire alums of Critique Practices class to lead peer:peer workshops)				Y
	Governance committee for research hub is established and year one study pursued.				Y
	Governance committee for innovation hub is established and year one study pursued.				Y
	Develop grant application timelines, funding sources, and formalized infrastructure for federal/national foundation grants (e.g. expanded IRB) in place.				Y
	Determine what "cultural markers" will be measured qualitatively and quantitatively, and how this information will be made available for transparency				Y
	Study models for Student Success & Retention Programs, emphasizing promising practices found from "Cultural Reviews" and "Cultural Markers" year one work				Y