

2013–2018

Kansas City Art Institute Strategic Plan

Our Mission

TO PREPARE GIFTED STUDENTS TO TRANSFORM THE WORLD CREATIVELY THROUGH ART AND DESIGN

We can do this by:

Providing a rigorous education in art, design and the liberal arts that combines theory and creative application through facilitating aesthetic exploration and critical inquiry and reflection in an historical and contemporary context;

Nurturing the professional, intellectual and personal growth of our students through access to dedicated preeminent, professionally active faculty;

Preparing our graduates for thriving multifaceted careers by creating partnerships that serve and involve the public, encourage lifelong learning and promote student engagement with local, national and international communities.

Our Values

The Kansas City Art Institute's approach to education is designed to produce creative problem-solvers who are agile thinkers able to transform their lives and those of others:

- We value intellectual and artistic curiosity together with critical and creative inquiry.
- We promote meaningful integration of liberal arts education and professional practice.
- We explore diverse conceptions of art and design, materials and ideas, history and perspectives.
- We embrace community engagement, cultural diversity, compassion for others and open communication, contributing to social and cultural growth both locally and globally.

Our Vision

TO BE AN INNOVATIVE LEADER IN ART AND DESIGN EDUCATION

If we leverage our unique qualities, embrace our traditions, sustain engagement on all levels and continually strive for excellence by building off of what we know and do best, we will be an innovative leader in art and design education through IDEE: Innovative Deeds for Engagement and Excellence.

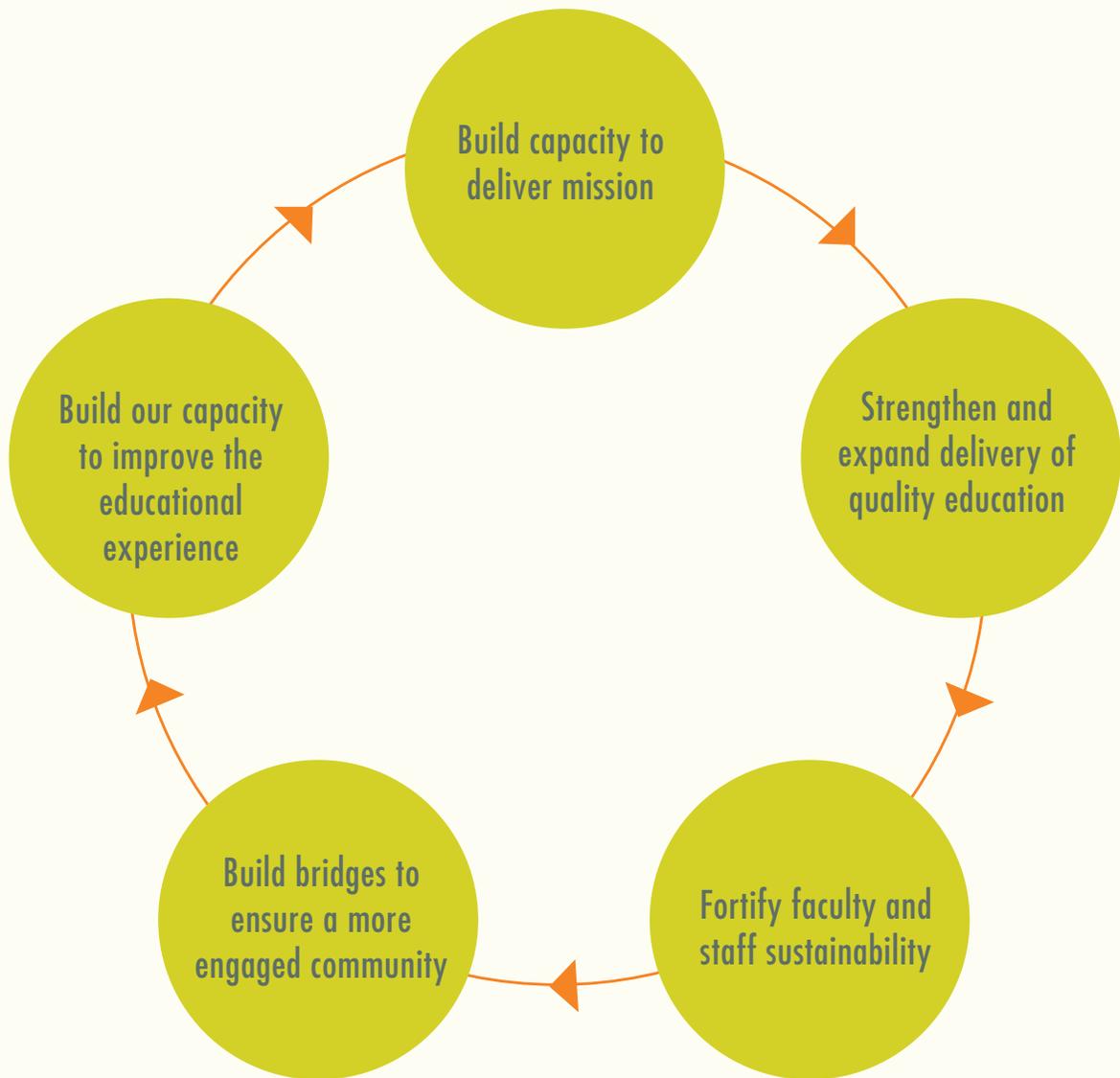
Innovative Deeds – We embrace new pathways to meet the needs of prospective and current students and the art world in a way that encourages the exploration of different approaches to seeing and thinking about art; working with materials and ideas; and contributing to the social, cultural and economic growth of the region and the nation.

Engagement – We are committed to engaging the community in a way that promotes cultural diversity, mutual respect, compassion for others and open communication. Community engagement transforms our students and the public at large in unique ways, such as making, appreciating and valuing the contributions that art and design bring to the society, culture and global economy.

Excellence – We value intellectual and artistic curiosity and engagement, critical and creative inquiry. We are committed to the pursuit of lifelong learning through meaningful integration of liberal arts learning and professional art preparation. It is through excellence in curriculum, professional faculty, alumni interaction and community programming that KCAI continues to attract talented students, community participation and support.

The Strategic Plan

Our plan is built on five interconnected strategic goals, supported by 10 strategic priorities, which, when executed together, will help us attain our vision.



Goal I

BUILD CAPACITY TO DELIVER OUR MISSION

Critical Milestones

Measurements	Target by 2018
Successful capital campaign	\$10 - \$15 million
Upgrade classroom and student living spaces	Add minimum 17,000-18,000 SF of space to bring total to 283,500 SF or 350 SF per student
Building reinvestment through deferred maintenance plan	Increase in % of capital spending
Technology	1 GB connection/WAN; 10 GB LAN
Dedicated/flex/multipurpose space	Repurpose and add additional SF
Successful, innovative academic programs	2-3 new programs (Post Bac, MBFA, & online courses)
Establishment of R&D partnerships	3 partnerships with business/corporations
Sustain targeted enrollment	800-810 FTE undergraduate students per year
Giving participation rate/donor base	Improved by 30%
Scholarship endowment levels	8% funded by 2014 – raise by 2% each year
OSHA train faculty and students	Provide annual ongoing training

Strategic Rationale

The success of our academic programs and student engagement has always rested upon curricular planning and execution and quality facilities. Over the past decade, significant forces have raised the bar in terms of facilities. Teaching environments must be flexible, and access to sophisticated equipment is an absolute necessity. In student life a more active student body requires more multifaceted spaces and more up-to-date living facilities. While we have attempted to respond to the changing requirements, we find ourselves at a competitive disadvantage when it comes to classroom and living facilities. Yet, superior facilities, available equipment and accessible technology provide first impressions for prospects, current students and alumni of an educational institution. To enhance our environment for living and learning we must acquire, renovate and maintain spaces, equipment and facilities in a way that will respond to growth and changing needs and improve the quality of the student educational experience. The Kansas City Art Institute is convinced that there is a strong correlation between investing in improving our buildings and facilities and enhancing learner experiences and recruitment, retention and reputation. Accordingly we will aim to create an excellent environment where students feel part of a larger community outside of the studio and classroom by investing in upgrading our facilities to meet the demands of a 21st century educational environment.

In order to accomplish the above, a sustainable strategic approach to managing our operational and financial resources is required. In this increasingly demanding environment, we must also ensure that the college is able to increase its fundraising and revenue generating capacity while at the same time managing cost so that we can create opportunities for more affordable education for our students. In order for us to strengthen and increase support for a quality education we must secure the financial future. This can be done by diversifying and growing our financial base and pursuing external partnerships that will facilitate the development of multiple streams of revenue to support innovative local, national and international programming initiatives.

Strategic Priorities

1. Enhance our environment for learning and living by acquiring, renovating and maintaining space, equipment and facilities that will respond to growth and changing needs.

a. Define college-wide needs for expansion/renovation for facilities and equipment.

- i. Acquire additional classroom space to address immediate needs.
- ii. Conduct a new comprehensive study based on unique departmental (academic and administrative) needs (classrooms, flex space, studio and offices).
- iii. Prioritize renovations and new construction needs based on the study.

b. Redesign student living to reflect a student union atmosphere, to encourage use of evolving technologies and to create a community feel outside of the studio and classroom.

- i. Upgrade dining facilities.
- ii. Embed technologies within student living spaces by introducing a wireless communal lounge.
- iii. Add additional living spaces for upper class students.
- iv. Establish a permanent student gallery space with dedicated faculty/staff oversight.

c. Increase access to technology and equipment.

- i. Create a more robust network by upgrading fiber infrastructure.
- ii. Improve overall access to network resources.

d. Establish campus-wide program for deferred maintenance of existing facilities and equipment.

- i. Update deferred maintenance plan for facilities and make it a part of the budget process to address emergent issues.
- ii. Develop and implement long-range equipment needs based on departmental study.

e. Make KCAI a consistently safer working environment.

- i. Ensure that all faculty are OSHA trained.

2. Secure the financial future by strengthening and increasing support for a quality education.

a. Diversify revenue streams.

- i. Develop innovative academic programs.
- ii. Engage in R&D partnerships with arts organizations, businesses and educational institutions.
- iii. Develop online course offerings.

b. Achieve a high level of philanthropy in all areas.

- i. Increase percentage of individual, trustee, alumni, foundation and corporation giving.
- ii. Identify new potential donors.

c. Grow endowments for scholarships, professorships, academic programs and deferred maintenance.

- i. Increase the percentage of funded scholarships in order to lower the discount rate.
- ii. Increase number of endowed professorships.
- iii. Set aside funds to establish deferred maintenance endowment.

d. Maintain targeted student enrollment as we raise the quality of our entering students.

- i. Maintain current FTE student enrollment at 800-810.
- ii. Increase retention rates to assist with target.
- iii. Increase applicant pool to be more selective.

e. Seek ways to increase retention and graduation rates.

- i. Decrease total credit hours needed for graduation.
- ii. Enhance institutional resources to support mental, emotional and psychological well-being of students.

Goal II

STRENGTHEN AND EXPAND DELIVERY OF A QUALITY EDUCATION

Critical Milestones

Measurements	Target by 2018
Development of Flexible Dashboards	Dashboards used for decision making
Accomplishment reporting system	% increase in accomplishments and community visibility
Successful program and college-wide plan for assessing student-learning outcomes	4 cycles of review process aligned with planning and budget
Technology driven integrated information system	Reduce data collection software programs to two or three (currently 10 in use)
Alignment of assessment with planning and budget	3 budget cycles using alignment
Sustainability practices for better communication	Move to electronic formats for forms and reduce power consumption by 5%

Strategic Rationale

The Kansas City Art Institute is an historic cultural institution, founded in 1885, located in the Midwestern United States and uniquely positioned and dedicated to the education and professional development of undergraduate artists and designers. The progressive programs that have originated through KCAI have produced outstanding faculty and graduates who are contributing to regional, national and global cultural economic vitality. We want to continue to acknowledge and reward these contributions. However, in today's political and economic climate, KCAI along with many other academic institutions acknowledges that the current educational environment demands the use of outcomes-based information to assess institutional effectiveness. Institutional effectiveness is the systematic, explicit and documented process of measuring performance against mission in all aspect of an institution. This means that the institution engages in ongoing, integrated and institution-wide research-based planning and evaluation processes that incorporate systematic review of programs and services. The assessment of institutional effectiveness requires data collection, open communication, transparency and delivery of that knowledge. In order to strengthen and expand the delivery of a quality education, the Kansas City Art Institute will need to improve the way it measures institutional effectiveness. Based on a recent assessment from the Higher Learning Commission, we can do better in this area. As we pursue this objective we have to make certain that the systemic processes by which we measure our performance against our mission are led by open, dynamic methodologies that are inclusive of quantitative and qualitative information. Thus we seek to examine and develop a broader perspective that includes data collection, analysis and feedback but also information on self-discovery, encouragement of taking risks, experimentation, connecting the dots and thinking outside the box, all significant factors in the overall evaluation process of an artist.

In order to achieve this goal we must implement a means of facilitating information flow and data collection and promote efficiencies and accountability. We hope to accomplish this by leveraging the use of technology and information systems to improve communication networks and delivery of programs. Shared goals that include learning outcomes, visualization and analysis of statistical data by all parts of the organization will result in emergent phenomena as well as collaborative participation or organic development appropriate to a progressive educational institution such as KCAI. In a sense, this kind of planning treats the college itself as an artwork.

Strategic Priorities

1. Promote institutional effectiveness to support efficiency and accountability to increase the quality of our educational product.

a. Work toward integrating useful technologies.

i. Identify vibrant interactions across departments to allow for accountability.

b. Strengthen the relationship between academic programs and administrative units.

i. Increase flow of information.

ii. Increase collaboration for more effective shared governance.

c. Maximize efficiency of institutional operations.

i. Support institutional operations to avoid duplication of effort

ii. Increase idea sharing.

d. Align and develop budget planning with college priorities.

i. Create a process that includes consensus and accountability.

ii. Create a college-wide planning and budget committee.

2. Leverage technology and information systems to improve efficiency and delivery of programs and communication networks, information flow and data collection to build trust and transparency.

a. Develop a flexible system of dashboards.

i. Work with graphic design alumni and the graphic design department to develop new forms of data visualization.

ii. Use dashboards to support decision-making and accountability.

iii. Share dashboards to discover common goals.

b. Use existing and available communication technologies more effectively.

i. Determine opportunities to improve and expand channels of communication.

ii. Use technology to gather data and communicate assessment results.

iii. Improve effectiveness of measuring and evaluating faculty, staff and administrator accomplishments.

c. Raise visibility and recognition of the accomplishments of the college.

i. Develop and originate more projects with visiting artists, researchers, faculty and students initiated in studios of departments.

d. Instill a culture of ecological sustainability.

i. Support long-term college-wide goals for efficiencies and cost savings.

ii. Create KCAI art and environmental sustainability working group to focus on prudent use of resources.

Goal III

BUILD OUR CAPACITY TO IMPROVE THE EDUCATIONAL EXPERIENCE

Critical Milestones

Measurements	Target by 2018
Globalize gen-ed curricula	Revised liberal arts program
Students who participate in study abroad programs	% of increase in participation and availability
Student diversity and inclusion initiatives	Measurable increases in enrollment and retention of minority and international students
Commitment to diversity in faculty and staff	Measurable increases in minority and international staff/faculty
Number of professional advisors	1 additional full-time advisor
Access to student resources	Rate of student satisfaction
Alternative course delivery methods	Innovative course delivery options
Student quality	Increase in mean or median entry score

Strategic Rationale

The Kansas City Art Institute community believes diversity is a catalyst for educational excellence. It is not an isolated concept that is separate to creating a culture of preeminence. Drawing from the richness and strength reflected in the diversity of our state, nation and the world is integral to accomplishing our goals. Diverse learning environments foster civic learning and engagement and prepare us to live in an increasingly global and complex world. We recognize that diversity accountability is the responsibility of everyone in the KCAI community. In addition to addressing students' academic needs, we must also support their social and physical wellbeing and help them prepare for the world beyond college by connecting with the larger community. In order to prepare students for leadership in an interdependent and globalized world, they need to have opportunities to encounter others different from themselves, so the college must seek out and encourage ways by which students cross boundaries of difference to work together. The KCAI community agrees with HLC's statement that diversity "is represented in many forms, such as differences in ideas, viewpoints, perspectives, values, religious beliefs, backgrounds, race, gender, age, sexual orientation, human capacity and ethnicity of those who attend and work in the organization." While the previous strategic plan addressed issues of diversity and internationalization, and strides have been made in areas such as increasing our minority and international student percentages, we still have a long way to go.

Our ability to meet the demands of our mission requires that we take the lead in curricular innovation by building on existing strengths in order to provide opportunities for professional development that respond to new student and social needs. As an art college, KCAI has a goal of preparing gifted students to transform the world creatively through art and design. In order to do that we must ensure that our students manage to get through our programs with the proper tools and are able to utilize those tools to become lifelong learners and successfully navigate the global community.

Strategic Priorities

1. Cultivate a culture of inclusiveness throughout the college community.

a. Increase recruitment of faculty, staff and students to represent a diverse community and to foster a campus environment that respects differences and encourages inclusiveness.

- i. Develop initiatives for attracting minority and international faculty and students.
- ii. Promote global awareness through increasing study-abroad opportunities and student exchanges.
- iii. Increase opportunities for faculty to have international experiences.
- iv. Assess how well we serve minority, non-traditional and international students.

b. Increase the retention of faculty, staff and students to maintain a diverse campus community.

- i. Assess how well our current retention strategies are working.
- ii. Assess how well we serve minority, non-traditional and international students.

2. Provide students access to resources to enhance their artistic and intercultural educational experience.

a. Maintain and seek enriched ways to enhance the studio and classroom experience.

- i. Create funding opportunities for students to participate in internships with alumni who live in other locales (Warwick Scholars program).
- ii. Attract diverse groups of students to contribute to quality of classroom and studio experience.

b. Integrate work of advising office, career services and internships with academic needs.

- i. Increase the number of professional advisers.
- ii. Create a formal faculty advising system.
- iii. Assess overall effectiveness of advising/career services in meeting academic and professional needs.

c. Challenge students with innovative curricula that meet needs of the 21st century.

- i. Develop a Futures Committee to look at higher education trends and implications for KCAI.
- ii. Update curricula to meet evolving needs and global awareness.
- iii. Strengthen the Current Perspectives Visiting Artist and Scholar Lecture Series.
- iv. Develop a one-year artist-in-residence program tied to a course offering.

Goal IV

FORTIFY FACULTY AND STAFF SUSTAINABILITY

Critical Milestones

Measurements	Target by 2018
Assessment of quality leadership	3 rounds of assessment process for chairs, directors and administrators
Participation in leadership programs	% increase in participation
Dollars allocated for research/professional development for both faculty and staff	Measurable increases over five years
Merit reward system	Initial system 1% of raise funds go for merit pay with future measurable increase
Recognition of accomplishments	Number of additional awards for distinguished accomplishments
Peer salary and benefits standards	65th percentile
Development of college-wide committees to include faculty, staff and administrators	Planning and budget committee; art and environmental sustainability working group

Strategic Rationale

To renew our leadership role in art education we must elevate the accomplishments of our faculty and staff and encourage faculty-led curricular innovations. The effectiveness and excellence of our system depends on our ability to support our faculty and staff. The chief challenge for the future in regard to faculty is in providing the multifaceted supports that will sustain high levels of performance and commitment to the college. KCAI is committed to creating an environment in which faculty flourish and grow intellectually, artistically and as scholars and where our staff have access to intellectual and professional growth.

Grounded in rigorous academic and art programs, KCAI offers a distinct approach to art educational experiences for visual and creative artists, where students work one-on-one with preeminent, professionally active and teaching-oriented faculty. The distinctive features of our model must work with a high degree of efficacy and consistency so that we can provide a successful intellectual and personal experience for our students. KCAI must excel to continue to meet the needs of the 21st century and the financial needs of the college community.

Strategic Priorities

1. Forge an environment where faculty can grow intellectually, artistically and as scholars.

a. Strengthen faculty leadership.

- i. Redefine the roles and responsibilities of the chairs and directors.
- ii. Provide leadership and mentorship training for all chairs and directors.
- iii. Design an assessment instrument for directors, chairs and administrators.

b. Improve support for research, artistic scholarship and teaching.

- i. Clarify expectations for tenure and promotion.
- ii. Support faculty in development of innovative teaching.
- iii. Reconfigure faculty development award amounts to provide higher awards based on competitive application process.

c. Improve recognition of faculty/staff contributions.

- i. Implement a merit reward system.
- ii. Institute additional financial awards to recognize distinguished faculty accomplishments.
- iii. Institute financial awards for staff members who make distinguished contributions to the college.

d. Improve our competitiveness of salary position for both faculty and staff.

- i. Establish new salary benchmarks for faculty and staff.

2. Enrich quality of administrator and staff experience by providing opportunities for professional development on multiple levels.

a. Leverage the professional skill sets of staff.

- i. Encourage cross training of staff whenever possible.

b. Improve support for participation in professional training and career development for staff.

- i. Increase budget line allocated for staff professional development funds.

c. Improve staff-faculty-administrator communication through participation in college planning activities.

- i. Create a Planning and Budget Committee composed of administrators, faculty and staff.
- ii. Create and maintain positive working relationships throughout the college to promote sharing of institutional knowledge by way of cross-divisional working groups.

Goal V

BUILD BRIDGES TO ENSURE A MORE ENGAGED COMMUNITY

Critical Milestones

Measurements	Target by 2018
Expanded channels of alumni engagement	Rate of increase in alumni participation in events and programs
Student/faculty participation in public programs	% increase in participation
Assessment of alumni accomplishments, by department	Alumni surveys to track achievements at 5, 10 and 25 years after graduation
Board orientation evaluation	Rate of satisfaction and levels of participation
Expand number of board members	30 members; at least one national member
Restructure committee responsibilities	More engaged committee participation
Bylaws revision	Once every 5 years

Strategic Rationale

The Kansas City Art Institute has long been a catalyst and leader in art and design education within Kansas City and beyond. As such, KCAI is committed to community engagement as essential to the accomplishment of our mission. We are a part of a complex network of relationships and thus serve a variety of communities: prospective students, alumni, friends, parents, donors, trustees and businesses. KCAI will employ a variety of approaches to foster the relationships we will need to support the college. In particular, we need to cultivate stronger relationships with our alumni.

The achievements and activities of our graduates serve as a distinctive mark of the college's accomplishments as an educational institution, demonstrate the extent to which we have fulfilled our mission and enhance our reputation. KCAI will deepen our bonds with our alumni to foster more fruitful partnerships.

Board members are deeply interested in exploring and understanding more fully the educational objectives of the institution. They are our strongest supporters and advocates. However, we have been lax in providing them the needed information that will allow them to do their jobs effectively. We need to strengthen our connections with our trustees and provide them the information they need to make informed decisions.

Strategic Priorities

1. Improve quality of alumni relations and community engagement.

a. Celebrate and honor our alumni.

- i. Host more exhibitions of alumni work on campus.
- ii. Create more opportunities to engage alumni.

b. Continue to re-engage alums through strong alumni networks.

- i. Establish stronger alumni relationships for donor prospects.
- ii. Establish joint programming between the alumni office, Career Services and CASL.
- iii. Establish alumni webpages for each department.
- iv. Institute a survey to be administered in conjunction with the SNAAP survey.

c. Stimulate public awareness to build our brand.

- i. Aggressively promote lectures and programs sponsored by KCAI.
- ii. Strengthen and promote non-degree and certificate programs offered through KCAI's School for Continuing Professional Studies.

2. Engage active participation of the board of trustees.

a. Engage board members more purposefully.

- i. Improve board training program.
- ii. Adjust committee structure, meeting schedule, calendar and orientation.
- iii. Establish an assessment program for board meetings and members.

b. Strategically recruit qualified board members.

- i. Develop a profile of needed talent for the board and recruit accordingly.
- ii. Begin efforts to nationalize the board.

c. Review bylaws and make necessary changes.

- i. Establish a cycle for bylaw review.
- ii. Establish a succession plan.
- iii. Review meeting structure and schedule.

d. Increase the information exchange between board of trustees and faculty.

- i. Establish educational component.
- ii. Encourage faculty representative serving on the board of trustees to report back to faculty assembly.

KANSAS CITY ART INSTITUTE

A four-year college of art and design

