

## Strategic Plan Annual Report: September 2019

### Executive Summary

In June 2019, the Massachusetts Board of Higher Education (BHE) approved *MassArt at 150, our 2018-2023 Strategic Plan*, as well as our revised mission statement. Thank you to the many members of our community who provided insight and feedback throughout the planning process. We continue to rely upon your expertise and knowledge as we implement the plan and move towards our articulated ten-year horizon.

Much progress has been made on many of the first and second year initiatives outlined in the strategic plan. The attached *Strategic Priorities: FY19 and FY20 Highlights* provides a small sample of our achievements this past year as well as priorities planned for the upcoming academic year. This fall's Opening Day convocation focused on celebrating these accomplishments with a ribbon cutting for the newly renovated South Building and a presentation of priority highlights in the MassArt Art Museum.

Accomplishing our goals has required action plans and the realignment of our budgets and resources. In September 2018, a tactical team composed of 9 administrators and 1 faculty advisor was convened with the charge *to evaluate proposed strategic planning actions and make recommendations to the President's Cabinet on prioritized strategies and actions aligned with the strategic plan's goals, identity initiatives, and priorities*. Throughout the plan's implementation, the Tactical Team has continued the practice of listening to learn and works closely with the new Office of Justice, Equity, and Transformation (JET).

Ongoing progress is being tracked using AchieveIt, a collaborative online platform that manages the college's portfolio of projects across divisions and departments. The system allows for greater transparency and communication about our planned actions, including *the what* (scope), *the who* (attached *ARCI structure*), *the when* (sequencing of work), and how other initiatives in the plan are affected. AchieveIt also produces a public dashboard that tracks associated benchmarking and metric data.

A Strategic Planning Assessment Team, which was also convened in September 2018, has aligned the metrics within the BHE's Performance Measurement Reporting System with aspects of MassArt's 2018-2023 strategic plan. They recommended completion and retention metrics as the most frequently cited measure of progress on the strategic plan, which aligns with the BHE's equity strategic framework for Massachusetts public higher education and MassArt's decision to focus college-wide on addressing completion gaps. MassArt's Office of Institutional Research, Effectiveness, and Planning is working with AchieveIt to model visual options for displaying gaps within the strategic planning beta dashboard (draft attached). The Assessment Team also worked with MassArt's Office of Marketing and Communication to develop concepts for a public facing web presence for the strategic plan that is currently in development.

### ***"We organize to implement"***

When we began our strategic planning process, President Nelson promised that as we enacted the plan we would "organize to implement" in ways that would benefit our campus community.

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Last year, one of our first efforts to organize-to-implement focused on the start of our new Office of Justice, Equity, and Transformation (JET). JET's work was shaped by the elements of our strategic plan that focus on justice, equity, diversity, and inclusion (JEDI) and centers on the cultural transformation necessary to move toward systemic equity in the thriving campus community envisioned by the JEDI task force. The JET office is focused on the transformation of our *campus culture*, which is different from but complemented by, the work of *campus compliance*. The JET office will be leading our efforts to transform our campus culture but will not be charged with handling complaints and other compliance issues. Therefore, we are creating a new office that will concentrate exclusively on *campus compliance*, which will be responsible for EO, ADA, and Title IX. The search for the leader of this office will soon be underway.

A number of changes in Academic Affairs were made this year to better align our curricula, data analysis, and enrollment goals across MassArt so we can serve all of our learning communities in the best way possible. The Office of Institutional Research, Effectiveness and Planning, and the Office of Admissions and Enrollment Management both now report to the provost, and the Academic Resource Center will be a part of the Division of Student Development. Professional and Continuing Education (PCE) will now be integrated into graduate studies and the provost's office. Creating more ways in which we deliver our curriculum to provide more pathways to our degrees is our first step towards systemic equity.

**“We invest in effective, responsive, sustainable, systems, and infrastructure”**

MassArt's Board of Trustees approved the Fiscal Year 2020 budget with a separate line item for strategic initiatives and the understanding that there are two budgetary inflection points, in October and February, when funding for these initiatives would need to be reviewed. In summer 2019, the President's Cabinet identified a list of strategies from our strategic plan that must be advanced in FY2020. Four of these strategies have received immediate funding commitments, including: funding for the People's Institute for Survival and Beyond Undoing Racism workshops and other anti-bias trainings on campus; the hiring of additional academic administrative assistants; the purchase and deployment of an advanced space reservation system, and the launch of the Colleague Modernization Project. These actions were considered essential for the plan's success. The President's Cabinet, Tactical, and ARCI Teams continue to prioritize and refine both fiscal and non-fiscal actions in the plan with a sensitivity of the organization's capacity for complex change, its need for the prioritization of work, and the importance of building trust and enthusiasm in our community.

*Attachments:*

1. *Strategic Priorities: FY19 and FY20 Highlights*
2. *ARCI Structure*
3. *Dashboard sample*

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Attachment #1  
Strategic Priorities: FY19 and FY20 Highlights

Following is a small sample of just some of the strategic priorities achieved last year and a bit of what to expect in the coming year.



Environment for a Creative Campus	Quality Workplace and Effective Organization	Justice, Equity, Diversity, & Inclusion	Transformative Learning and Teaching	Reputation and Resources
LOOKING BACK	LOOKING BACK	LOOKING BACK	LOOKING BACK	LOOKING BACK
<p>Completed South Building and Galleries renovation</p> <p>Completed Tower 1st and 2nd Floor Galleries, and Mural Project</p> <p>Upgraded Wifi across campus</p>	<p>Implemented Chosen Name and Preferred Pronoun Policy</p> <p>Improved campus electronic security</p> <p>Improved campus physical security</p>	<p>Created the new Office of Justice, Equity, and Transformation</p> <p>Hosted MassArt Day: Past, Present, &amp; Future of Representation &amp; Critique in Art &amp; Design Education</p> <p>Hosted 2 Undoing Racism workshops with Colleges of the Fenway</p>	<p>Welcomed new Provost, new Dean of Graduate Programs, and new academic administrative assistants</p> <p>Conducted 4 academic departmental reviews</p> <p>Piloted P.R.E.V.I.E.W. orientation program</p>	<p>UNBOUND Campaign raised \$12.5 million</p> <p>Increased alumni engagement and outreach of Alumni Leadership Council</p> <p>Increased publicity in print and online media</p> <p>Allocated full aid to pre-semester program</p> <p>Collaborated with state universities on K House Program for the homeless</p>
LOOKING FORWARD	LOOKING FORWARD	LOOKING FORWARD	LOOKING FORWARD	LOOKING FORWARD
<p>Implement Accelerated Energy Program (AEP)</p> <p>Submit a recommendation regarding Tower Building to the state</p> <p>Begin Wayfinding Project</p> <p>Complete space allocation survey &amp; deploy advanced reservation system to improve space utilization</p> <p>Launch Colleague Modernization Project to update business functions and self service modules (ex: e-Commerce), and to create a data rich environment to inform decisions and evaluate strategies</p>	<p>Pilot texting platform with select student population</p> <p>Conduct an HR Equity Study (MA Equal Pay Act)</p> <p>Improve dining experience</p> <p>Establish Campus Safety Advisory Group</p>	<p>Host additional Undoing Racism workshops and anti-bias trainings</p> <p>Host Tyrone Maurice Adderley Lecture with Cornel West - November 21st</p> <p>Conduct Strategic Enrollment Management (SEM) Thriving Study (how does the student experience unfold semester by semester)</p>	<p>Address completion gaps</p> <p>Focus on flexible course schedules and more ways to degree achievement via evening and new course types</p> <p>Conduct 4 academic departmental reviews</p>	<p>Launch of MAAM and inaugural exhibition in February</p> <p>Develop a comprehensive campaign</p> <p>Determine model for future via renewal of our Partnership Plan with the Commonwealth</p>

*Attachment #2*  
*ARCI Structure*

**ARCI STRUCTURE**

Also known as the [‘RACI’](#) model, this tool clearly defines roles and responsibilities so everyone knows who is doing what.

**A - ACCOUNTABLE**

- Person who is ultimately accountable for the correct and thorough completion of each Strategy.
- The Accountable approves work, assigns work, and/or delegates responsibility for the work to the appropriate Responsible designee.
- Each Strategy in the Strategic Plan has an A-Accountable Cabinet Member who has taken accountability for the Strategy’s success; how it will be managed, achieved, and accounted for in the Strategic Plan.

**R - RESPONSIBLE**

- Person who does the work or leads the team(s) to achieve the work. They have responsibility for getting the work done or decision made.
- Each Strategy in the Strategic Plan has 1-2 R-Responsible people who have taken responsibility for the work required to achieve each Strategy; this includes the advisement, planning, execution, completion, and submission of work to the A-Accountable Cabinet Member for review and approval.

**C - CONSULTED / CONFERRED WITH**

- Person/People who have insight, expertise, information, or capability necessary to inform the approach, planning, understanding of, and/or completion of a Strategy, its work and/or tasks. Their contribution and feedback is required. They are often considered subject matter experts, inform perspective, and collaborate on best possible path and consensus.
- Two-way communication between “C”s and “R”s
- Each Strategy in the Strategic Plan will have established C-Consulted People/Persons clearly identified.
- There is no limit on the number of people who will be assigned as “C”s to each strategy. Some “C”s have been suggested, but it will ultimately be the responsibility of the “R”s, in coordination with the “A”s, to identify the “C”s. It is expected that “A”s and “R”s consult with JEDI to advise on “C”s.

**I - INFORMED**

- Person/People who need to be kept informed of, or may be impacted by, plans, decisions, or actions related to each strategy and its overall progress. I-Informed are directly affected by the Strategy and/or its outcome(s) and need to be kept up-to-date.
- One-way communication from “A”s and/or “R”s to “I”s
- There is no limit on the number of people who will be identified as “I”s to each strategy. It will ultimately be the responsibility of the “R”s, in coordination with the “A”s and “C”s to identify the “I”s. It is expected that “A”s and “R”s consult with JEDI to advise on “I”s

## Specific to MassArt:

**A-Accountable** is responsible for:

- Prioritizing Strategies in coordination with all A-Accountables
- Approving Actions in their Strategy (recommended by R-Responsible) by uploading a completed template, reporting an initial status and comment in AchieveIt
- Working with R-Responsible and T-Tactical to:
  - Suggest C-Consulted and I-Informed people with JEDI considerations
  - Refine Actions to their strategy in conjunction with C-Consulted and I- Informed
  - Think cross-functionally - connect to other areas of the plan

**R-Responsible** is/are responsible for:

- Suggesting C-Consulted and I-Informed people with JEDI considerations
- Refining and adding Actions to their Strategy (adjust, delete/add, sequence, confirm budget and capacity) in conjunction with A-Accountable and Tactical Team member, C-Consulted and, I-Informed
- Completing a standard single page template for each finalized and approved action
- Thinking cross-functionally - link and tag to other areas of the plan in conjunction with A-Accountable
- Updating statuses at a frequency determined with A-Accountable

**C-Consulted** is/are responsible for:

- Providing input and information for Actions in conjunction with “A”s and “R”s
- Developing a stakeholder list (the “I”s ) for each Action in conjunction with “A”s and “R”s
- Developing a timeline for each Action in conjunction with “A”s and “R”s
- Helping to design a communication plan, including A/R/C inter-project communication and communication with the “I”s
- Being responsible communicators and active collaborators

**I-Informed** is responsible for:

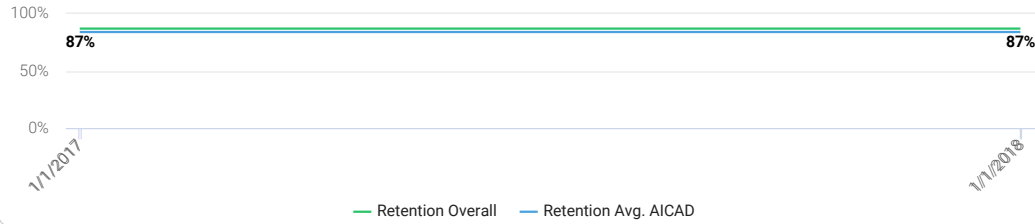
- Listening actively and potentially forwarding information to colleagues

*Attachment #3*  
*Dashboard sample*

# DASHBOARD BETA: MASSART 2018-2023 STRATEGIC PLAN OVERVIEW

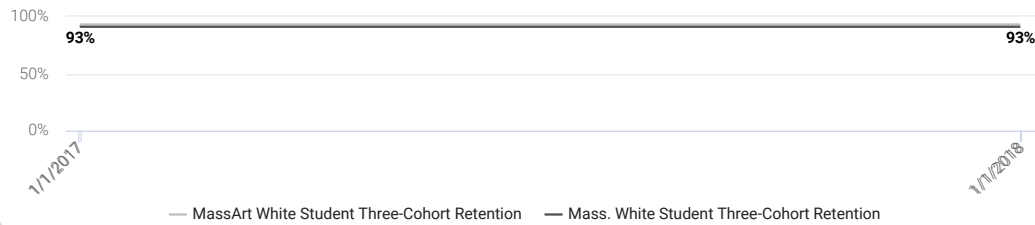
## Close Retention Equity Gaps

Data from: 1/1/17 to 1/1/18 Zoomed To: All Time (1/1/17 to 1/1/18)



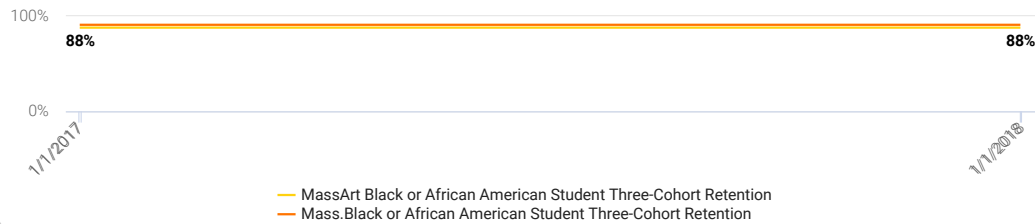
## White Student Retention

Data from: 1/1/17 to 1/1/18 Zoomed To: All Time (1/1/17 to 1/1/18)



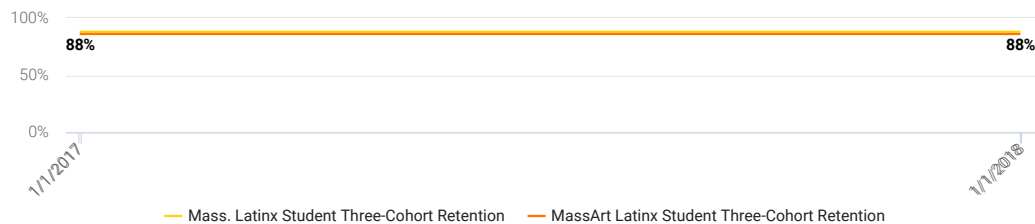
## Black or African American Student Retention

Data from: 1/1/17 to 1/1/18 Zoomed To: All Time (1/1/17 to 1/1/18)

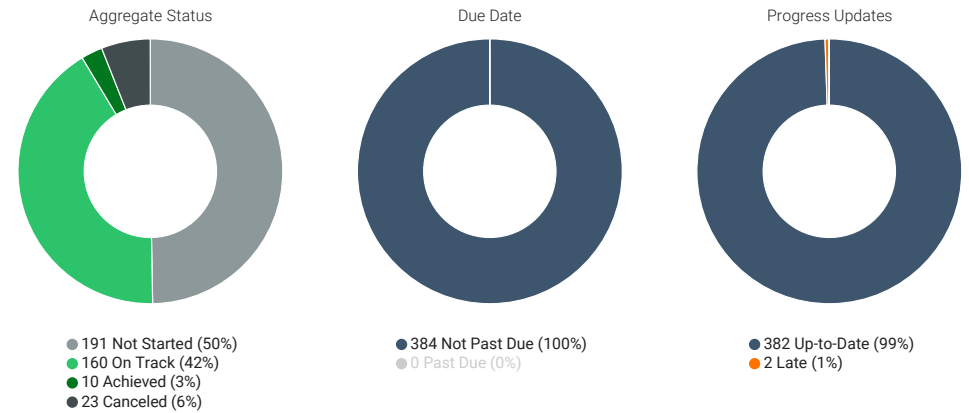


## Latinx Student Retention

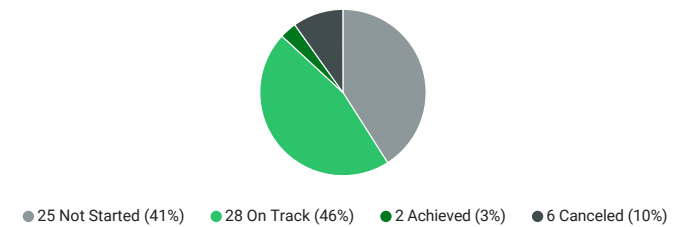
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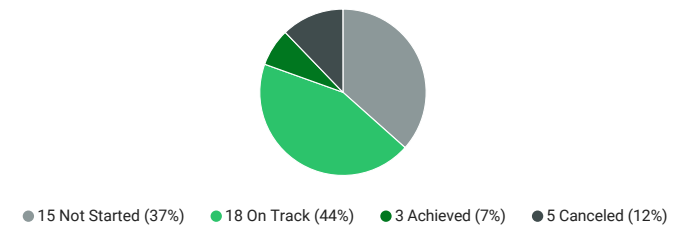
## 2018 - 2023 Strategic Plan Overview



## INITIATIVE: WE ARE A STUDENT READY CAMPUS

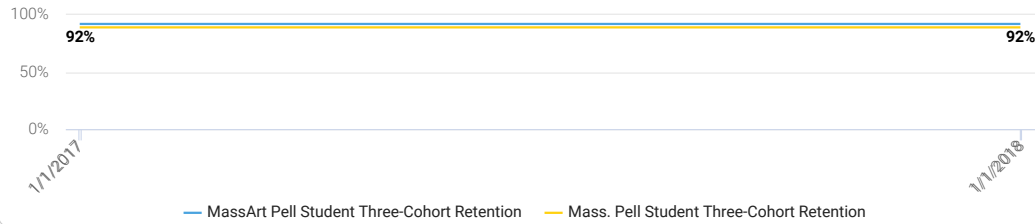


## INITIATIVE: WE ARE CREATING OUR FUTURE

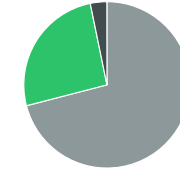


### Pell Student Retention

Data from: 1/1/17 to 1/1/18 Zoomed To: All Time (1/1/17 to 1/1/18)



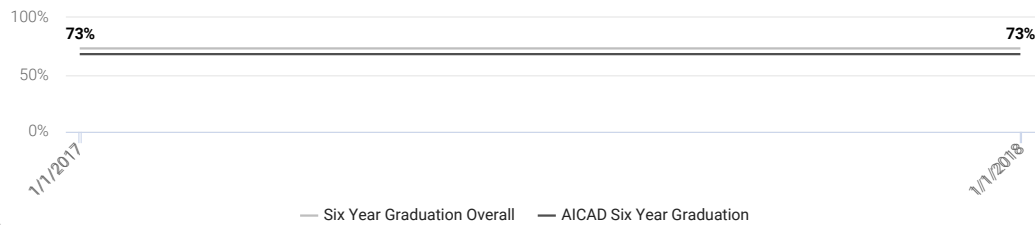
### INITIATIVE: WE ARE AN INSTITUTION THAT INVESTS IN PEOPLE



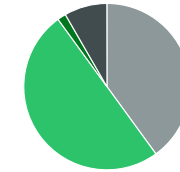
● 44 Not Started (71%) ● 16 On Track (26%) ● 2 Canceled (3%)

### Close Six-Year Completion Equity Gaps

Data from: 1/1/17 to 1/1/18 Zoomed To: All Time (1/1/17 to 1/1/18)



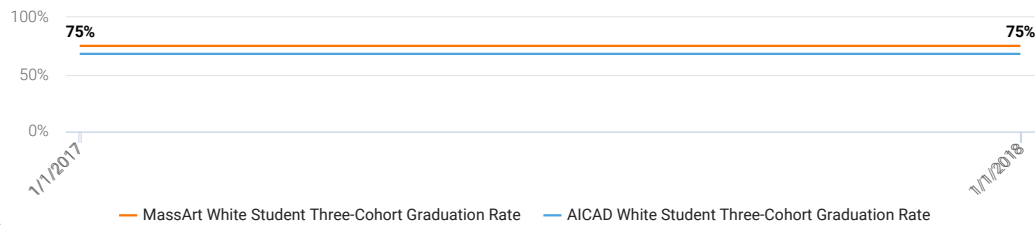
### INITIATIVE: WE ARE A COLLEGE THAT COLLABORATES



● 24 Not Started (40%) ● 30 On Track (50%) ● 1 Achieved (2%) ● 5 Canceled (8%)

### White Six-Year Graduation Rates

Data from: 1/1/17 to 1/1/18 Zoomed To: All Time (1/1/17 to 1/1/18)

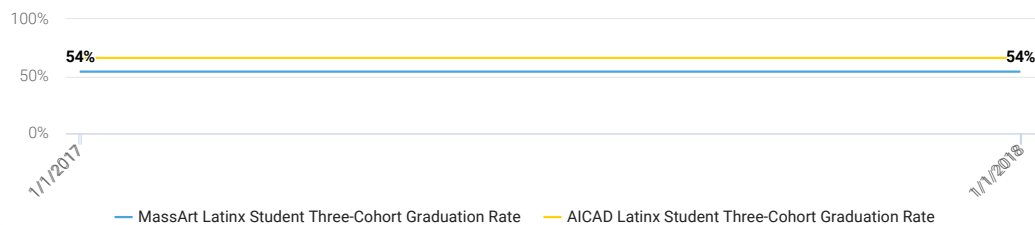


### Links to items in MassArt 5-Year Strategic Plan

	WE ARE A STUDENT READY CAMPUS	WE ARE A COLLEGE THAT COLLABORATES	WE ARE AN INSTITUTION THAT INVESTS IN PEOPLE	WE ARE CREATING OUR FUTURE
ENVIRONMENT FOR A CREATIVE CAMPUS	We design our time and space to best serve students	We structure time and space in support of collaboration	We promote safety and well-being of all members of our community.	We invest in effective, responsive, sustainable systems and infrastructure.
QUALITY WORKPLACE AND EFFECTIVE ORGANIZATION	We communicate in ways that resonate with students.	We communicate well with one another and with the world around us.	We develop faculty, staff, and student workers as professionals.	We organize to implement our strategic priorities.
TRANSFORMATIVE LEARNING AND TEACHING	We shape curricula, pedagogies, and critique for student and alumni success.	We create educational pathways from pre-Kindergarten through graduate and adult learning programs.	We support faculty as they lead in reshaping learning and teaching for the 21st century.	We research and innovate as an integral part of learning, teaching, making and sharing.
REPUTATION AND RESOURCES	We strive to make a MassArt education affordable for all.	We work with community, industry, institutional and alum partners across the commonwealth and beyond.	We welcome the public to enrich and be enriched by MassArt.	We raise long-term support for scholarships, faculty, programs, and facilities.
JUSTICE, EQUITY, DIVERSITY, AND INCLUSION	We recruit, enroll, support, and retain a diverse and inclusive student body.	We partner across campus to achieve systemic equity.	We recruit, support, and retain diverse faculty and staff.	We envision a campus where every member of our community thrives.

### Latinx Six-Year Graduation Rates

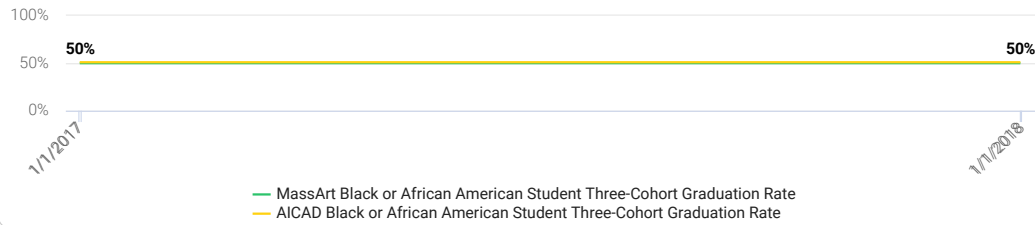
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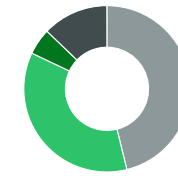


### Black or African American Six-Year Graduation Rates

Data from: 1/1/17 to 1/1/18 Zoomed To: All Time (1/1/17 to 1/1/18)

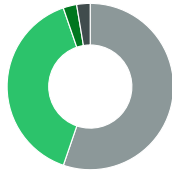


### PRIORITIES: Transformative Learning and Teaching



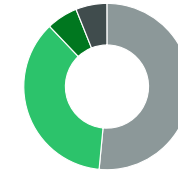
● 18 Not Started (46%) ● 14 On Track (36%) ● 2 Achieved (5%) ● 5 Canceled (13%)

### PRIORITIES: Justice Equity, Diversity, and Inclusion



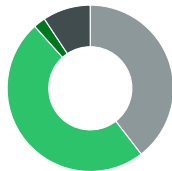
● 21 Not Started (55%) ● 15 On Track (39%) ● 1 Achieved (3%) ● 1 Canceled (3%)

### PRIORITIES: Quality Workplace and Effective Organization



● 17 Not Started (52%) ● 12 On Track (36%) ● 2 Achieved (6%) ● 2 Canceled (6%)

### PRIORITIES: Environment for a Creative Campus



● 17 Not Started (40%) ● 21 On Track (49%) ● 1 Achieved (2%) ● 4 Canceled (9%)

### PRIORITIES: Reputation and Resources



● 32 Not Started (56%) ● 22 On Track (39%) ● 3 Canceled (5%)