



STRATEGIC PLAN



Pennsylvania College
of Art & Design

see
differently



The Art of Transformation:

Strategic plan for a bold new vision at Pennsylvania College of Art & Design

Pennsylvania College of Art & Design is poised at the threshold of significant opportunity. There has never been a better time to be a creative. There has never been such urgency for inventive, out-of-the-box thinking across all industries and institutions. There has never been such a demand for understanding and clear communication in our interconnected world. There has never been a more important need for artists and designers who see differently; who have the cognitive flexibility and creative fluency to form fresh ideas in novel and original ways. There has never been more of a need to embrace an artistic aesthetic in creating a meaningful and fulfilled life full of beauty and grace. There has never been a greater moment to shape our College to rise to this need.

As a nimble micro-college located in the heart of the vibrant and vital East Coast cultural region, we are poised for growth and determined to design initiatives that take advantage of partnerships and possibilities. Accelerating this opportunity requires a forward-thinking, entrepreneurial spirit that pays homage to our roots while being willing to shape-shift to respond to the demands of an ever-changing reality.

We must lead by creatively imagining the future.

We are at the cusp of real shifts in education and in career pathways. Our world is in flux and in order to be at the forefront of innovation, we must claim our own future and thoughtfully define our trajectory through our Strategic Plan. We want to be more than relevant, we want to point the way.

Creatives are both the dreamers and the doers; the trailblazers and the pathfinders. We need their skills to navigate an ever more complicated world. We think of them as the concept of Artist as Innovator, charting a course through a frontier we can't yet imagine.

We must embrace a culture of curiosity.

To harness this necessity, we must recruit, develop, and cultivate leading-edge, influential faculty and empower them with tools and resources to enliven their classes so that they may embolden students to take informed risks and fail forward in their journeys.

We must shape our curriculum to be both of the moment and anticipating the next, as we aspire to build leaders who understand the complexity of the problems facing our society and who learn to collaborate in crafting innovative solutions as they work in blurred or blended industries.

Designing For Our Future

We must purposefully and holistically support this learning, fashioning a culture of creativity and entrepreneurship so that students can take ownership of their own trajectories, while at the same time cultivating a community of engagement and impact so they have a sense of belonging and purpose.

We must ensure meaningful internship programs, foster experiential learning, and expand career services support to launch our students in their chosen fields in order that they may become engaged artists and designers who leave our college inspired, enriched, and eager to lead meaningful lives of creativity and service.

We must ensure our graduates are able to adeptly morph their creative work as new careers, practices, and technologies advance. We must empower them to pursue their passions, enhance their learning, and cultivate a sense of inclusion as part of an imaginative community.

We must embrace the ideal of *l'art pour l'art*, knowing that the spark of creation must be honored and encouraged in its own right, and that that spark must be kindled and nurtured to its full expression of the human spirit. Art elevates us.

We must actively seek divergent voices.

We will lead through our values, ensuring we craft a culture that is both equitable and embracing. We know that it is in our differences that we expand and evolve our understanding and worldview. We will encourage a diversity of thought and embrace a mindset of inclusion to ensure a rich kaleidoscope of ideas and ways of thinking from which to draw inspiration. It is in these intersections and convergences that entrepreneurship is born.

What we have in abundance is can-do ingenuity, boundless energy, and a true commitment to serve. Our job as educators is to create a foundation and toolbox of skills to ensure our students are able to harness and transform their talents so that they can face the world with purpose and creativity.

We will reinvest in and reimagine our faculty and staff to take advantage of their multiplicity of talents as we infuse them with optimism and encourage collective problem-solving. Every leader in our community is a key stakeholder in our transformation and all of their talents are needed as we move boldly forward.

We must cultivate a partnership pipeline.

We are committed to an additive approach. We will pursue our vision through partnerships that extend our curricular and co-curricular programs and advance the application of creative competencies in ways that leverage Lancaster and Pennsylvania's distinct ecosystem of stakeholders and resources.

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OUR FOUNDATION

Since our beginning in 1982 by our seven founding faculty members, we have served the mission of educating and training artists and designers. Through this journey of growth and expansion, from a certificate school to a fully accredited AICAD-quality college of art and design, we continue to recognize and reaffirm the need to support the education of the career professional, as we nimbly respond to an ever-changing landscape.

This new era of the institution calls for agile leadership and activation of partnerships to collaboratively enhance our learning capabilities. Ushering in the rapid-change climate of the digital age, we recognize that fluidity and agile thinking are more important than ever.

We imagine the role of full-time faculty shifting to focus on facilitation, curation, coaching, and mentoring as part of their teaching and research. We imagine the role of adjunct and part-time faculty will also evolve to include practitioners and professionals engaged in teaching innovation opportunities. We imagine the role of corporate, business, and nonprofit partnerships, where expanding workplace needs for industry research and innovation would necessitate specific illuminated instruction, encouraging creative problem-solving by injecting artists and designers who see differently into projects, challenges, and solutions. We imagine the role of our curriculum is to morph to ensure its relevancy and fulfill demands for creativity and innovation.

The world is changing and these changes are led by creatives. To rise to these opportunities, we are at the ready. Our physical location is in an economic and educational anchor community for innovation, poised within a few hours of major East Coast markets. This proximity facilitates and amplifies our opportunities to be at the leading edge.

We are ambitious and committed to transformation.

We are ambitious and committed to transformation. We are devoted to becoming the leaders in educating creatives in a way that feeds their drive to make and design, allowing them to live their lives with meaning and purpose.

We believe in a holistic approach to college with programs that support the health, wellbeing, and sense of community for students to help foster connections and develop self-care tools to support them their whole lives.

We will create integrated housing and dining options that will support the development of a creative community as we blur student and alumni housing and studio spaces. This will support our graduates' practices as they emerge into their professional careers as artists, designers, and creatives.

We are committed to enriching our community through a learning menu of opportunities. We will do this with lectures, exhibitions, and experiential-learning opportunities from world-class artists and designers, by tapping our talented alumni working in creative fields, and by accessing the rich expertise of retiree volunteers who are fortunately, and uniquely, proximal to our campus.

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We will continue to create opportunities for real-world experiences through a broad range of community partnerships that foster engaged and active learning and leadership. We empower our students to make meaningful connections that will serve their whole lives. We help students become confident leaders and help them adeptly navigate a diverse world.

We will provide a strong foundation for our students in the fine arts, encouraging them to develop their own aesthetic as they hold a mirror up to society to reflect the human condition. Art and design skills can help elevate our communities and impact our world. The artists and designers are the ones who lead the way to economic development and social change. What we do, matters.

OUR VISION

We will move forward boldly as we:

Build National Recognition

It is essential to our success to be not only known, but also to be sought out as an art and design college offering a transformative experience. According to a number of recent studies, across all industries, creativity is the most in demand skill: “While robots are great at optimizing old ideas, organizations most need creative employees who can conceive the solutions of tomorrow.”¹ A recent global study² found that businesses that invest in creativity experience dramatically enhanced outcomes. As advances in technology and automation take over routine tasks, value is found in human imagination and understanding. “Employers recognize the importance of embracing modern technologies as well as recognizing those things technology can’t do: connect with other people, engage in out-of-the-box thinking, and quickly adapt to new priorities or problems,” as reported by LinkedIn Learning.

As such, we will tell stories of impact and celebrate our community’s creative efforts through marketing, news articles, editorials, and white papers to enhance our regional and national recognition. We are committed to hosting national and regional conferences to not only enhance our own reputation, but also to celebrate the city and region we call home. We will expand our visiting artist residencies and present exhibitions to enhance our recognition.

As we look at the arts and educational institutions as an economic engine for a community, we will reinforce our anchor strategy of creating an Institute for Creative Leadership & Entrepreneurship to actively demonstrate how artists are working with executives and other leaders to bring people together and elevate ideas with design thinking. We will reinforce ideas of how embedding artists into businesses brings added value to an organization.

We will also take advantage of the region’s position as the number one destination for retirees and create a Center for Creative Exploration to capture this population as well as learners of all ages in our community.

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¹ <https://learning.linkedin.com/blog/top-skills/why-creativity-is-the-most-important-skill-in-the-world>

² https://www.adobe.com/content/dam/acom/en/max/pdfs/AdobeStateofCreate_2016_Report_Final.pdf

We will exhibit and celebrate powerful work and cutting-edge creations to engage and inspire. Additionally, by 2024 we will pursue cutting-edge emerging technologies like the \$1 billion esports and \$24 billion Global Educational Technology industry (known as game-based learning and computer-based instruction) to ensure that we are on the front line of innovation and opportunity.

Expand Learners & Educators

We must create new and distinct educational and experiential offerings to remain relevant and sought after. For us, this entails creating new BFA degrees and designing BFA concentrations to signal to employers that our graduates have broad skill sets to work across industries and specialties. This declaration demonstrates our commitment to shaping our curriculum to adeptly respond to shifting demands for talent.

We are flexible, nimble, and we will provide pathways to careers with our curriculum. We are also devoted to creating part-time degree opportunities to meet students where they are. We will explore online and blended courses to capture the marketplace and create new academic pathways for non-traditional students, neuro-diverse learners, and even retirees. We know it is essential to offer dual-degree programs and capstone projects, so we envision creating these in the next five years. We are also exploring the creation of new certificate programs which will offer skills that allow professionals to upgrade and react to marketplace demands.

Additionally, we are considering creating a graduate degree to allow our alumni and creatives in the region to enhance and further their education. We will explore new models of instruction delivery, part-time/adjunct faculty, and academic schedules that challenge the agrarian-calendar base of higher education.

Foster An Inclusive Culture

We are committed to embracing an inclusive spirit. We will be a leader among our peers in fostering diversity, equity, and inclusiveness, as well as cultural sensitivity and intercultural competence. It is essential to cultivate multiple viewpoints to identify problems and design solutions. We will encourage our students to work across disciplines and work in disparate teams to cultivate a commitment to curiosity and learning.

Additionally, we will create a Center of Alternative Learning to ensure we are meeting the needs of all types of learners who have the promise and potential to develop as a creative and enjoy a rich and meaningful career.

Inclusiveness also means developing new financial aid models to ensure we are able to attract and retain the most promising of students.

For us, inclusiveness additionally means developing programming to support and encourage the life-long learning desires of our engaged retiree population and our strong community of refugees and first-generation Americans.

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Create Excellent Resources and Facilities

To create a robust residential community of students, we are committed to creating a Campus Plan with partnerships that expand our opportunities for growth. We will answer the demand for housing and dining for our student population by committing to housing a third of our population and providing healthy dining options.

We are committed to supporting artists and designers, not only as students, but also as they emerge as professionals. To this end, we are exploring ways to create a robust residential community of student and alumni housing with studio and maker spaces to enhance creative entrepreneurship. These will be flexible, exciting, inviting, and well-designed facilities that spur collaboration, co-creation, partnerships, and engagement.

We will make investments in facilities to allow for a student space gallery and cutting-edge exhibitions. We will enhance our student health services and student transportation options. To ensure our students have the most up-to-date resources at their fingertips, we are also committed to an academic and administrative technology expansion.

Encourage Experiential Student Success

Creative entrepreneurship, community engagement, creativity, and innovation are part of our DNA. As such, we will offer our students partnered resources and personalized support to ensure their success. We are committed to partnering with local live experience businesses to develop a dynamic innovation center and studio embedded within their campus. This would be the first of future proposed corporate studio partnership projects to offer real-world, experiential learning.

We will also elevate our advising and internship programming to create more meaningful, hands-on experiences for our students. By developing our alumni and parents' councils, we plan to take advantage of networking and mentoring opportunities to grow possibilities for connections.

OUR STRATEGY

The heart of the work we do focuses on a triad of interconnected ideas:

Creativity

Partnerships

Pennsylvania

Together, these ideas inform and direct our vision as we harness creativity to shape our world, forge partnerships to elevate and enhance all that we do, and embrace the physical, cultural, and communal energy of the region we call home.

With the knowledge that artists and educational institutions can be the economic engines of a community, we will expand and redefine our programming to holistically integrate our expertise and ingenuity to become a valued partner and move with intention to transform to a culture of engagement and innovation that embraces Lancaster and the Central Pennsylvania region.

We will pursue our vision by leveraging partnerships that extend our curricular and co-curricular programs and advance the application of creative competencies, in ways that leverage the region's distinct ecosystem of stakeholders and resources.

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OUR PLAN

We will focus our plan for the next five years on four pillars of innovative transformational initiatives: Academics & Co-curricular, Centers of Engagement, Resources & Facilities, and Identity & the Student Experience. Through this work, PCA&D will:

Grow our student body to 600, attract top-level faculty, ensure profound, personal student attention, and support robust, real-life student learning experiences

Craft a cutting-edge curriculum responsive to an ever-shifting marketplace with visionary BFAs, blended learning, and enhanced certification programs

Create a diverse, welcoming culture that values differences and fosters respect for a multiplicity of ideas and ways of thinking

Envision a new model for a holistic Campus Plan to greater utilize our resources and shared partnership possibilities, as we thoughtfully offer more student opportunities, while at the same time support the work of our alumni by creating new housing that blends learning with a residential-oriented community of artists and designers within the region

Partner with thought-leaders, regional entrepreneurs, and visionary businesses in proactive collaborations that elevate with design-thinking, and expand creative career pathways

Become the epicenter of the visual arts and inventive enterprises for the creative-focused city of Lancaster and the broader region as an anchor for ingenuity, economic impact, and problem-solving talent to elevate the community

CONCLUSION

The future is bright. Already we boast a can-do ingenuity among our faculty, staff, and students. Our community is one of inspired optimism with a spirit forged from our very founding.

Yes it is a big undertaking to transform our College to enact this vision, but our rapidly changing world demands audacity and action. Our students must be fluent in multiple modes of communication and must be well-equipped to innovate in our high-tech, digital, diverse, and globally connected world.

Our founders had a dream of a school that would develop raw talent into professional expertise. They were visionary and fearless in their undertaking. We will meet this new challenge with the same adventurous mindset, harnessing the power of partnerships, expanding the potential of inventive possibilities, and taking our rightful place as the locus of artistic thinking, making, and creating in Pennsylvania.



We are eager to
begin to transform
our tomorrow

Art & Design

Academics & Co-curricular

Certificates & Alternate Credentials
Experiential Learning & Corporate Partnerships
Graduate Degree
New BFA Degrees & Concentrations
Part-time Degrees & Online Academic Partnerships

Centers Of Engagement

Center for Creative Exploration
Center of Alternative Learning
Institute for Creative Leadership & Entrepreneurship
Maker Space
Regional Anchor Strategy
Visiting Artists Residencies

Resources & Facilities

Academic & Administrative Technology Expansion
Campus Master Plan w/Partnerships
E-sports
Facilities Investments
Housing & Dining Options
Student Space Gallery & Cutting-edge Exhibitions

Identity & Experience

Advising Career Success
Alumni & Community Engagement
Diversity, Equity, & Inclusion Culture Established
Host National & Regional Conferences
New Financial Aid Models
New Student Success Model
Rebranding Campaign & Marketing Plan
Student Health Services



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204 North Prince Street Lancaster, PA 17603 | 717 396-7833 | 800 689-0379