

The PNCA Plan: 2004-2009

Pacific Northwest College of Art's comprehensive plan has a five-year time frame running from the current academic year and concluding in the centennial year of 2009. It outlines the key institutional areas for action and the associated initiatives that will enable the College to achieve the vision and goals we have set for it.

Key Actions and Initiatives

Action 1:

Invest in Faculty-Staff Excellence through Renewal, Development and Evaluation

- 1.a Achieve a 2:1 ratio of part-time to full time faculty
- 1.b Conduct national searches for new and reconstituted faculty positions in Photography, Painting, Design, etc.
- 1.c Conduct research and make adjustments on market competitive salary and benefits for faculty and staff
- 1.d Increase funding for professional development opportunities
- 1.e Develop and use integrated, systematic, employee evaluation processes to ensure, support and increase excellence in fulfilling responsibilities to the College

Action 2:

Pursue Curricular Innovation and Excellence through New Programming and Evaluation

- 2.a Develop a curricular strategy to examine and respond to ecological/environmental issues facing the world and position PNCA as a leader among art and design schools in this area.
- 2.b Establish an innovative MFA program in Design responsive to social and cultural inquiry and attracting international students. Expand MFA into other areas as conditions allow.
- 2.c Create one or more BFA tracks for students wanting to pursue more self-determined and/or hybrid, strategies in the fine, communication and liberal arts.
- 2.d Develop high-level summer institutes (master artists workshops) in 3 fields.
- 2.e Develop and nurture an institutional culture that understands and values evaluative strategies that connect syllabi to departmental desired student outcome to institutional educational objectives.

Action 3:

Enrich Learning Resources for PNCA Constituents

- 3.a Create and implement improvement plan for library to position it among the best fine arts and design facilities in the region.
- 3.b Expand and support student learning resource/lab to help students succeed in the educational objective areas including writing, computation and critical thinking.
- 3.c Increase student advising capacity to better address academic issues, such as jeopardy, goal setting and options, and personal counseling.
- 3.d Increase student/alumni services to assist with professional success, including transition to graduate work, professional practice and career service
- 3.e Complete a comprehensive five-year facilities/laboratory plan linked to programs and service to ensure timely expansion, renewal and upgrading of equipment and other resources.

Action 4:

Enhance Cultural Diversity, and, Social and Ethical Responsibility, throughout the College

- 4.a Create a comprehensive plan to increase the number of people of color engaging with and supporting the college.
- 4.b Expand and support opportunities and participation in community-based internships for PNCA students, with attention to cultural diversity, and environmental and social and ethical issues.
- 4.c Increase the number of study abroad programs, and percentage of PNCA students participating in them, and the postgraduate international travel opportunities for alumni, faculty, staff and College friends. (combined two into one to make room for first initiative.
- 4.d Increase number of international students, scholars, and artists at the College through exchange, artist in residence, visiting artists/speakers programs and other programs.
- 4.e Increase the number of exhibitions, performances, and lectures that bring cultural diversity and social and ethical issues into the College environment.

Action 5:

Increase Student Enrollment, Retention and Quality

- 5.a Create an enrollment management plan with 5 year enrollment, retention, quality and graduation targets
- 5.b Increase Financial aid in all areas including tuition remission and merit and need

- based scholarships grants
- 5.c Create year long entering-student orientation program that includes alumni/staff mentor program
- 5.d Develop an institution-wide culture that values service and an easy-to-do-business-with style.
- 5.e Expand student achievement award and recognition plan

Action 6:

Reconnect with Alumni

- 6.a Establish a position/office of alumni relations
- 6.b Develop alumni council to advise president
- 6.c Regularize annual alumni program activities
- 6.d Formalize and build alumni association to 500 active members nationwide
- 6.e Create a distinguished alumni award

Action 7:

Strengthen the College through Technology

- 7.a Integrate institutional data management through software conversion.
- 7.b Implement a campus wide wireless network to better integrate all areas of the campus.
- 7.c Create expanded web-based systems for communication and multi-purposed interaction.
- 7.d Increase faculty and student proficiency with digital/media based teaching and learning tools.
- 7.e Develop smart classroom capacities throughout the College.

Action 8:

Increase Effective Institutional Planning and Action through Input and Evaluation

- 8.a Strengthen Board committee functions and activate president's "think tank" group
- 8.b Activate and expand College Advisory Committee's
- 8.c Develop and use dashboard indicator for all management processes
- 8.d Develop campus wide assessment system (empowerment evaluation)
- 8.e Develop Institutional Research ability to meet institutional need.

Action 9:

Raise PNCA's Public Profile and Broaden its Base of Support

- 9.a Develop and implement re-branding strategy
- 9.b Connect to key strategic local, national and global partners
- 9.c Initiate centennial celebration committee for 2009
- 9.d Expand institutional advancement and development according to comprehensive plans, to, among other things, increase the annual fund to \$1 million plus
- 9.e Prepare and launch centennial capital campaign.

Action 10:

Plan, Secure and Expand a Vibrant Campus Facility/Complex

- 10.a Complete campus master plan with financing component and linked to programming
- 10.b Undertake short-term build outs and improvements to improve student learning within current program
- 10.c Secure facilities for expanded academic programs in a timely manner
- 10.d Develop and implement plan for students housing for 100 – 150 students
- 10.e Launch capital campaign to fund purchase and/or development of main building(s)