

## 2024-2027 STRATEGIC PLAN (Summary)

The primary focus of this *2024-2027 Strategic Plan* is to fortify the foundational pillars upon which the college will foster growth. Montserrat must evolve its pre-2019 state. It is imperative for the College to adopt a bold approach, emphasizing a transformative shift in its approach to communication strategies, embracing innovative methods in teaching and learning, and promoting lifelong learning for its diverse community. Additionally, every facet of the plan should prioritize the effective utilization of data to measure and monitor progress accurately.

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### Communicate Our Uniqueness

What makes Montserrat College of Art such a unique place can be difficult to articulate, but it is strongly felt by anyone who steps onto campus. In alignment with our commitment to Diversity, Equity, Inclusion, and Belonging, the following strategies will be integrated into our communication efforts:

- **Build and launch a new mobile friendly website**
- **Differentiate our social media channels**
- **Create video content that highlights life at the College**

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### Discover And Build New Territories in Art and Design Education

Montserrat must embrace the cultural changes happening in this new era in order to keep students excited, to help them build creative lives, and to help our faculty continue to grow and be inspired by contemporary art and design practices. The College's adaptability allows it to quickly become a leader in the new art and design landscape.

- **Continue to develop the new BFA concentrations**
- **Expand summer program and continuing education**
- **Build expectations that Montserrat is more than a four-year education in Beverly, Massachusetts**
- **Ensure that all students, regardless of concentration, are fluent in digital tools and technologies**

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## Become a *First Choice* Organization

Remarkable, transformative things happen at Montserrat College of Art. It is a place full of passionate, hard-working, ambitious creatives. Embracing, communicating, and sharing our successes will make the College a more enticing environment for recruiting more students, expanding the diversity of our student body and employees, and help attract and retain more donors, visitors, and friends.

- **Use data, reporting, and technology to reach out to students**
- **Highlight alumni success**
- **Highlight the quality of work-life at the College**
- **Embrace our role as an economic driver and cultural leader**

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## Be A Space Where Everyone Can Belong

This small Montserrat community has been, for many years, a place of openness and acceptance; we also recognize that there is still more we can do to be even better. The history of openness and willingness to learn should serve as inspiration to learn and do more in how we embrace diversity, equity, inclusion, and belonging.

- **Continue and sustain Artist/Educator Mentorship residency**
- **Ensure that the College is aware of, and works to eliminate, biases**
- **Commit to local opportunities to embrace and expand awareness about cultures different from those typically represented on campus**
- **Expand/use travel programs to ensure all Montserrat students have opportunities to experience diverse places**
- **Highlight, embrace, and support our increasingly racially and ethnically diverse and large LGBTQ+ community on campus**

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## Embrace Interdisciplinarity

As Montserrat learns more about the direction of future enrollments in the next few recruitment cycles, and as the art and design worlds face a rapidly changing environment, there is an opportunity to embrace the tradition of interdisciplinarity that is at the core of Montserrat's DNA.

- **Faculty will be able to teach in multiple disciplines**

- **Spaces on campus should be designed for use by multiple departments and serve multiple needs**
- **New courses should be created to serve multiple concentrations**

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## Be A Place Where All People Thrive

Montserrat College of Art is a community of people. In order for the college to thrive, all of the people within it, the students, the faculty, the staff, the Board of Trustees, the alumni, and the College's friends need to thrive.

- **Assist students with mental and physical wellness**
- **Continue to develop/articulate co-curricular outcomes**
- **Highlight values of studio culture**
- **Expand the external network of the college**
- **Ensure that staff and faculty are earning wages and benefits that are at market rates**
- **Be mindful of student debt and market competitiveness**
- **Ensure that the communication among and between various campus stakeholders is robust and encouraged**

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## Demonstrate that Learning is Never Done

To help students embrace the idea of lifelong learning, it should be demonstrated by everyone on campus. With rapid and ongoing changes in technology and culture, staying static, seemingly, equates to falling behind. Montserrat, as it has throughout its history, needs to continue to ask itself and its students to learn and change and be aware of new ideas of diversity, equity, inclusion, and belonging in all fields of study..

- **Ensure and expand the professional development opportunities**
- **Promote *Loop Learning***
- **Re-Launch Continuing Education**
- **Expand the idea of Continuing Education to include training programs and online courses**