KCAI IDEAS Council

Goals and Actions Recommendations to the President's Action Council Toward Inclusivity, Diversity, Equity, Access and Sustainability at KCAI

Friday, March 5, 2021

Shawntae Jones, **tyler galloway**, **Eleanor Lim-midyett, Lisa Maione**, **Miguel Rivera, Jean Schmitt, Michael Schonhoff, Malisha Meador**, **Angelica DeSimio, Kevin Hopkins, Aleah Washington, Sydney Smith**, **Peyton Follis**, **Syren Law, Lucky Moe**

Executive Summary

The IDEAS council is composed of representatives from KCAI's student body, faculty, and staff and was formed in the fall of 2020 in response to a need recognized across all our campus constituencies for a body devoted to issues of Inclusion, Diversity, Equity, Access and Sustainability (IDEAS).[1]

Since September of 2020, IDEAS Council members have met weekly to discuss issues of diversity and inclusion at KCAI, both acknowledging the work that is being done and making recommendations for future initiatives that will improve and transform our campus environment. Through this work, it is our hope that we have demonstrated our genuine care and concern for the well-being of all members of our campus community and our dedication to transformative justice and the eradication of racism and discrimination in all forms. IDEAS council welcomes diverse perspectives and ideas and prioritizes listening in order to foster greater understanding with the goal of making KCAI a more inclusive and diverse space for our campus of creators to thrive as individuals and make a world in which all KCAI members are visible and heard.

In order to organize our efforts, we studied both the Students' List of Demands and the Diversity Working Groups' List of Recommendations, as well as the college's responses to the student demands and models for DEI plans at other institutions of higher learning. We determined four focus areas for our examination of IDEAS at the college, namely: Leadership, Reporting, and Accountability; Diversity, Equity, and Inclusion; Academics and Curriculum; and Student Services. We divided our group into subcommittees that met every other week to assess IDEAS within the four focus areas, ascertaining what work is already being done, making recommendations for required, next step, action items, identifying potentially responsible parties, and offering a suggested timeline and budget for completion where possible.

We hope that you will view this document not as the final blueprint for a master plan, but rather as a collaborative, dynamic and ongoing project guide that will continue to change and be modified as goals are met and new needs arise and are identified. While we recognize that a genuine and lasting cultural shift and the dismantling of systems of oppression take time, we emphasize the urgency and on-going nature of our work. We are forever motivated by the imperative that we must do better for our students now and in the future. We welcome the opportunity to answer questions, address concerns and elaborate on any ideas conveyed. We are honored to be members of the IDEAS council and pledge to engage and mobilize constituents across campus in our collaborative efforts as a community to translate these words into actions for the betterment of the college.

Respectfully submitted,

The IDEAS Council, Kansas City Art Institute

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[1] The Students' List of Demands calls for "the creation of an official body dedicated to social equity and inclusion." The Diversity Working Group, the ad hoc committee of Faculty Assembly, in its List of Recommendations to the college suggests "the formation of the IDEAS Council with representatives from staff, faculty, students, administration and the board of trustees to collectively assess diversity and equity at the college, make recommendations on how best to accomplish KCAI's goals, and address the needs of the college with respect to diversity and inclusion." Both the Staff Advisory Committee and KCAI's executive leadership strongly endorsed the formation of IDEAS council.

Communication Timeline

Timeline of conversations between President's Action Council (PAC) + IDEAS Council (IDEAS)

Prior to May 15, 2021

- ○ Introductory Conversation between PAC and IDEAS to provide clarity and answer questions about the action plan
- ○ Question and answer session between PAC, IDEAS, and other relevant parties regarding the President's initial communication about KCAI investments.

Fall 2021

- ○ September 2021: Academics + Curriculum – Amend, remove and/or expand Art History and Liberal Art Courses to include broad global studies issues, histories and courses
- ○ November 2021: Diversity, Equity + Inclusion – Diversify hiring practices by developing strategies for attracting, retaining and supporting faculty, staff, administration, and board members from underrepresented groups

Spring 2022

- ○ February 2022: Leadership, Reporting + Accountability – Transition from an IDEAS Council to an Office of Inclusion, Diversity, Equity, Access and Sustainability that guides and coordinates all efforts across campus
- ○ April 2022: Student Services – Improve mental and physical health services

Fall 2022

- ○ September 2022: Academics + Curriculum – Amend, remove and/or expand Studio department courses to include broad global studies issues, histories and elements of related studio practice
- ○ November 2022: Diversity, Equity + Inclusion – Required bi-annual training for all community members

Spring 2023

- ○ February 2023: Leadership, Reporting + Accountability – Hire in a third-party for an initial assessment and progress report on KCAI's climate around diversity, equity, and inclusion
- ○ April 2023: Student Services – Create and retain a diverse student body

Top Priority Goals

1.0 Academics + Curriculum

1.1 Goal: Amend, remove and/or expand Art History and Liberal Art Courses to include broad global studies issues, histories and courses.

This goal moves KCAI's curricular foundation from one of mainly white, colonial centric teaching to global, decolonized, and decanonized histories and knowledge.

Current Actions:

- Liberal Arts faculty chair, Phyllis Moore, has been working with Liberal Arts faculty to design a new model to replace the existing History of Thought series. This new sequence of classes will be called, Critical Studies, and individual instructors will develop themed classes that will focus on the study of diverse texts centered around a comprehensive theme. The Liberal Arts department hopes to institute this new series of core classes in the Spring of 2022

Actions:

- Establish a small working group for this task consisting of current KCAI employees and outside contractors as a neutral party. Consider - Shanna Ketchum-Heap of Birds, PhD Candidate / Middlesex University London, School of Art and Design. SH1675@live.mdx.ac.uk
- Convene a meeting with Phyllis, Michele and Milton to start a preliminary conversation about previous findings
- Research possible support from AAC or our accrediting bodies
- Hire and/or contract with new guest fellow faculty from outside of KCAI to help create and/or teach new courses during the summer. They should be experts in non-western histories, knowledge, thinking and practices.
- Create new courses
- Teach new courses

Timeline:

- February 2021 – Establish AHLA Working Group
- Spring 2021 – Review current curriculum
- Summer 2021 – Create expanded and/or new courses for KCAI
- Fall 2021 – Begin teaching these courses to students
- Ongoing – Evaluate, refine and edit courses as needed to meet said goal

Completion:

- Fall 2021 – New course(s) launch

- Ongoing – Review and edit

Budget: Exact amount unknown – cost areas below
- Faculty summer pay
- Contract faculty to develop courses
- Contract faculty to teach courses

Responsible parties:
- EVPAA
- VPAA/DF
- Related Faculty chairs & EPC
- Goal working group members
- All Art History and Liberal Arts Faculty
- Students to provide feedback

1.2 Goal: Amend, remove and/or expand Studio department courses to include broad global studies issues, histories and elements of related studio practice.

This goal moves KCAI's curricular foundation from one of mainly white, colonial centric teaching to global, decolonized, and decanonized histories and knowledge. Art History has sections taught courses for Latinamerican art and Asian studies. We should connect some courses with studio practice. ie, textiles, ceramics etc.

Current Actions:
- KCAI Faculty member Eleanor Lim-Midyett has begun some of this work with other colleagues at KCAI. Miguel Rivera has done research on this goal.

Actions:
- Establish a small working group for this task consisting of current KCAI employees and outside contractors as a neutral party
- Convene a meeting with Studio chairs and Milton to start a preliminary conversation about current status and action plans
- Research support from AAC or our accrediting bodies
- Hire and/or contract with new guest fellow faculty outside of KCAI to help create and/or teach new courses during the summer. They should be experts in non-western histories, knowledges, thinking and practices.
- Create new courses
- Teach new courses

Timeline:
- February 2021 – Establish Studio Working Group

- Spring 2021 – Review current curriculum
- Summer 2021 – Create expanded and/or new courses for KCAI
- Fall 2021 – Begin teaching these courses to students
- Ongoing – Evaluate, refine and edit courses as needed to meet said goal

Completion:

- Fall 2021 – New course(s) launch
- Ongoing – Review and edit

Budget: Exact amount unknown – cost areas below

- Faculty summer pay
- Contract faculty to develop courses
- Contract faculty to teach courses

Responsible parties:

- EVPAA
- VPAA/DF
- Related Faculty chairs & EPC
- Goal working group members
- All Studio Faculty
- Students to provide feedback

2.0 Diversity, Equity, and Inclusion

2.1 Goal: Diversify hiring practices by developing strategies for attracting, retaining and supporting faculty, staff, administration, and board members from underrepresented groups.

2.1.1 Goal: Attract, retain and support faculty from underrepresented groups.

Hire and retain a minimum of 25% Indigenous, Black, Brown, and/or LGBTQ+ faculty into tenure-track positions across the Institute.   Diversify hiring practices by developing strategies for attracting diverse faculty. Currently, out of 33 tenured faculty, only 1 is of diverse background. Consider long-term goals when searching for full-time faculty versus adjunct faculty roles by prioritizing the long-term growth, change and diversification of programs, students and faculty at the college.

Current actions:

- Five faculty and administrators are attending the Search Advocate Program at Oregon State University in Spring 2021

- One BIPOC AICAD Fellow has been placed in Foundation as of Fall 2020

Timeline & Action steps:

- Spring 2021/Ongoing – Send four faculty per year to the Search Advocate Program at Oregon State University
- July 2021 – Have at least two staff that are certified Search Advocates on every hiring committee
- Spring 2021/Ongoing – Utilize the AICAD Fellowship program to source 1- and 2-year hires as needed
- Spring 2021 – Incorporate best practices in diversity, equity, and inclusion into staff hiring and advancement procedures by developing new practices and procedures
  - Include HR in the faculty hiring process
  - Fall 2021 – Source applicants from more diverse platforms
    - Higher Ed Jobs
    - NASPA: TPE Placement Exchange
    - American Association of Hispancis in Higher Ed
    - American Association of Blacks in Higher Education
  - Create Diverse Hiring Committees-Ensuring diverse composition
    - Educate hiring committees on how diversity is critical to the workforce
    - How to assess potential candidates based on DEI
    - Specific hiring goals
    - Unconscious Bias
    - Ask diversity related interview questions
- May 2022 – 15% faculty diversity
- May 2024 – 20% faculty diversity

Completion:

- Fall 2026 – 25% faculty diversity

Budget:

- $800 annually for the Search Advocate Program at Oregon State University
- New faculty position salaries - unknown

Responsible parties

- President's Action Council
- Director of Diverse talent and Inclusion
- Faculty hiring committees
- Executive Vice-President for Academic Affairs

2.1.2 Goal: Attract, retain and support staff from underrepresented groups.

Hire and retain Indigenous, Black, Brown, and Queer staff with a focus on adequate representation in student facing positions such as academics and career support services.

Current actions:

- One staff member is attending the Search Advocate Program at Oregon State University in Spring 2021
- HR expanded job postings to include "Diversity Workplace" as a sourcing platform
- HR created partnership with Kauffman Scholars in an effort to source/build a pipeline of BIPOC alumni candidates interested in working at KCAI
- As of February 2021 KCAI has hired the following roles:
    - BIPOC woman-Director of Diverse Talent and Inclusion
    - BIPOC woman-Student Services Advisor
    - Diverse woman-Assistant Director of Housing and Student Activities
    - BIPOC woman- Finance Assistant

Timeline & Action steps:

- Spring 2021/Ongoing – Send two staff per year to the Search Advocate Program at Oregon State University.
- Spring 2022 – Have at least two staff that are certified Search Advocates on every hiring committee.
- Fall 2021 – Source applicants from more diverse platforms
    - NASPA: TPE Placement Exchange
    - American Association of Hispancis in Higher Ed
    - American Association of Blacks in Higher Education
- Spring 2021 – Incorporate best practices in diversity, equity, and inclusion into staff hiring and advancement procedures by developing new practices and procedures
    - Source diverse candidate pools
    - Create Diverse Hiring Committees-Ensuring diverse composition
        - Educate hiring committees on how diversity is critical to the workforce
        - How to assess potential candidates based on DEI
        - Specific hiring goals
        - Unconscious Bias
        - Ask diversity related interview questions
- May 2022 – 15% staff diversity
- May 2024 – 20% staff diversity

Completion:

- Fall 2026 – 25% staff diversity

Budget:

- $400 annually for the Search Advocate Program at Oregon State University.
- $2500 annually for candidate sourcing platforms

Responsible parties:

- President's Action Council
- Director of Diverse talent and Inclusion
- Staff interviewing committees
- Department hiring managers

2.1.3 Goal: Attract, retain and support administration from underrepresented groups.

Current actions:

- Diverse male hired May 2020 – CFO

Timeline & Action steps:

- Fall 2021 – Incorporate best practices in diversity, equity, and inclusion into hiring and advancement of administration by developing new practices and procedures
- Ongoing – Source applicants from more diverse platforms
- Ongoing – Create Diverse Hiring Committees-Ensuring diverse composition
  - Always have at least two KCAI employees or Board Members that are certified Search Advocates on every search committee.
  - Educate hiring committees on how diversity is critical to the workforce
  - How to assess potential candidates based on DEI
  - Specific hiring goals
  - Unconscious Bias
  - Ask diversity related interview questions
- May 2022 – 15% administration diversity
- May 2024 – 20% administration diversity

Completion:

- Fall 2026 – 25% administration diversity

Budget:

- Unknown

Responsible parties:

- Executive hiring committees
- Board of Trustees

2.1.4 Goal: Attract, retain and support board members from underrepresented groups.

Take into account the needs of KCAI's gender-, racially-, and economically-diverse stakeholders; students; faculty; staff; and other members of the KCAI community.

+ RESOURCE: https://news.bloomberglaw.com/corporate-governance/steps-for-corporate-boards-serious-about-improving-diversity-in-the-boardroom

Current actions:

● BIPOC male appointed to board November 2019

Timeline & Action steps:

● Fall 2021 – Incorporate best practices in diversity, equity, and inclusion into recruitment and appointment of board members
● Get creative about how to source potential candidates for the board
  ○ Use current board to expand network of BIPOC candidates
  ○ Consider use of search firms
  ○ Define/Redefine competencies needed to serve on board including those outside of Higher Education
● Ongoing – Create Diverse Hiring Committees-Ensuring diverse composition of candidates
  ○ Educate board members on how diversity amongst the board is critical to KCAI
  ○ How to assess potential candidates based on DEI
  ○ Specific hiring goals
  ○ Unconscious Bias
● Ask diversity-related interview questions
● May 2022 – 15% board diversity
● May 2024 – 20% board diversity

Completion:

● Fall 2026 – 25% board diversity

Budget:

● Unknown

Responsible parties:

● Board of Trustees
● President

2.2 Goal: Required bi-annual training for all community members

Require education and training for all students, faculty, staff, administrators, and board members on issues of Inclusion, Diversity, Equity, Access, and Sustainability twice annually. One training will have broad relevance to our community on pertinent issues, with the second being focused on relevant topics for each constituency, such as leadership, curriculum, or student needs.

Timeline & action steps:

- May 2021 – Establish regularly recurring calendar dates for training around the start of each term
- May 2021 – Identify any quality training resources, broadly and specific to each campus group
- August 2021 – Vet quality and content with members from each campus group; schedule training for the coming spring

Completion:

- August 2021 and ongoing, twice annually

Budget:

- $26,100 estimated for a 3-workshop "White at Work" series from WE
- $22,500 estimated for a 3-workshop "Inclusive Leadership" relational mindfulness series from WE

Responsible parties:

- Director of diverse talent and inclusion
- Diversity working group, for faculty-specific training
- Staff advisory council, for staff-specific training
- President's cabinet, for administrative/leadership-specific training
- Dean of students, for student-specific training
- President's Action Council or Board of trustees subcommittee, for board-specific training

3.0 Leadership, Reporting & Accountability

3.1 Goal: The School outlines a timeline for transitioning from an IDEAS Council to an Office of Inclusion, Diversity, Equity, Access and Sustainability that guides and coordinates all efforts across campus. This includes hiring a dedicated IDEAS Director responsible for helping our campus community to realize our shared vision of diversity and inclusion.

Current Actions:

- School hired Director of Diverse Talent and Inclusion and formed the IDEAS Council

Timeline & Action Steps:

- May 2021 – Assess first year of IDEAS Council
- Fall 2021 – Outline what an office might do and how the council supports that work
- Spring 2022 – Create timeline for the opening of the office

Completion:

- May 2022

Budget:

- Staff and Salary Lines

Responsible Parties:

- IDEAS Council
- Director of Diverse Talent and Inclusion
- President's Action Council

3.2 GOAL: Hire in a third-party assessment group to assess KCAI's climate around diversity, equity, and inclusion and make a deadline for a follow up check in (i.e. 3-5 years) to assess progress and bring accountability to the administration on identified issues.

Current Actions:

- None

- April 2021 – Identify and hire assessors
- Fall 2021 – Conduct assessment
- Fall 2021 – Create timeline to act on assessors recommendations

Completion:

- Fall 2021 for initial assessment

Budget:

- TBD

Responsible Parties:

- President's Action Council
- Board of Trustees
- Director of Diverse Talent and Inclusion

4.0 Student Services

4.1 Goal: Improve mental and physical health services

Hire BIPOC psychologist or mental health counselor who has knowledge and training in addressing the mental health needs of under-invested populations.

Current actions:

- On December 1, 2020, the IDEAS Council Student Services subcommittee emailed Dr. Elisabeth Sundermeier, the KCAI Coordinator of Counseling and Campus Psychologist regarding the students' demands (2.3) to hire Black and Brown psychologists or counselors with knowledge and understanding of mental health needs of underserved populations. Dr. Sundermeier replied informing us of measures in place for students to meet with a BIPOC counselor. Students can request to meet with a BIPOC/LGBTQ doctoral counselor from the UMKC and KU grad programs through Wellconnect.

Recommended actions:

- Protocol for requesting a BIPOC or LGBTQ counselor or psychologist be made known to students in the Student handbook and in initial meeting with advisor, department chairs, and school-wide student orientation
- Schedule an informational session about BIPOC counseling services in Foundation
- Flyers on campus, ads on Instagram and Facebook, emails at the start of the school year

Timeline:

- Spring 2021/Fall 2021 – Protocols for requesting a BIPOC or LGBTQ counselor be included in the student handbook

Completion:

- Spring 2021/Fall 2021

Budget:

- n/a

Responsible parties:

- Dr. Elisabeth Sundermeier, the KCAI Coordinator of Counseling and Campus Psychologist
- Dean and Assistant Dean of Students
- Director of Housing

4.2 Goal: Create and retain a diverse student body

Create and maintain a safe, productive, and supportive environment for all students – including those from diverse racial and ethnic backgrounds, all socio-economic levels, international students, LGBTQ students, and non-traditional students. We believe this is the work of everyone across departments and everyone can do a part in reaching this goal. Actions overlap with other goals.

Actions:

- Assign Admission to actively pursue students across the US and abroad.
- Create a Working Group under the Dean of Students to build support systems to ensure that all students feel visible and safe to express their individuality and creativity. Establish listening groups/sessions with students to hear their experiences
- Regularly bring in guest critics in-person and via remote conferencing from a diverse pool of artists, designers and craftspeople.
- Create and maintain a list of mental health associates and resources to point our students to quality mental health care, especially when KCAI or its direct partners are not able to provide sufficient services.
- Hire BIPOC mental health counselors for students to access. This includes providing access to mental health services for students of color as well as LGBTQ and other underrepresented students.
- Establish a KCAI Diversity Grant funded with auctioned student artwork. Devise a selection process for the grant.
- Formalize and make transparent the activation/use of public and departmental lectures, exhibitions and other public programs as short-term solutions to the long-term, permanent academic and hiring goals at the College.

- In turn, require engagement and participation in these programs to be academically linked.

Timeline:

- February-April 2022 – Compile an extensive list of creative and financial opportunities and opportunities available to BIPOC students specifically
- February-July 2022 – Research and communicate to all departments to formulate a plan of action concerning the grant
- August-December 2022 – Release list of opportunities to student body
- August-December 2022 – Launch online [or in person] auction to collect revenue for KCAI Diversity Grant
- August-December 2023 – Distribute first grant

Completion:

- August 2023

Budget:

- unknown

Responsible parties:

- Student Leadership
- Financial Aid Advisors
- Student Representatives
- President and Board
- Admissions Dept.
- EVPAA & VPSS/DS
- All Academic Departments
- DWG
- All Public Program creators (VAWG, Galleries, Communications)
- Dr. Sundermeier
- Human Resources
- Student Services offices

Additional Goals

1.0 Academics + Curriculum

1.3 Goal: Develop curriculum and pedagogy (CP) that promotes the free exchange and understanding of diverse, underrepresented ideas and their intersectionality. Revise department-level student learning outcomes to address inclusion, diversity, equity and access.

This goal broadens KCAI's curriculum to promote exchange, intersectionality, and cross-learning within and across departments, students, faculty, staff and alumni.

Current Actions:

- Review of departmental work on this is underway. Milton and Bambi have requested department chairs to include diversity and inclusion student learning outcomes and start the analysis to identify areas where DI can be added.

Actions:

- Establish a small working group for this task consisting of current KCAI employees and outside contractors as a neutral party.
- Convene a meeting with Adam Lucas, EPC and Milton to start a preliminary conversation about current status and action plans.
- Research support from AAC or our accrediting bodies.
- Hire and/or contract with new guest fellow faculty outside of KCAI to help develop and/or position/teach new curriculum/pedagogy.
- Assign a group of faculty and Alumni to audit new, proposed courses. Include a qualified faculty member educated on the subject. Involve EPC. IDEAS council can give guidance to the VPAA associates and chairs to clarify what diversity and inclusion may look like since the interpretation of both concepts are somewhat different depending on every individual (specially those who are in the said categories).
- Position new curriculum in existing or new courses.
- Teach new curriculum
- Evaluate

Timeline:

- February 2021 – Establish CP Working Group.
- Spring 2021 – Review current curriculum.
- Summer 2021 – Create expanded and/or new courses for KCAI.
- Fall 2021 – Begin teaching these courses to students.
- Ongoing – Evaluate, refine and edit courses as needed to meet said goal.

- New course(s) launch – Fall 2021
- Review and edit – ongoing

Budget: Exact amount unknown – cost areas below

- Faculty summer pay.
- Contract faculty to develop courses.
- Contract faculty to teach courses.

Responsible parties:

- President & board
- EVPAA
- VPAA/DF
- Related Faculty chairs & EPC
- Goal working group members
- All Faculty
- Students to provide feedback

2.0 Diversity, equity, and inclusion

2.3 Goal: Retain and support faculty and staff from underrepresented groups.

Continue to grow diversity across the KCAI employee community by developing strategies to retain and support those from diverse racial, ethnic, and socio-economic levels, including BIPOC, LGBTQ+, and people of diverse abilities. Anticipate the needs of diverse faculty and staff and establish protocols for helping them integrate and feel welcome by both the KCAI and the larger KC metro communities.

Timeline & Action Steps:

- Spring 2022 – Conduct research on other companies and institutions with success in this area; consider employee resource groups as a possible solution
- Summer 2022 – Survey our employees to collect ideas and opinions
- Fall 2022 – Planning for first round of actions, groups, or events

Completion:

Winter 2022 – Implement first set of actions, groups, or events

Budget:

$1,000 for event or employee resource group support

2.4 Goal: Provide IDEAS-focused development opportunities for faculty, staff, and students

Establish a fund that is specifically designated for students, faculty and staff to gain exposure in and engage in conversations/work around inclusion, diversity, equity, access, and sustainability. This is above and beyond bi-annual training and meant to encourage and develop self-motivated leaders within each constituency who could model behaviors and share knowledge with peers.

Timeline & Action Steps:

- May 2021 – Identify budget resources and establish an annual budget
- August 2021 – Detail the goals and possibilities for this opportunity [conferences, workshops, projects, etc]
- Fall 2021 – Establish a timeline for application or appointments
- December 2021 – Communicate annually to constituencies about the opportunity

Completion:

December 2021 and ongoing, annually

Budget:

$6,000 annually, $1,000 per participant – 2 each of students, faculty, staff

Responsible parties:

President's Action Council
Brian Henke
President's office

2.5 Goal: Form IDEAS Council to formally advocate for Inclusion, Diversity, Equity, Access, and Sustainability across the KCAI community

The council will be made up of students, staff, and faculty, serve as advisors to the President's Action Council and as ambassadors to each of our corresponding branches to inspire and cause a culture shift toward Inclusion, Diversity, Equity, Accessibility and Sustainability. We will work vigorously from 2020 to 2022 to bring the institution online with IDEAS practices in a self sufficient way, with initial work weighted in three categories: Communication, Actionable recommendations, Education. Actionable recommendations will be brought to the President's Action Council for refinement, approval, and implementation through appropriate parties across the campus.

Current actions:

October 2020 – Council makeup completed
February 2021 – Initial recommendations submitted to President's Action Council

Completion:

February 2021 and ongoing until 2022

Budget:

Approximately $5400 in work-study funds for FY '21–22

Responsible parties:

President and President's Cabinet
IDEAS co-facilitators – Shawntae Jones and tyler galloway

2.6 Goal: Hire and compensate both faculty, staff and BIPOC students for their participation and additional work as IDEAS Council members

Current Actions:

- October 2020 – Actively recruited two BIPOC students to serve as members on IDEAS Counsel
- Effective October 2020 – All students serving on the IDEAS Counsel are paid work study IDEAS Council members making $13.00 per hour

Timeline & Action steps:

- March 2021 – Compensate faculty IDEAS council members for their work with a 2% bonus for each year they are active members of the IDEAS Council

Completion:

- Ongoing – The Council members will serve in an assessment and advisory role for a maximum of two years, with the understanding that at the end of its term, members will rotate and adjust goals and strategy as needed for future work.

Budget:

- Approx $7,000 per year for faculty and staff recognition bonus
- Approx $15,000 per year in work study funds

Responsible parties:

- Presidents Action Council
- VP and Dean of Students
- VP of Academic Affairs
- Director of Diverse Talent and Inclusion

2.7 Goal: Research and compose a land acknowledgement statement for the KCAI campus community.

Current actions:

- Identify how much money we can co-invest in this process with Nelson-Atkins Museum of Art's Ariana Chaivaranon, who is heading up that process there

Timeline & action steps:

- January-February 2021 – Re-establish connection with Nelson-Atkins process
- February 2021 – Commit to financial investment to interviews and process with Nelson
- March 2021 – Connect with local Indigenous peoples groups
- April 2021 – Invite groups to campus. Ask how we can contribute better to the communities in this region
- May 2021 – Establish scholarship for any Indigenous students (full rides), and offer to incoming students as a way to begin the process of following through on acknowledging this land's history
- October 2021 – Dedication ceremony of KCAI Green

Completion:

- August 2021 – Roll out new land acknowledgement for use across campus

Budget:

- $2,000 for interviewee honorariums

Responsible parties:

- KCAI Board of Directors
- IDEAS member representatives
- Nelson Atkins Ariana Chaivaranon

2.8 Goal: Publish a mission statement regarding Inclusion, Diversity, Equity, Access and Sustainability (IDEAS)

Inclusion, diversity, equity, access and sustainability (IDEAS) are critical for KCAI and must be integrated into our mission at the Institutional level and / or in our strategic planning documents. By embracing these principles, KCAI is committed to fostering an environment that empowers students to develop creative, productive, and purposeful lives and careers. Weaving IDEAS into all threads of campus life enables students to thrive within both the Kansas City community and the larger global context and supports them in making the world that they imagine.

Current actions:

- Add a paragraph of historical context and planned actions to strive for a more equitable KCAI. Add to this working draft:
- *We at the Kansas City Art Institute recognize that a plurality of voices and perspectives is crucial in providing educational excellence that develops visionary creators, artists and global citizens. We strive towards creating a campus community with the broadest spectrum of representation with respect to race, ethnicity, religion, sexual orientation, gender, age, socioeconomic status, individuals with disabilities, and first-generation students. The core concepts of inclusion, diversity, equity, access and sustainability (IDEAS) are guiding principles integral to KCAI's strategic academic and institutional planning, social and studio practices, research, and learning outcomes. They are vital catalysts in creating a campus culture of transparency, sustainability, collaboration and engagement, and accountability across diverse facets of KCAI's community in which all members feel visible and supported.*

Timeline & action steps:

- March 2021 – Establish a working group to research history of discrimination on campus
- April 2021 – Interview former administrators and directors who have worked at KCAI for their insight on the history of attitudes on campus
- May 2021 – Submit full new draft for review by IDEAS Council
- June 2021 – Final text submitted to President's Office by IDEAS Council
- July 2021 – Approved and signed off by Presidents Office
- September 2021 – Written up in Revealed
- January 2022 – How are we doing in this mission

Completion:

- July 2021 – Completed
- July 2021 – Published on KCAI website
- August 2021 – Lecture and/or article written about the research as part of a convocation event to kick off the 2021-2022 Academic Year

Budget:

- $250 for interviews
- $500 honorariums for each researcher/writer involved

Responsible parties:

- President's Action Council
- KCAI President
- KCAI Board of Directors

2.9 Goal: Connect and partner meaningfully with local tribe leaders as an institution in long-term sustainable ways.

Build partnerships and solidarity with the Arapaho, Cheyenne, Comanche, Kansa, Kiowa, Kaw, Osage, Pawnee, and Wichita nations, as well as the greater Kansas City community.

Current Actions:

- Student group BSU has invited a guest lecturer to speak about a variety of relevant topics
- Efforts have been made and circulated relating to giving land acknowledgements across KCAI
- Beginning conversations with the Nelson-Atkins Museum of Art's staff to coordination on land acknowledgement research in partnership with local tribe leaders and paid living experts

Timeline and action steps:

- Spring 2021 – Research and clarify knowledge of local tribes and networks to connect with
- Fall 2021 – Create an Indigenous solidarity working group of students, faculty and staff to advance relations and initiatives on campus with said nations that reports directly to the President
- Fall 2021 – Complete the work on KCAI land acknowledgements resources/policy to empower everyone at KCAI to access, become informed, create their own, and use it
- Fall / Winter 2021 – Schedule quarterly visits with local tribal leaders and indigenous groups. Create a policy that invites an elder (or other individual from a said nation/tribe) to offer a prayer/acknowledgement at every KCAI public program.
- Spring 2022 – Invite local groups to all Current Perspectives lectures, maintain connection through any available public programming virtual or physical

Completion:

- Spring 2022 – IDEAS council accountability checkup
- Ongoing 2022-2024 – 2 year increments of action and accountability

Budget:

compensation for any and all engagements with said nations/individuals, costs related to special projects/initiatives from working group.

Responsible parties:

- KCAI President
- KCAI EVPPA

- KCAI Board members
- Faculty and staff currently working on Land Acknowledgement resources.
- Any employee hosting public programs

2.10 Goal: Develop outreach for advocating for diversity and inclusivity with our Kansas City Metro Community

Build ally-ship with and advocacy for diverse, under-represented groups on campus and in the local creative community. Cultivate a climate of inclusivity and greater cultural, social, environmental, and political understanding by supporting issues of equity and inclusion both on campus and in partnerships with the broader Kansas City metro community. Develop and build a network of arts educators across regional universities and community colleges to better support diversity and equity.

Timeline + Action Steps:
- August 2021 – Reach out to local educators and committees attached to High Education Institutions: UMKC, Metropolitan Community College, Rockhurst University, etc.
- August 2022 – Reach out to Local KC Creative Community for coordinated efforts to advocate and build community with underrepresented groups: Troost Market Collective, Arts KC, Mid-America Arts Alliance, etc.
- May 2022 – Creation of community opportunities and outreach. Events and educational programs ranging from K-12
- May 2022 – Build up student and faculty involvement with these events and programs for better community involvement

Completion:
- August 2021-May 2022

Responsible Parties:
- Student Services

2.11 Goal: Strengthen professional and support networks for underrepresented students

Broaden our outreach to acknowledge and support historically underrepresented identities by maximizing opportunities to invite visiting artists and educators from diverse backgrounds. Promote cross-generational mentorship for students of diverse backgrounds by encouraging meaningful engagements with visitors, artists and scholars. Offer access to more diverse networks of mentors, advisors, and role models by fortifying relationships with alumni and community advocates at the local, national and international levels.

Current actions:

- Nearly all of the 2020–2021 Current Perspectives lecturers have been of diverse backgrounds
- Graphic Design has hosted one diverse alumnus per semester to speak, serve as guest critic, share meals with students, and review student portfolios since 2017
- The Alumni Relations Manager is currently developing plans for an IDEAS Alumni Network, to engage diverse alumni volunteers to offer different perspectives on the artwork of current minority and underrepresented students at KCAI, and hopes to develop a mentorship program that will connect students to alumni, community partners and potential employers.

Timeline & action steps:

- Spring 2021, Fall 2021, Winter 2022 – continue to focus on diversity within the Current Perspectives lecture series; continue development of the IDEAS Alumni Network
- Fall 2022 – coordination between dept chairs, program heads, and alumni relations manager to develop and strengthen program ideas. Development of diverse alumni lists.
- Winter 2022 – additional meetings and planning as needed; continue with alumni connections
- Spring 2023 – connecting alumni directly with dept chairs and faculty to plan for fall

Completion:

- Fall 2023 – implementation of a consistent framework for mentoring, guest critics, and or speakers, as determined by the responsible parties below.

Budget:

- Utilize existing Visiting Artist Working Group budget for Current Perspectives speakers
- $8,500 annually for 17 departments – $500 per department, per year to provide honorariums for visiting artists, designers, and educators of diverse backgrounds.

Responsible parties:

- Visiting Artist Working Group
- Alumni Relations Manager
- Department chairs
- Full-time faculty

2.12 Goal: Establish and maintain an IDEAS Resource Center

KCAI should create and maintain an online (and possibly physical) repository for any resource related to the purpose of the IDEAS council, available to KCAI students, faculty, staff, and available outside of KCAI. Maintained through the Jannes Library, resources could include webinars, workshops, examples of programs, specific organizations, other lists, etc. This repository should have an 'endorsement/review' feature so members of our KCAI community (and possibly others) that have engaged with a resource can share their experience and observations in the hopes of empowering/informing others to find and engage with effective and useful resources. It should maintain an organic/conversational, less administrative, design to encourage impromptu sharing sessions, reading groups, etc. across campus.

Current actions:

- The DWG has created but not yet published a list of resources on our existing 'My KCAI' online platform

Timeline & action steps:

- May 2021 – Project mission and scope completed
- August 2021 – Repository design and organization completed
- December 2021 – Production and testing completed

Completion:

- December 2021 – Project completed; resource additions will be ongoing

Budget:

- Recommend $500 annually for books and other physical resources

Responsible parties:

- Diversity Working Group
- Jannes Library staff

3.0 Leadership, Reporting & Accountability

3.3 GOAL: Establish a student government with representatives from each department to voice the concerns of the student body.

To represent student concerns and ideas and help facilitate greater communication and understanding between students and KCAI administration. We recommend using a student application process to attract students who are genuinely interested.

Current Actions:

- The KCAI Student Guild was established in 2019 to serve as a centralized, student-run organization that creates space for students to feel represented, and advocate for student needs. Through the Guild, students could request funds for recognized student organizations and their activities. As of Spring 2021, the Guild is no longer in existence.
- An advisory group of students, faculty and executive leadership are meeting to create a model for a student leadership organization.

Timeline & Action Steps:

- Spring 2021 – Research, plan, and look to revise the Student Handbook to outline structures for the election of the first student government
- September 2021 – Elections held for 2021-2022 student government
- 2021-2022 School Year – Government meets monthly, reporting to Vice President and Dean Students
- 2021-2022 School Year – Government works with Vice President and Dean Students to outline an operating budget; self-evaluate structure, operations, and participation to-date
- January-May 2022 – Continue Government with recommendations from evaluation

Completion:

- August 2021 – Launched and ongoing

Budget:

- $ unknown – can be produced during plan formulation

Responsible parties:

- Dean and Assistant Dean of Students
- Student Guild Advisors
- Student Representatives

3.4 GOAL: Identify and update needed changes to KCAI's policies for reporting anti-harassment and discrimination.

While a zero-tolerance policy is likely not legally or ethically feasible, a review of current reporting practices regarding anti-harassment and discrimination may reveal opportunities to improve relevant campus policies.

Timeline & Action Steps:

- May 2021 – Evaluate our current system for reporting discrimination and bias and examine both the strengths and weaknesses of our protocols.

- June 2021 – Research reporting systems at other AICAD schools of comparative size and incorporate best practices into KCAI's own system.
- July 2021 – Incorporate needed updates into the 2021-2022 Student, Faculty and Staff Handbooks

Completion:

- Fall 2021

Budget:

- TBD

Responsible Parties:

- Human Resources
- Vice President and Dean of Students

3.5 GOAL: Implement transformative justice practices into residential life, academic and career advising and support, student affairs, and Title VI, Title IX and conflict resolution procedures.

Current Actions:

- The Student Affairs division will utilize the Fall 2020 semester to complete a departmental self-assessment by using the ACPA/NASPA Professional Competency Rubrics.
- Spring 2021 – The Student Affairs division will use data from the departmental self-assessment to create a professional development plan in all competency areas, including staff training that will be created using resource and materials through the Association of American Colleges & Universities Office of Diversity, Equity, and Student Success, as well as their Office of Global Citizenship for Campus, Community, and Careers.
- Spring 2021 – Utilizing data and information from the self-assessment and training, the Student Affairs division will design an immediate action plan that focuses on social justice, inclusion, and development in all administrative and logical aspects to be implemented by the 2021-2022 academic year.

Timeline & Action Steps:

- May 2022 and Ongoing – Assess initiatives implemented and adapt/change/add as needed to support the Action Plan

Completion:

- Beginning of Fall 2021 and ongoing

Budget:

- TBD

Responsible Parties:

- Student Affairs
- Vice President
- Dean of Students

3.6 GOAL: Examine current investment strategies and redirect funds away from fossil fuels, extractive industry, private prisons, etc.

Current Actions:

- The school clearly outlines its investments and investment strategy.
- Create venues for open dialogue between stakeholders--students, board, faculty, staff, administration.

Timeline & Action Steps:

- February 2021 – IDEAS coordinates meeting between Board of Trustees and students to better understand investment strategies.
- May 2021 – School publishes publicly accessible statements regarding investment strategies, and the economic model.
- Fall 2021 – IDEAS reviews investment statements and makes recommendations if necessary.

Completion:

- January 2022

Budget:

- TBD

Responsible Parties:

- Board of Trustees
- The Nerman Family President
- Chief Financial Officer
- IDEAS Council Members

3.7 GOAL: Examine our current economic model and explore comparative alternatives.

KCAI should join colleges and universities across the nation to examine our current practices and outline a model that can increase accessibility to all students. This means questioning the tuition-driven model and replacing it with a people-driven model.

Current Actions:

- The school stated how the current economic model works in the response letter

Timeline & Action Steps:

- Summer 2021 – KCAI economic summit, 1 day seminar where interested parties in the community can learn more about the economics affecting KCAI and current trends in higher ed models. Perhaps also involves an economic justice speaker
- Summer and Fall 2021 – Research alternative economic models, development funds support research and a speaker or guest to bring in new ideas
- February 2022 – IDEAS outlines potential alternatives
- May 2022 – School publishes a timeline to implement changes to the economic model

Completion:

- May 2022 with updated timeline

Budget:

- $2,000

Responsible Parties:

- Board of Trustees
- President's Action Council
- Chief Financial Officer
- IDEAS Council Members

3.8 GOAL: Launch *KCAI Target Zero* to put KCAI on the path to becoming a Zero Waste Campus.

Current Actions:

- Hire a Zero Waste Coordinator

Timeline & Action Steps:

- Use our MARC Waste Audit as a guide to increase waste diversion.
- May 2022 – Increase our campus waste diversion by 20%

- Summer 2021 – Seek funding to continue program through 2022
- Work with Zero Waste Coordinator to set a timeline to become a zero waste campus.

- May 2022/Ongoing – Assess effectiveness of program

- $40,000 – Funded through MARC Solid Waste Management Division with 10% match by KCAI

- Zero Waste Coordinator
- CFO
- EcoSARC
- Director of Facilities: Colliers contractors
- Director of Dining: Great Western: Wylie Dining, Cafe Nerman contractors

3.9 GOAL: Expand *Target Zero* to include Net Zero Energy consumption. Align targets with the Kansas City Regional Climate Action Plan.

- February 2022 – Conduct an Energy Audit of the school and let the recommendations lead next steps
- May 2022 – Apply for funding for Energy phase of *KCAI: Target Zero*

- May 2022
- September 2022 – 2nd phase launch

- TBD

- EcoSARC
- Zero Waste Coordinator/or transitioned position to become more comprehensive in 2nd year

3.10 GOAL: Join the The Presidents' Climate Leadership Commitments of American Colleges and Universities

Timeline & Action Steps:

- March 2021 – Review and Sign the Presidents' Climate Leadership Commitment through 2nd Nature
- 2021 – Partner with other institutions in the area to join the commitment

Completion:

- April 2021

Budget:

- $0

Responsible Parties:

- The Nerman Family President
- EcoSARC

3.11 GOAL: Conduct a Green Infrastructures Assessment.

Look at ways KCAI can promote adoption of model tree protections/native landscaping ordinances; and connect with larger projects around urban forestry, native landscaping and watershed planning.

Current Actions:

- Review the Regional Climate Action Plan

Timeline & Action Steps:

- 2021-2023 – Connect with projects in the Brush Creek and Arts Corridor

Completion:

- Ongoing

Budget:

- TBD

Responsible Parties:

- Faculty and Students through curricular projects
- Connections with neighboring institutions around sustainability
- President's Action Council as opportunities arise

3.12 GOAL: Update Faculty, Staff and Student Handbooks to clarify the school's position on organizing.

Include avenues to register concerns if students, staff, or faculty believe they have been retaliated against for organizing.

Timeline & Action Steps:

- Review policies concerning Faculty, Staff, and Student handbooks on organizing and assembly.
- Update current policies and inform campus community

Completion:

- August 2021

Budget:

- TBD

Responsible Parties:

- President's Action Council

4.0 Student Services

4.3 goal: Ensure adequate academic and career support services

To bring more balance to the ratio of students to advisors, it is our strong suggestion to hire 4 additional Academic Advisors/Student Support Advisors, and that 2 advisors be of BIPOC descent and 2 advisors be a member of the LGBTQ+ community. This would bring the total number of advisors to 6, including the Director of Student Support and the Student Support Advisor that was advertised at the start of Feb. 2021. This approach more effectively aligns with the makeup of our student body and will provide more one-on-one attention from advisors who will guide and empathize with students' experiences in and out of the classroom.

Actions:

- Establish a mentorship program between current students and KCAI alumni
- Establish a mentorship program between Foundation students and upperclassmen
- Hire 4 more Academic Advisors/Student Support Advisors

Timeline:

1. March-June 2021 – Develop pilot program from March
   Fall Semester 2021 – Run pilot program

Spring 2022 – Launch official program
Summer 2022 – Program evaluation
Every Fall and Spring Semester – Program continuation

2. July-December 2021 – Develop pilot program
    Spring Semester 2022 – Run pilot program
    Fall 2022 – Launch official program
    December 2021- January 2022 – Program evaluation
    Every Fall and Spring Semester – Program continuation

3. August 2021 – Hire 2 Academic Advisors/Student Support Advisors
    August 2022 – Hire 2 Academic Advisors/Student Support Advisors

Completion:

1. Spring 2022 – Program implementation
2. Fall 2022 – Program implementation
3. August 2022 – 4 advisors hired

Budget:

1. $5,000/year for mentorship software addition
2. $ unknown - can be produced during plan formulation
3. Total for 4 salaries: ≈$152,000/year plus benefits

Responsible parties:

1. Alumni Relations Manager, Career Readiness Coordinator, Faculty Chairs, students, KCAI alumni
2. Faculty Chairs, Exec. VP for Academic Affairs, Director of Student Support, Career Readiness Coordinator, students
3. Director of Student Support, Assistant Dean of Students, Dean of Students

4.4 goal: Improve accessibility for physical impairments

Ensure that all buildings on campus be truly accessible, not just ADA compliant

Current Actions:

● Student Services subcommittee emailed Roxie Curtis on February 18th to inquire about the status of facilities with respect to accessibility. In her email response she noted new railings, new ramps by Tony Jones Studios and BMRH. The ramp and railings leading into the Lower Epperson studios have been rebuilt and new braille signage has been implemented.
● The East Building remains the single biggest remaining issue. Placing a lift has been discussed, and initial studies did not come to a conclusion as to whether we

could put a piston or scissor lift up the centre of the existing stair (like the one at Epperson), or what it would take to actually install a full scale lift in the building.

Actions:

- Compile existing reports and studies for lift mechanisms in East Building. Create engineering reports for lift or elevator installation in existing stairwells.
- Source funding and contracting for remodel.
- Create an auditing team and aim for East Building becoming fully accessible by 2023.

Timeline:

- August 2021-2023 – initial audits begin

Completion:

- TBD

Budget:

- undetermined

Responsible Parties:

- KCAI President
- Roxie Curtis
- KCAI Leadership Team

4.5 Goal: Provide broad support for international students, English speakers of other languages (ESOL), and undocumented students

Establish a set of resources for international students at KCAI. Support for language learning, visas, and life after college options. Incorporate into the Professional Development Sessions offered by Academic Support Service, and in the future, through an Office for International Students

Actions:

- Update the support we offer on campus to international students through online resources and professional development talks on topics important for students who are international
- Focus a portion of recruitment on international students through exchange programs, transfers, or other means
- Set up a director role to support international students and establish prototype for a strong ESOL (English for Speakers of Other Languages) support system on campus, be it by KCAI or in partnership with nearby local colleges and universities

- Establish a student mentorship program between international students and current KCAI students who wish to assist in helping international students to acclimation

- Spring/Fall 2022 – Assess current support, research partnerships with local colleges for ESOL programs; research and add existing resources to student handbook/admissions counselors to offer information about existing resources upon admission.
- Fall 2022 – Testing International recruitment in Admissions and begin recruitment of International Student Services.
- Fall 2022/Spring 2023 – Establish mentorship program with existing students
- Spring 2023 – Hire a staff person for International Student Services and create working group to create ESOL curriculum or partner with local education institutions.
- Spring 2024 – Training and classes/resources for International Students after KCAI.

Completion:

- Fall 2024

Budget:

- undetermined

Responsible parties:

- Jessica Castaneda / Student Services
- Dean and Assistant Dean of Students
- Academic Advising
- Admissions
- Liberal Arts Chair
- Human Resources
- Alumni Association

4.6 goal: Improve food quality and options

Improve the quality of the dining hall food and expand dining options

Actions:

- Research and propose more dining options for students with dietary restrictions
- Establish a link between dining hall staff and students where students may make suggestions

Timeline:

- February-April 2021 – Facilitate a conversation with Wylie Dining management to propose solutions and understand contractual obligations and restrictions.
- August-December 2021 – Implement all possible adjustments to Wylie Dining experience and begin a suggestion forum.

Completion:

- December 2021

Budget:

- TBD - can be produced during plan formulation

Responsible parties:

- Wylie Dining Management
- Great Western Dining
- Student Guild