

STRATEGIC PLAN

2017–2021

NEW YORK
ACADEMY
OF ART

CREATING A CULTURAL LANDMARK – *Building our Future*

New York is a city of “the best of the best,” particularly in the arts. Its cultural institutions, in particular, must always meet the highest standards. It’s not often that a new one, big or small, is born, takes root, thrives and finds a permanent place on New York’s celebrated roster of cultural establishments. If a young institution is to assert itself into these ranks, it must first regard itself as such; set irrefutable standards; create a blueprint for achieving them and build a community capable of fulfilling them. The New York Academy of Art is doing just that.

The next five years are critical. They will demonstrate whether we meet the standards of education, creativity and excellence that we have set for ourselves standards—that justify our inclusion among the great institutions—or whether we stay on the margins.

The following plan consists of four equally important cornerstones: Education, Resources, Reputation and Finances. By achieving the goals in each, we will not only fulfill our mission, we will become a cultural landmark; a mecca of education, creativity and excellence that attracts the best students from around the world and makes a significant contribution to the contemporary artistic dialogue.

We are on the verge of becoming just such a destination. To succeed, we must act as “founders” united in the effort of “becoming”. If we do, all of us – students, alumni, faculty, administration and board – will have earned that title. We will be founding members of the new New York Academy of Art, a truly important cultural landmark, an artistic beacon, a haven, a home.



David Kratz
President

CORNERSTONES



EDUCATION

A faculty that consists of the top artists, teachers and critics, which, like a beacon, attracts the most talented students for intensive technical training and critical discourse.

RESOURCES

A modern, safe and comfortable environment with unparalleled learning resources that create a home for artists to realize their creative vision.

REPUTATION

A cultural landmark that attracts the patronage and talent necessary to deliver on our mission and results in the creative output that justifies it.

FINANCES

A diversified revenue stream that supports our growth and secures our future.

The overarching academic goal for the next five years is to increase the quality of every aspect of the program. From identifying and hiring faculty with highly visible careers and the specialized skills to deliver our rigorous program, to increasing our applicant pool of diverse, talented and conceptually aware students, the Academy will strive to improve academically on every level. Whether it is identifying new digital resources to advance student aspirations or partnering with like-minded institutions to secure our role as the center of the global figurative and representational community, the New York Academy of Art will deliver the creative and intellectual tools necessary for our students to confidently achieve their personal creative visions.

Goal 1 **ACADEMICS**

Offer the best figurative and representational art education emphasizing skills training, conceptual framework and individual artistic achievement.



Objectives

- Attract and retain a diverse range of exceptional teachers
- Enroll students who embody the Academy's standard of excellence
- Re-envision and reinvigorate the purpose and structure of the Sculpture department
- Continue to reinvigorate the Drawing Department
- Incorporate 21ST century technology into the Academy's curriculum to complement traditional practices with modern means
- Utilize the Academy's location in New York City to expose students to a wide array of perspectives and ideas through academic programming
- Review and refine residencies to guarantee student learning and Academy benefit
- Research the possibility of creating an optional third year

The goal of admissions is to enhance the quality and diversity and increase the quantity of MFA applicants over the next five years. A targeted enrollment plan involving three phases: outreach, assessment and yield will allow the Academy to admit only the best candidates who align with the institution's mission through a balance of conceptual awareness and technical proficiency. The involvement of all members of the Academy community is crucial to success. Alumni participation in recruitment strategies, development of talent in CS programs and regular communication with recommenders including visiting critics, artists and lecturers will allow the Academy to connect directly with the broadest potential pool of applicants. The creation of a new website and online application system will ease candidates through the admissions process. Solidifying relationships through alumni and student mentors will increase our yield of the most talented applicants.

Goal 2 **ADMISSIONS**

Enroll the next generation of important figurative artists.



Objectives

- Create a strategic recruitment program that increases the quality and quantity of applicants
- Strengthen and unify marketing efforts to attract the most talented and serious candidates
- Streamline the admissions process to create a simpler application procedure for candidates and increase departmental efficiency
- Develop a highly effective Enrollment Plan to increase yield of top applicants

The goal for the Continuing Studies Department is to expand this important source of talented students for the MFA Program. The Academy will continue to develop the three programs within the department: The Continuing Education program, the Summer Undergraduate Residency Program, and the Certificate of Fine Arts program, all of which offer a wonderful introduction to the school and the quality education that is offered at the Academy for a variety of audiences. Continuing the tremendous growth in these programs will increase the network of supporters, strengthen our community relations, and increase our visibility while creating opportunities for alumni and new faculty. We specifically view CFA as an area that strengthens and diversifies the Academy's revenue stream. As a result of the growth of the CS Department, the Academy is now utilizing the facilities at 111 Franklin at near 100% capacity and we are assessing spaces for potential use outside of 111 Franklin.

Goal 3 CONTINUING STUDIES

Expand the programs of the Continuing Studies department to deliver the highest quality education and create an important source of revenue for the Academy.



Objectives

- Elevate the prestige and profile of CS to attract a larger number of students
- Increase CS programming
- Grow CFA and Summer Undergraduate Residency Programs
- Secure additional space to allow for growth

Over the past five years, the Academy has initiated a rigorous system of coordinated assessment throughout its programs and departments. We have faced three challenges. One, introducing best-practice data collection and evaluation while creating systems that fit our unique mission and specific institutional needs. Two, getting faculty and staff familiar with the language and function of assessment. Three, changing the culture to stress the importance of assessment. By demonstrating the benefits of self-evaluation and increasing the efficiency of procedures, we will create a culture that embraces ground-up assessment as a tool for every level of decision-making.

Goal 4 **ASSESSMENT**

Reaffirm our values and measure the advancement of our mission through a continuous cycle of self-assessment.



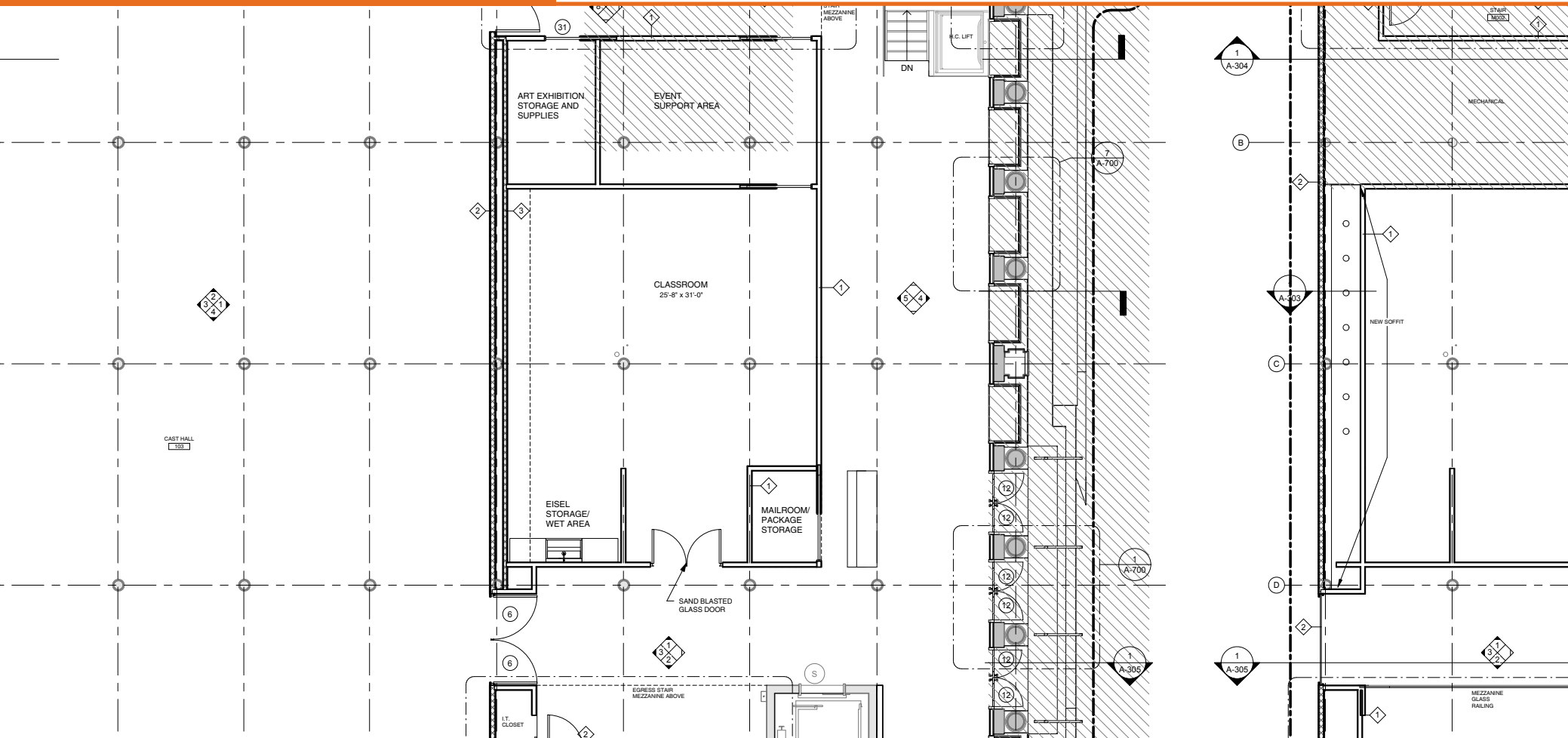
Objectives

- Ensure curricular comprehension at the course and program level
- Uphold a consistent and rigorous system of self-study with participation at all levels
- Create and distribute a formal Assessment Plan
- Learn more about assessment best practices and raise our profile within accrediting organizations

The Academy is striving to modernize its physical plant to provide safe and comfortable facilities that foster communication and creativity. We have developed an extensive building master plan to address the evolving needs of our students, staff, and growing public programming over the next five years. An ambitious construction schedule has been established to maximize the pace and minimize the impact of construction on the Academy community. While improving the existing physical plant, programming expansion requires the need for the Academy to investigate additional space as part of the next five years. Restoration of our historic façade and storefront will help to solidify our reputation as a cultural landmark in New York.

Goal 5 **FACILITIES**

Provide a creative and safe environment in support of the Academy's mission by improving and expanding our physical plant.

*Objectives*

- Finalize the 2017-2022 Building Master Plan
- Improve student, staff and faculty facilities to better foster communication, creativity, and community
- Enhance the functionality, visibility, and appeal of our public and exhibition spaces
- Ensure Academy classrooms are appropriately equipped and supported based on departmental missions

The library's primary purpose is to educate students in the utilization of available learning resources. The Academy's collections supplement and enhance the curriculum with opportunities for research, discovery and independent learning. Broadening access points and diversifying sources will address different learning styles and wide-ranging student interests. By enhancing digital technologies and partnering with local collections, we can create traditional and innovative juxtapositions that are unique to the Academy experience.

Goal 6 LEARNING RESOURCES

Expand learning resources to support the curriculum and programming that encourages independent use.



Objectives

- Improve digital resources to better serve students and faculty
- Develop, preserve and promote educational collections
- Instruct students and alumni in the use of resources and collections
- Investigate partnerships with outside collections and spaces

The Academy strives to provide students the services they need to pursue their academic interests and allow for intellectual, creative and professional development. The Department of Student Affairs looks to both the creative community and peer institutions to provide access to external scholarships, affordable housing and health services. By sharing meaningful opportunities for community building and extracurricular pursuits, the Academy will balance this growth with the time demands of the curriculum. The Academy will enhance career services and networking opportunities to prepare students for the transition to postgraduate life.

Goal 7 STUDENT SUPPORT SERVICES

Foster a strong community and provide robust support services in order to strengthen the creative and intellectual development of students.



Objectives

- Provide a rich array of services for incoming students to ensure a smooth transition to life at the Academy
- Strengthen the quality of student life through appropriate services
- Prepare students for professional life after the Academy by offering opportunities for art world participation and cultural engagement

The Academy is a small institution with a reputation far outpacing its size. Our gala fundraising events are nationally known and an ambitious calendar of talks, exhibitions and other programming contribute to our prestige. Through publicizing the work of our constituencies, building a dynamic digital presence, increasing partnerships and creating innovative multi-platform initiatives, we seek to ensure our educational and cultural offerings receive the attention they so richly deserve.

Goal 8 **PROFILE**

Become known as the leading creative and intellectual center for contemporary figurative and representational art.



Objectives

- Increase visibility of exhibitions, lectures and public programming to the level of our fundraising events
- Reinforce the reputation of the MFA program as a world-class art education
- Initiate and maximize partnerships with cultural institutions, high-profile artists, patrons, foundations and corporations
- Stage and promote high-profile exhibitions which exemplify our mission
- Refine and expand marketing efforts in three areas: advertising, promotional events, and electronic mailings
- Utilize online platforms and new media opportunities
- Increase the robustness and vitality of our programs by partnering with a global Academy network

The Academy's Board of Trustees is a robust, active and connected group devoted to the long-term wellbeing of the school. Having assembled such a stellar board, we must harness their collective expertise to fulfill the strategic needs of the Academy and advance the school's mission. It is essential for trustees to feel engaged and purposeful as we strive to attain the goals laid out in this plan. To maintain momentum and growth for the future we need to work to create a bonded and cohesive group and expand to build out the breadth and deep of our capabilities.

Goal 9 **BOARD STEWARDSHIP**

Ensure the Academy's success through effective board stewardship.



Objectives

- Grow the Board of Trustees to diversify and strengthen our support
- Maximize individual trustee participation through personalized engagement
- Promote constant board renewal
- Ensure the committees are active, engaged and relevant

The Academy is fortunate to have had consistent growth and stability over the past few years. Our most important goal over the next five years is to manage our resources to support our aspirations and secure our future. Our most critical need is to diversify our sources of income. Currently, we rely heavily on revenue derived from the MFA program and from special events like Take Home a Nude and Tribeca Ball. For this purpose, it is important that the Academy develops its first five-year budget which will serve as a guideline in executing its goals and objectives. The Increase and diversification of revenue sources will help the Academy allocate additional funds toward student financial assistance, especially to attract top talent. The increase in revenue will also help finance facility improvements that create a better learning environment for the students. For the same reason, it is important that the Academy grows its cash reserve fund to protect itself from any unforeseen financial difficulties. As a long term goal, we recognize the need to increase our endowment.

Goal 10 FINANCE

Manage our financial resources to best advance the mission of the Academy and safeguard its future.



Objectives

- Construct the annual Operating Budget by allocating resources in relation to the objectives of the Strategic Plan and findings of the Assessment Cycle
- Grow the cash reserve fund to mitigate temporary risk and ensure financial flexibility
- Decrease reliance on MFA tuition and special events revenue through income diversification
- Ensure that the Financial Aid department best assists students with their financial needs

The Academy has an enviable supporter base. Press coverage of the Academy's annual galas features art world A-listers, business leaders, sought-after celebrities, fashionistas and socialites. The public perception and undeniable success of these events can easily create the impression of not only a thriving but well-funded institution. However, positioning the Academy as a priority cause amidst the many calls on an individual's resources presents a challenge. We are a young institution ready to develop a more sophisticated financial profile to mirror larger and more established cultural institutions. We need to demonstrate we are worthy of philanthropy beyond the transactional support shown at our two main fundraisers.

Goal 11 DEVELOPMENT

Position the Academy as an institution worthy of important donor attention and financial support.



Objectives

- Distinguish the Academy's mission to potential donors and make a compelling case for its support
- Inspire supporters to rally around the idea that supporting the arts is a shared cultural responsibility
- Show donors how their support contributes directly to the Academy's mission and programs
- Increase the profitability of our Special Events
- Mobilize trustees to maximize their efforts as fundraisers
- Optimize the development department structure and add resources to support the department goal

The Academy has significantly increased the size of its operations in recent years, however we have not matched this increase with a corresponding increase in staff. The Academy currently employs 26 full time administrators who each handle a variety of responsibilities. As a result, many employees perform functions that should be divided between two or three people. This is possible only because of the staff's dedication and loyalty to the Academy's mission. However, within the next five years, the Academy will need to reevaluate its organizational structure and institute new software to maximize inter-departmental efficiency and productivity. Our goal is to have best people appropriately matched to the needs of our institution as it grows.

Goal 12 HUMAN RESOURCES

Ensure that the Academy has the best team to carry out its mission.



Objectives

- Annually review the organizational chart to ensure staffing matches the Academy's needs
- Foster a productive work environment where employees feel valued and invested in the Academy's mission
- Identify specific goals and clear expectations for each employee and position



Traditional Skills ~ Contemporary Discourse