

Excellence, Access, and Collaboration

**A Strategic Plan for the
Colorado Springs Fine Arts Center at Colorado College**

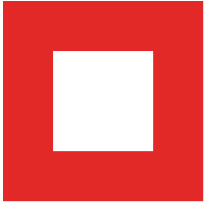
BUILDING ON THE BLOCK
JULY 2017



The arts have always played a major role in our community, bringing people together to share ideas, express creativity, and celebrate our region, our place in the world, and our humanity. In the spirit of this engagement, we see a new era beginning as Colorado College and the Colorado Springs Fine Arts Center align to become a bright new beacon for the arts.







COLORADO SPRINGS
Fine Arts Center
at COLORADO COLLEGE

The Fine Arts Center is a cultural gem, and the possibilities this alliance presents are immense. We look forward to creating the most innovative, dynamic, and vibrant organization possible.

JILL TIEFENTHALER,
President, Colorado College

This alliance enriches our historic strengths by bringing together all the resources — intellectual and creative, local and global, physical and fiscal — of a dynamic arts center and an innovative liberal arts college to discover powerful new directions in the arts. Through this alliance, we envision an arts renaissance that engages the entire regional community, increasing access to collaborative opportunity and cultural expression for everyone. As the processes of discovery and innovation expand creative endeavors and attract more and more participants, we look forward to possibilities that are exciting, inspiring, and endlessly new.

Imagine nurturing a vibrant community of artists among local residents, staff, students, and faculty, intensifying CC's commitment to experience-based learning. Imagine enlivening the arts scene in our city with celebrated visiting visual and performing artists, scholars,

performances, and exhibits, drawing on their presence to inspire learning and creative opportunities for all. Imagine creating an innovative arts education program, building on current offerings to develop excellent arts learning modes with special emphasis on youth.

Imagine inspiring all kinds of collaboration, building on and increasing the expertise we share with our many communities. Imagine creating an Arts Corridor with a creative lab, expanding the array of innovation efforts those communities and college support. Imagine underscoring our sense of place by exploring the cultures, histories, and development of our region through artistic expression. These are just a few of the ideas this plan introduces to increase excellence, expand access, and encourage collaboration and connectivity across all our shared endeavors.



The Colorado Springs Fine Arts Center at Colorado College provides innovative, educational, and multi-disciplinary arts experiences that elevate the individual spirit and inspire community vitality. The Fine Arts Center provides visual arts, performing arts, and arts education to the entire Colorado Springs community and is a valuable resource for students and faculty that furthers the educational mission of the college.

— **Mission Statement, adopted 2017**

Our Opportunity

In August 2016, Colorado Springs Fine Arts Center President and CEO David Dahlin and Colorado College President Jill Tiefenthaler announced an alliance between the two institutions that redefines the contributions of each organization to the arts in the region. The partnership supports the missions of both organizations while expanding innovative learning opportunities, arts programming, and cultural resources for the greater Colorado Springs community and the college.

The alliance offers a secure financial foundation for the Fine Arts Center while honoring the center's mission to "provide innovative, educational, and multidisciplinary, multi-dimensional arts experiences, building upon our history as a unique cultural pillar of the Rocky Mountain region." The alliance also complements Colorado College's areas of current strategic focus — continuing the development of the innovative Block Plan, underscoring the college's sense of place in the Rocky Mountain West, and investing in the innovative and creative people who make up the college community. The initiatives that make up the plan are increasing excellence while encouraging an organization that is more nimble and responsive to its mission to provide the finest liberal arts education in the country.

The agreement that guides the merger calls for a four-year transition period to allow for careful planning and integration of the programs of the Fine Arts Center — the museum, the Bemis School of Art, and the performing arts — and Colorado College.



On July 1, 2017, the center became known as the Colorado Springs Fine Arts Center at Colorado College (referred to as the FAC) and by July 1, 2020, the transfer will be complete. The college will dedicate more than \$20 million of its endowment funds to support the FAC. The Colorado Springs Fine Arts Center Foundation, established in 1996 to manage and enhance the center's endowment, will continue as an independent community-led foundation dedicated solely and in perpetuity to supporting the FAC.

The agreement also calls for a strategic planning process with an Oversight Committee and a Strategic Planning

Committee to guide it and ensure outreach and communication to all constituents. Colorado College President Jill Tiefenthaler is chair of the planning committee, which includes 12 members representing the center and the college. The planning committee formed three subcommittees to develop ideas for the museum, Bemis, and the performing arts. In turn, the planning committee produced this overall plan, which the Oversight Committee adopted on June 14. See Appendices A and B for more on historical context, strategic process, and group charges and members.



Our Vision

Our aim is to create a national model of distinction for an arts center that joins with a college to serve the campus, the community, the region, and the world. This model should be a public access point to diverse educational and cultural experiences for the FAC, the college, and local, national, and international communities. By reaching out to these communities and reaching across the college's entire academic spectrum, we will strengthen important collaborative work and underscore the value of learning through experience. To inform our vision, we learned much more about our community's deep engagement with the arts and its commitment to celebrating the ways in which the arts enrich understanding, inspire those who engage, and expand our worlds. Three themes — excellence, access, and collaboration and connectivity — recognize this spirit of engagement and demonstrate our aims. Appendix C explains more about the themes, including how they relate to the college and the FAC, and examples of implementation ideas, many suggested by the subcommittee reports.

Excellence in supporting ever-increasing quality and distinctiveness honors both the center's historic vision for innovative, culturally diverse, collaborative arts programs and the college's commitment to providing the finest liberal arts education to its students. Individually and together, the center is joining with the college to support a thriving city, region, and campus; share resources for maximum impact; promote debate in ways that lead to tolerance and respect for different perspectives; and create powerful arts experiences for the college and the community. To act on this theme, the college will draw on the strength of the FAC to achieve its mission of excellence in the liberal arts and, in turn, each FAC program will draw on the strength of the college to achieve the highest quality among its peers. In addition, the FAC and the college will bring exhibitions, classes, performances, and other events of the highest quality to the college and the community and infuse them with learning opportunities for all.

Access, or increasing and broadening engagement and interaction among a wide range of constituents and programs, opens the door to performances, exhibits, classes, and other cultural and learning experiences for people of all ages, interests, and circumstances at the college, in the larger community and around the region, nation, and world. To underscore this theme, the FAC will provide multi-faceted experiences for people of all ages and skill levels to explore a broad approach to learning in the arts. Inclusive points of view will attract participants from all groups, locations, and circumstances, as will programs and facilities that accommodate the special and physical needs of visitors. On campus, the alliance will foster a more inclusive liberal arts education, helping faculty guide students who engage with cultural shifts, incorporating nontraditional voices into academic programs, and fostering multidisciplinary approaches to academic subjects; help the college boost recruitment and retention of students, especially those who are interested in participating or majoring in the arts; and promote diversity among students and faculty by connecting important cultural heritages to our core academic mission. The alliance will also enhance our capacity to engage with visiting artists, scholars, and community members to explore the dynamic continuity of cultural expression and cultural production in our region. (The term artist refers to both visual and performing artists in this document.)

EXCELLENCE

We will draw on this excellent collection and our foundation in the liberal arts to provide more accessible opportunities for diverse audiences to exchange ideas, perspectives, and ways of knowing, encouraging a more self-aware culture that celebrates differences while supporting students as they find their authentic voices and raise them confidently.

ACCESS

When we asked our communities how to measure the success of the alliance, they said; "More people from all places and backgrounds and ages should visit the FAC."



Collaboration and connectivity are historical cornerstones of the center. They are also cornerstones of progressive higher education institutions and Colorado College is no exception. Through their creative support of collaborative interaction, the center and the college are breaking the mold of an institution as the single transmitter of knowledge. To achieve this aim, the alliance will link and leverage all assets of the new alliance — venues, staff, communications, funding, and other resources— to create maximum impact on the FAC and Colorado Springs community. The FAC will also

develop a creativity lab to encourage the mindset that taking risks, failing, and trying again is a positive and necessary part of the creative process. Internships will immerse students in a formal program of study and enable them to work with fellows, curators, museum educators, CC faculty, and the FAC registrar to research objects in the collection, participate in the continual stewardship and care of those objects, and design museum exhibits. Marking exciting advances in the arts and in higher education, this theme honors who we are and who we are working to become.

COLLABORATION & CONNECTIVITY

The most exciting liberal arts colleges underscore the value of learning through experience by encouraging students to connect to real-world knowledge creation and practice through research projects, field learning, internships, and the like.

Recommendations for a Shared Future

The following recommendations underscore the spirit of engagement and innovation that defines the integration of the center and the college, addressing how we engage visitors, serve as an arts educator, establish and sustain connections, nurture a community of artists, leverage an arts corridor, and make more of our sense of place. Suggesting a vibrant future, these ideas will contribute to our excellence for years to come.



RECOMMENDATION NO. 1

Nurturing a Community of Artists

Harnessing the power of the arts to bring people together, the museum will be a place of inclusion, exchange, collaboration, and inspiration for people across our community and our region.

— Museum Subcommittee Report

The alliance positions us to bring creative individuals — local artists, high school students, FAC staff members, CC faculty, staff, and students — together in a vibrant arts community that benefits the FAC, the college, and Colorado Springs. Our city was once celebrated as an arts colony where renowned artists gathered to develop and share their work. Now we aim to nurture a broader, more intense community of artists that also contributes to the excellent, innovative arts learning and expertise we offer our students. In addition to immersive academic experiences, broad-based engagement is part of every CC education, and the alliance only intensifies our capacity to offer the one-of-a-kind, experience-based learning our students expect. Other aims are to create future leaders for the local, regional, national, and global worlds of arts and to offer exciting development opportunities to professionals. In this thriving arts environment, teaching and learning are iterative endeavors, encouraging reflection, critique, and innovation. Ultimately, our vision will attract an expanding number of artists and technicians, increasing artistic quality and enriching our identity as a pipeline of future arts educators, artists, and leaders in the arts worldwide.

To accomplish these ideas, we could:

- **Create innovative professional programs to help teachers and mentors explore and understand the latest ideas in arts teaching and interdisciplinary learning.** These opportunities should be open to the community, FAC staff, and CC faculty and staff as they collaborate to study learning, creativity, and new methods of arts education, continuously improving offerings for all constituents.
- **Develop and support intense internship experiences** that offer new educational growth paths for students who connect the curriculum to performance events, for example, or get first-hand learning in the performing arts.
- **Offer master classes to artists in the region, the community, and across the campus.** An artist-in-residence program could enrich this effort by exposing master class students to renowned practitioners in the art world.
- **Develop special events and exhibits to display and share the work of local and student artists.** These occasions could quickly become exciting events to enliven the artistic community we aim to nurture and support.
- **Build on our current docent program in the museum by supporting dynamic innovation in this critical service area.** Our current design that joins CC students with experienced community docents is an important step toward creating a knowledgeable, multi-generational community that loves and supports the arts.
- **Increase field trips to the FAC for K-12 students.** Our aim is for the arts to be part of the life experience of children in our community.
- **Commit to increased interaction and professional development opportunities for FAC staff and teaching faculty;** encouraging curricular innovations such as a museum studies program that might generate new knowledge about the collection, regional cultures, and museum pedagogies. These discoveries could be disseminated through various media, with gains embedded into public education initiatives, K-12 activities, docent programs, and exhibition interpretation materials. Through sustained practices like these, the FAC could become as central to a CC student's educational experience as the library. ■

RECOMMENDATION NO. 2

Inviting Visitors to Enliven Our Community

As the most nimble artistic medium, the performing arts will enable CC to deepen relationships with community participants of all ages and backgrounds through innovative education experiences in the performing arts.

— Performing Arts Subcommittee Report

Most artists and scholars spend a lifetime accumulating the experiences and insights that enrich their work and contribute to fresh ways of seeing the world. When community members, staff, students, and faculty can interact with these visiting artists and scholars, they gain an intimate understanding of techniques and methods, and in some instances, inspiration that may last a lifetime. By investing in such programs, we are creating a magnifying effect for the arts — as well as intellectual curiosity and passion — in our community. Thus, across all its programs, the FAC will engage top-quality visiting artists, performers, scholars, and exhibits; make their work, objects, and related events accessible to all constituents; and draw on their presence to inspire vibrant, stimulating learning experiences and creative opportunities for the entire community. This effort should honor and expand the FAC's vision for innovative, culturally diverse interdisciplinary programs and contribute to its identity as a national model for an arts center that joins with a college to serve a campus, a community, a region, a nation, and the world. The learning experiences and creative opportunities related to this effort should represent the best in their class, encourage people to interact across differences, and promote inclusive engagement. Overarching aims are to bring the world to Colorado Springs, and the



FAC to the world. The following ideas could contribute to this effort:

- Engage artists, performances, and exhibits to offer a variety of programs, classes, and other experiences in various forms and at different levels, creating synergy that strengthens the connections we aim to sustain.
- For new and current audiences, engage artists, performances, and exhibits to help to cultivate a sense of intellectual and emotional discovery so fundamental to the liberal arts.
- Develop an artist-in-residence program to bring art-making directly into the FAC, providing dynamic interaction with distinguished practitioners in the arts.
- Develop a scholar-in-residence program to bring national and international scholars to the FAC, generating new bodies of knowledge and pedagogies. ■

RECOMMENDATION NO. 3

Building an Innovative Program of Arts Education

The alliance of the FAC and CC will provide resources and opportunities to develop, implement and research new and adventurous approaches to teaching and learning in the arts.

As a national model for an arts center that joins with a college, the FAC will develop and support an innovative program of arts education that will become highly regarded nationally. We will build on current programs like the Summer Music Festival and the Youth Repertory Theatre as we imagine fresh, new ways to create excellent arts education offerings, with special emphasis on programs for youth. Professional development for teachers will be part of this effort. Recognizing that first-hand experience is vital to our educational offerings, the FAC will become even more available to young people in our region. To develop this program, we could:

- **Build on the nationally known Colorado College Summer Music Festival and the community-engaged Youth Repertory Theatre to create an unparalleled program of arts education and experience for youth.** Informed by the arts and education departments at CC, this program could draw on local and guest talent and expertise. Our creativity, commitment, and resources to achieve this goal are active and strong.
- **Use creative pedagogies to contribute to the arc of arts education in the K-12 system in Colorado Springs**



with community-based and experiential learning. For example, collaboration with CC's Department of Education could result in offerings like an art class for struggling readers, helping children learn how visual literacy relates to reading. CC graduate students might tutor these students as part of their practicum hours.

- **Offer innovative professional development for teachers,** who could use our programs to meet their continuing education requirements.
- **Assess the needs of our constituents routinely** — including the youth and adults we serve — to strengthen our efforts. ■

RECOMMENDATION NO. 4

Inspiring Creativity through Collaboration

Imagine a place where collaboration is encouraged in spaces that provide a multi-faceted experience for artists of all ages and skill levels to explore a broad approach to learning in the arts.

— Bemis Subcommittee Report



Across all programs, the FAC and the college will encourage and sustain vibrant connections. Our efforts will extend across departments and programs within the college; the entities that make up the FAC; the college and the FAC; and the college, the FAC, and the broader Colorado Springs community. One advantage of this alliance is the opportunity

to build on our combined expertise. We look forward to thinking together about the full range of collaboration and coordination we can draw on to develop and accomplish this goal together. Developing shared physical space will contribute to this aim. As connections increase, the FAC will encourage the mindset that taking risks to try new things is a positive part of

the creative process. The following ideas could:

- Encourage the FAC and relevant academic departments to partner to create multi-disciplinary arts experiences that explore a central theme from multiple perspectives.
- Strengthen and expand existing collaborations with other regional organizations to develop and support visionary projects that are impossible for single organizations to achieve. Such offerings should have a significant impact on our community.
- Create innovative structures, support mechanisms, policies, and practices to guide the sharing of various venues and facilities for the collaborative programs we develop. In these spaces, we will promote collaborative alignment rather than silo-like ownership.
- Promote the connections and shared expertise we need by bringing staff together to serve both the FAC and the college. Our efforts in the museum are succeeding, producing a stronger program overall, and we expect similar benefits as integration of the FAC performing arts and Bemis proceed. ■

RECOMMENDATION NO. 5

Developing an Arts Corridor

The entire campus should be a living laboratory and exhibit space for critical themes and aspirations, as well as an invitation for collaboration, a sanctuary for reflection, and a place of excitement.

— The Colorado College Plan: Building on the Block

Taking advantage of the proximity of our major arts facilities — including the FAC, Cornerstone Arts Center, Packard Hall, and CC’s arts education spaces — we will develop an Arts Corridor for our entire community. As it evolves, we will encourage local galleries, studios, and other arts and creative entities to locate nearby and become integral members of the community the Arts Corridor promotes. The corridor should be a dynamic, collaborative space — a lively hub for the arts, education, and culture that eases movement across venues and benefits all. Collaboration and coordination are critical to our aim to support some of the finest arts facilities in one place of any liberal arts college and arts center combined. The following ideas could contribute to this effort:



- **Include an arts incubator space for Bemis in the Arts Corridor** to provide intense opportunities for local, regional, and national artists and creative internships for students and local youth. Investing in innovation through the Arts Corridor would reinforce and expand the array of innovation efforts the college supports.
- **Use this concept to shape the alliance into more than the sum of its parts.** For example, the Arts Corridor might promote musical

theatre productions, international dance presentations, and other events that draw diverse audiences from the region. Originality and support for active creative processes are values to prize. Big Idea grants and Venture Grant projects on campus might bring fresh ideas.

- **Develop one unified narrative to intensify the presence and advantages of the Arts Corridor.**

More than marketing, this narrative should explain and invite people to visit the corridor and locate arts-related entities and events there.

- **Unify the Arts Corridor through landscape and hardscape design.** ■

RECOMMENDATION NO. 6

Underscoring our Sense of Place

The FAC will become a national model of distinction for an arts center that joins with a college to serve the campus, the community, the region, and the world.

Like the college, the FAC's sense of place is one of its most distinctive features. This alliance will encourage and intensify this — including its physical location and the many related opportunities it will enjoy; its distinctive Southwest and Spanish Colonial collections and the local, regional, national, and global interaction they can support; and the regional theatre, classes, and exhibits through which it will especially engage our local community. It also positions us to ask what it means to study the liberal arts and celebrate the arts in the West, making the most of our unique opportunity to be national leaders in both. We will design these efforts to link the FAC to both its distinguished traditions and its future as a national model for an arts center connected to a vibrant, progressive college and an active, curious community. Through these lenses, the FAC will affirm its place among academic arts programs, community arts programs, and the wider fine arts arena. Our strategies could include these ideas:

- **Work as partners with members of local communities to use the Taylor Collection to explore the continuity of cultural expression and production in our region.** We would work with our local partners to decide how cultural objects are viewed, handled, displayed, understood, and preserved and to determine how to sustain the program over time.
- **Expand our work with local communities to explore the cultures, histories, and development of our region** through modes of artistic expression, including those in our collections. Such intellectual endeavors call on methodologies and approaches to knowledge that are at the core of the liberal arts.
- **Underscore our sense of place by designing dynamic programs that connect audiences to historical and contemporary cultures in new or unexpected ways.** We would engage local artists, residents, and visitors in these efforts and use their ideas to expand them. We look forward to the 100th anniversary of the FAC's founding as the Broadmoor Art Academy and the opportunities for innovation and collaboration those celebrations will bring.
- **Use traveling exhibits and programs to share our perspectives and resources, extending our sense of place.** These offerings could travel to regional and national venues, maximizing national exposure to our excellent collections and talents, and showcasing exciting scholarship and critical approaches to studying the arts and culture of our region.
- **Use technology to identify and reach into our larger communities in the arts world.** For example, photography and digitization can open our collections to broader audiences and raise our regional and national profile. We should secure support for this important effort to engage with those who share the heritage of our collections and live throughout the world. ■



Timeline and Milestones

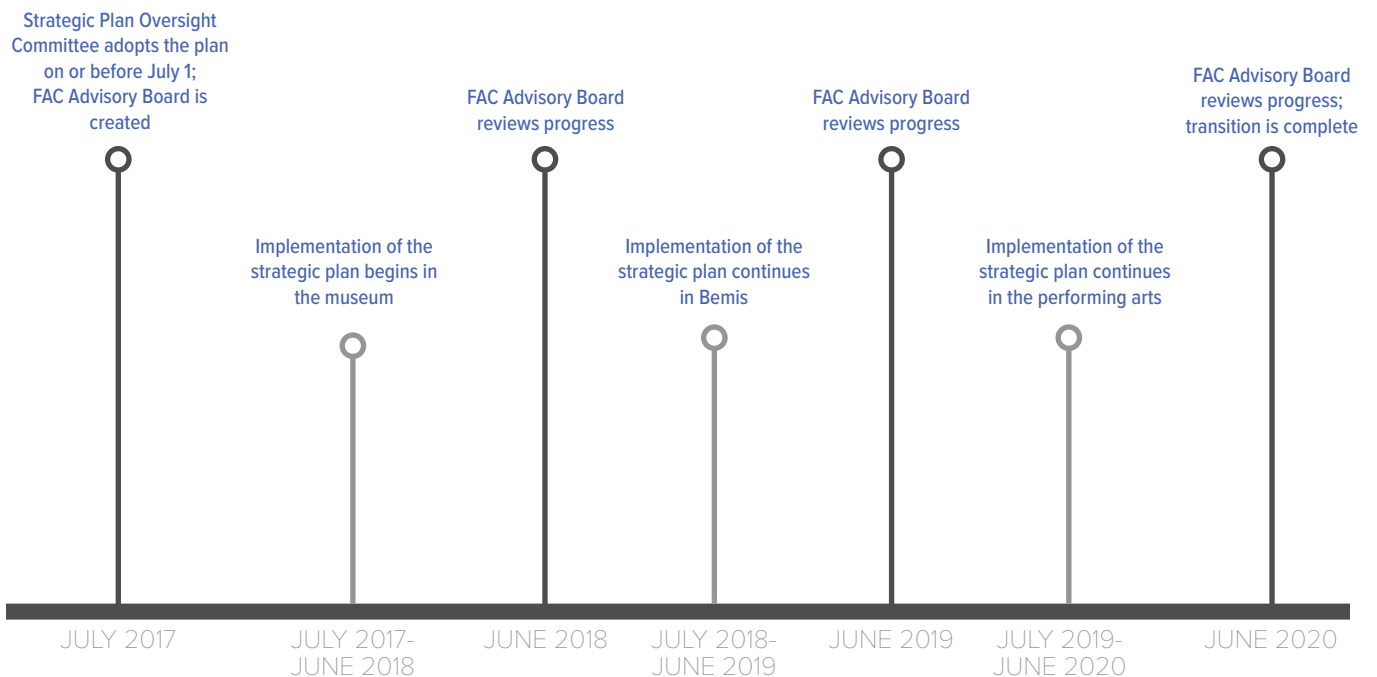
The legal agreement that defines our integration process called for the Strategic Plan Oversight Committee to review, amend, and adopt this plan by July 1, 2017. The agreement goes on to establish the FAC Advisory Board to include eight members appointed by the current center board and eight appointed by the college. Designed in part to serve as a sustained connection to the community, the board will seek input from community members and other important constituencies. Other charges are to review implementation progress according to the timeline set out in the legal agreement, advise on the upcoming 100th anniversary of the founding of the Broadmoor Art Academy, and track progress using the indicators in the sidebar.

Our next steps include drawing on the Advisory Board and the subcommittee reports on the museum, Bemis, and the performing arts to inform the implementation process and convening implementation groups to develop various projects and initiatives described in this plan. Charged in part to consult and involve the right community constituents, including high school students, CC students, senior citizens, and veterans when appropriate, these groups will continue our practice of active participation and engagement.

Just as we have used a vibrant process to create this plan, the plan itself will become a living document that guides development for the next 10 years.

We will update the plan as implementation proceeds. For sub-committee reports and news of progress, please visit www.coloradocollege.edu/csfac.

As we reflect on this highly engaged strategic process, we are heartened by the excitement and commitment that mark the contributions of the FAC, the college, and the community to our vision to become a national model of distinction for an arts center that joins with a college to serve the campus, the community, the region, and the world.



Measures of Success

- Numbers who visit the museum, attend performances, and enroll in classes; diversity of visitors by zip code, age, race, residing in Colorado or outside the state, and program type
- Number of return visits by program category
- Number of artists in Colorado Springs who engage with the FAC
- Evidence of satisfaction with FAC use and experience
- Gifts to the FAC Foundation and CC restricted endowment for the FAC to meet the \$45 million goal
- Evidence that the college is identified as a beacon for arts among liberal arts colleges
- Digitization of the collection and number of users who access the online resources
- Number of college students who major or participate in arts
- Integration of the FAC in the academic programs of the college
- Number of graduates of the college who pursue careers in the arts; evidence of their local, regional, and global influence
- Number of community members engaged in college performances and events at venues other than the FAC
- The economic impact of arts in the city
- Regional and national coverage of FAC offerings including reviews of exhibits and performances
- Robust philanthropic support for the FAC including grants, donations, and memberships
- Growth of the FAC collection

APPENDICES



The Colorado Springs Fine Arts Center



The story of the Colorado Springs Fine Arts Center begins with the founding of the Broadmoor Art Academy by Julie and Spencer Penrose in 1919. The Penrose family donated their home to create an art colony for artists from around the country and support the arts and culture in Colorado Springs. The unique landscape of the American West attracted prominent artists such as John F. Carlson, Robert Reed, and Ernest Lawson. Beginning in 1926, the academy served as the Department of Art for Colorado College. The Broadmoor Art Academy quickly became the cultural center of Colorado Springs with the Colorado Springs Chapter of the Drama League holding performances there and regular art exhibits installed in the former Penrose home.

During the Great Depression, three dedicated philanthropists — Julie Penrose, Alice Bemis Taylor, and Elizabeth Sage Hare — envisioned expanding the Broadmoor Art Academy into an entire arts district

under one roof. The Penrose family donated the land; Taylor donated her Southwestern art collection, her art library, and the resources to build a grand arts center; and Hare served as the first board president and connection to the art world in New York and Europe. They enlisted acclaimed architect John Gaw Meem to design a building that blended elements of Pueblo structures, Native American iconography, and Art Deco into the design.

The center changed its name and opened as the Colorado Springs Fine Arts Center in 1936 with a weeklong gala. Frank Lloyd Wright lectured on the architecture of the building, a performance of Erik Satie’s “Socrate” was presented with a set designed by Alexander Calder, and the museum’s first exhibition featured Pablo Picasso and Henri Matisse — contemporary artists at the time — accompanied by works by Renoir, Cezanne, and Van Gogh.

Martha Graham performed on the new stage in one of her first appearances outside New York, and her dance company returned for the center’s 50th and 75th anniversaries. Another founder of American modern dance, Hanya Holm, started the dance program at Colorado College. Beginning with the first summer dance festival in 1941, Holm returned each year to teach talented dancers from across the United States.

Winning international awards for its architecture, the center was one of the first in the country to combine arts and cultural activities in one structure, inspiring other similar arts centers in communities across the country. While the center provided cultural opportunities in the arts, the founders saw the added benefit of offering jobs to Colorado Springs citizens during the Great Depression. Their vision not only created the center, but also encouraged the collaborative spirit among the Colorado Springs community and local, regional, and national artists that thrives today. The generosity of Julie and Spencer Penrose has continued through their El Pomar Foundation, making them the single-largest donor to the center and the college.

In 2007, a \$30 million renovation and addition to the center was completed, designed by local son and nationally recognized architect David Owen Tryba. The addition enhances the original structure and features world-class galleries for the permanent collections and special exhibitions and a unique Tactile Gallery where visitors — especially the visually impaired, children, and wheelchair users — can experience art both visually and with their hands. Now the center includes a museum, a theatre, and Bemis, and enjoys a 132,286 square-foot facility committed to innovative, educational, and multidisciplinary arts experiences.

Colorado College



In 1874 — two years before Colorado became a state — General William J. Palmer set aside land for a college at the base of Pikes Peak, establishing Colorado College (referred to as the college in this document). The first building, Cutler Hall, was occupied in 1880; the first bachelor's degrees were conferred in 1882. In the 1950s the college reached academic maturity, due in part to expanding the library and attracting leading scholars to the faculty. In 1970, the college adopted the Block Plan, which allows students and faculty to focus on one subject at a time for three and a half weeks. Today the college is ranked among the top colleges and universities in the U.S. Attracting students from all 50 states and 58 other countries, Colorado College includes a community of over 2,000 students and 200 full-time faculty members. The 10:1 student-to-faculty ratio ensures face-to-face interaction in class and out of class.

With the combination of the Block Plan and its unique setting in the

heart of the Rocky Mountain West, the college has set itself apart as a rigorous, intensive liberal arts learning environment ideally suited to students who are dedicated to innovation and learning — and adventurous about how they learn.

Jill Tiefenthaler became Colorado College's 13th president in 2011. Under her leadership, the college is implementing a strategic plan with three areas of focus that build on current strengths and distinctiveness — continuing the development of the innovative Block Plan, underscoring the college's sense of place in the Rocky Mountain West, and investing in the innovative and creative people who make up the community. The specific initiatives that make up the plan are increasing excellence while encouraging an organization that is more nimble and responsive to its mission to provide the finest liberal arts education in the country.

Opportunity for Alliance

For nearly 100 years, the center and college have enjoyed many productive relationships. For example, the center served as the de facto Department of Art for the college from the 1920s to the 1940s. In the 1930s, the center and the college co-hosted an annual conference. Mid-century, both institutions shared the same professional — Bernard Arnest — who led the CC Department of Art and the Fine Arts Center Museum. The center and the college also collaborated in the “Devotional Cultures” exhibition in 2013. In 2015, the center’s art publication archives became a gift to Tutt Library at the college.

Both the college and the center are deeply rooted in the legacy of Alice Bemis Taylor. The center was created through her bold vision, passion for the arts, and dedication to Colorado Springs. The college has thrived in part due to the continued support of Mrs. Taylor and the Bemis family. Now the center and the college honor her legacy and innovative spirit by aligning to provide innovative, educational, and multidisciplinary arts experiences that elevate the individual spirit and inspire community vitality, building on the center’s history as a unique cultural pillar of the Rocky Mountain region.

In many respects the center has done well in recent years. It undertook

a \$30 million expansion and renovation in 2007. In the last two years, it increased earned revenue by more than 50 percent, and in 2016 it announced a \$1 million gift. Nonetheless, without regular public funding or a large endowment, the center relies heavily on annual donations from the community. This arrangement has rendered the center financially vulnerable for years. The alliance emerged as a viable opportunity to provide a solid and secure financial future for the center while honoring its mission to “provide innovative, educational, and multidisciplinary, multidimensional arts experiences, building upon its history as a unique cultural pillar of the Rocky Mountain region.”

The boards of each institution approved the alliance on August 24, 2016, and the college assumed management responsibilities on September 1. Designed to go beyond simply merging the two organizations, the alliance seeks to create a new, forward-looking structure that honors the commitment of both institutions to sustainable fine arts programming. Outcomes will include a notable increase in attendance, expanded community offerings, and enriched student experiences.

Appendix B: Strategic Planning Process, Group Charges, and Members

The legal agreement that guides the alliance between the center and the college calls for a strategic planning process and a four-year transition period with a focus on the museum starting in July 2017, Bemis starting in July 2018, and the performing arts starting in July 2019. The agreement created an Oversight Committee and charged it to learn more about existing and potentially synergistic arts programming at the center and the college, oversee the administrative efforts to bring the center operations into the college, and review and approve the final strategic plan. The committee is made up of 16 trustees, eight each from the center and the college.

The agreement designated a Strategic Planning Committee to coordinate the process; provide guidance and resources to subcommittees for the museum, the performing arts and Bemis; and ensure ongoing communication to all constituents. Colorado College President Jill Tiefenthaler led this committee, which included 12 members representing the center and the college.

Following outreach that included listening sessions and a web-based comment process, the Strategic Planning Committee charged the subcommittees to continue reaching out to identify strategic themes, goals, and initiatives to develop as the center and the college integrate their programs. Each subcommittee held community listening and small-group sessions to seek input. In all, the five committees held 40 meetings; nearly 1,700 people participated; and over 800 comments were gathered. In addition to gathering feedback and supporting the work, these meetings

Outreach and Participation	
Broad Community Outreach	
	<i>Participants</i>
Listening sessions (4 sessions)	287
Faculty/ Staff Open House (1 session)	106
CC academic departments (5 meetings)	34
Meeting with CoPPER (1 session)	12
CSFAC website online input	62
Physical comment cards	81
Total	582
Subcommittee Outreach	
Large groups (23 sessions)	582
Focus groups (13 sessions)	94
Electronic survey	298
Total	974
Draft Program Plans	
Presentations (2 sessions)	110
CSFAC website online input	8
Total	118
Committee Meetings	
Board Oversight (3 meetings)	48
Strategic Planning (9 meetings)	108
Bemis (10 meetings)	97
Museum (11 meetings)	110
Performing Arts (9 meetings)	90
Total (in 42 meetings)	453
Comments received	
	<i>Comments</i>
Listening sessions	181
Website online input	345
Comment cards	367
Emails	2
Total	895
Draft Comprehensive Plan	
Board Oversight (2 meetings)	10
CSFAC online input	26
Total	36
Total Outreach and Participation	3,058

extended outreach by enabling faculty and staff representing the college and the center respectively to collaborate and move forward together. Guided by the feedback they received, each subcommittee revised its draft and produced a program report for the Strategic Planning Committee. In turn, that committee used the reports

to produce one overall plan. Following another round of community feedback, the Oversight Committee adopted the plan on June 14.

The following are charges and rosters for each planning group:



Oversight Committee

Charge: To become familiar with the programmatic offerings of the FAC and arts programming at CC. Seek input on the possible linkages between the FAC programs and CC programs. Receive updates on the administrative efforts to bring the FAC operations into the college and provide advice and input on the process. Provide appropriate input into the development of the CSFAC at CC Strategic Plan and approve the final plan by July 1, 2017.

Members

COLORADO COLLEGE TRUSTEES

Susie Burghart (Chair), Trustee, Sherman E. Smith Family Foundation; Community Volunteer
Mays Al Alami, CC Student, Class of 2017
Neal Baer, Executive Producer, NBC-Universal TV
Heather Carroll, President, Joseph Henry Edmondson Foundation
Jerome DeHerrera, General Counsel, Denver Public Schools
Manuel Martinez, Partner, Bryan Cave HRO
Tony Rosendo, Executive Director, Loo Family Foundation; Director, John E. and Margaret L. Lane Foundation
Bob Ross, President and CEO, Inasmuch Foundation

FINE ARTS CENTER TRUSTEES

Kate Faricy, Community Volunteer
Cathy Holaday, The Broadmoor Galleries
David Kunstle, Partner, Lewis Roca Rothgerber
Becky Medved, Community Volunteer
Tom Naughton, Regional President, U.S. Bank
Jim Raughton, Community Volunteer
John Wilson, VP Business Development, Regional Business Alliance
Ann Winslow, Winslow BMW, Corporate Officer



Strategic Planning Committee

Charge: Coordinate the entire strategic planning process and provide guidance and resources as needed to the three subcommittees. Meet regularly and review the updates from the three subcommittees. Ensure ongoing communication is occurring to all constituents (Joint Board Oversight Committee, FAC, Colorado Springs community and the CC community). Oversee the development and maintenance of a strategic planning website and conduct periodic environmental scans of communication effectiveness. Upon receipt of the subcommittee program plans, develop the comprehensive plan for the CSFAC at CC by May 1, 2017, with final adoption by the Board Oversight Committee no later than July 1, 2017. Enforce accountability to deadlines and plan the community listening sessions.

Members

Jill Tiefenthaler (Chair), Colorado College President
Ron Brasch, CSFAC Board Chair; M&A Specialist, The FBB Group, Ltd.
Al Buettner, CSFAC Board Member; Community Volunteer
Susie Burghart, Colorado College Board of Trustees; Trustee, Sherman E. Smith Family Foundation
David Dahlin, President/CEO, CSFAC
Nechie Hall, Community Volunteer
Martha Marzolf, Broker Associate Manager with RE/MAX Properties, Inc.; Community Volunteer
Robert Moore, Senior Vice President for Finance & Administration, Colorado College
Kris Stanec, Lecturer and Associate Director of Education Programs, Colorado College
Rebecca Tucker, Associate Professor of Art, Colorado College; Director, Museum Director, CSFAC
Blake Wilson, Owner, The Art Bank
Shawn Womack, Associate Professor, Chair of Theatre and Dance, Colorado College

Museum Subcommittee

Charge: Through extensive outreach that is well documented, identify strategic themes, goals, and initiatives to develop and strengthen museum programming with an emphasis on implementing the CSFAC at CC mission. Implementation of approved recommendations began in July 2017.

Guiding Questions

- How can we make the most of the museum's permanent collections?
- How might programs of visiting exhibitions, scholars, and artists be both educational and engaging, and best serve the museum's values and mission?
- What new initiatives can enhance both the FAC's mission of serving the Colorado Springs community and CC's academic mission?
- How can we increase awareness of and use of the FAC museum in the CS and CC communities?
- How can we broaden and enrich existing CC and FAC initiatives through collaboration?

Members

Rebecca Tucker (Co-chair), Associate Professor of Art, Colorado College; Director, Museum Director, CSFAC
Blake Wilson (Co-chair), Owner, The Art Bank
Joy Armstrong, Curator of Modern and Contemporary Art, CSFAC
Susan Edmondson, CEO, Downtown Partnership
Santiago Guerra (Spring 2017), Assistant Professor of Southwest Studies, Colorado College
Jane Hilberry, Professor of English, Colorado College
Jessica Hunter-Larsen, Curator of the IDEA Space, Colorado College; Director of Academic Engagement, CSFAC
Mario Montaña, Associate Professor of Anthropology, Colorado College
Eric Perramond (Fall 2016), Associate Professor and Director of Southwest Studies, Colorado College
Annette Seagraves, Physician
Bruce Warren, Attorney; Community Volunteer

Bemis School of Art Subcommittee

Charge: Through extensive outreach that is well documented, identify strategic themes, goals, and initiatives to strengthen the art school's programming with an emphasis on implementing the CSFAC at CC mission. In addition, the subcommittee will make recommendations for a facility plan for the Bemis School of Art. Implementation of approved recommendations will begin July 2018.

Guiding Questions

- How can we enhance the mission of the school through collaborations with and the leveraging of CC's art and education faculty as well as the student body?
- How can we elevate awareness of and use of the art school in Colorado Springs?
- How will these initiatives impact the current and future space for the school?

Members

Kris Stanec (Co-chair), Lecturer and Associate Director of Education Programs, Colorado College
Tara Thomas (Co-chair), Executive Director of Education, CSFAC
Tom Fleecs, Fine Arts Coordinator, D11
Kathy Giuffre, Professor of Sociology, Colorado College
Jean Gumpfer, Artist; Visiting Professor of Art, Colorado College
Carlos Jimenez, Director of Admission-Recruitment and Outreach, Colorado College
Kate Leonard, Professor of Art, Colorado College
Jordan Radke, Assistant Director for the Collaborative for Community Engagement, Colorado College
Allison Scott, Director of Communications, The Broadmoor
David Siegel, Executive Director, Bee Vradenburg Foundation

Performing Arts Subcommittee

Charge: Through extensive outreach that is well documented, identify strategic themes, goals, and initiatives to strengthen the theatre's programming with an emphasis on implementing the CSFAC at CC mission. Implementation of approved recommendations will begin July 2019.

Guiding Questions

- How can we enhance the programming of the theatre through collaborations with CC students, faculty, and staff, as well as current CC programs?
- What new initiatives will enhance both the theatre's mission of serving the community and CC's academic mission?
- How can we increase awareness of and attendance at theatre productions?
- How can we build on relationships and partnerships with other theatre companies in the region to create a more vibrant arts community?

Members

Shawn Womack (Co-chair), Associate Professor, Chair of Theatre and Dance, Colorado College
David Seals (Co-chair), Director of Client Development | TRG Arts
Amy Brooks, Tutt Library Special Collections Coordinator, Colorado College; Theatre Artist
Al Buettner, CSFAC Board Member, Community Volunteer
Sue Grace, Lecturer/Artist in Residence, Associate Chair of Music
Sally Hybl, Community Volunteer; Theatre Artist
Anita Lane, Physician; Theatre Artist
Scott Levy, Executive Director, Performing Arts & Producing Artistic Director, CSFAC
Tom Lindblade, Professor of Theatre, Colorado College
Libby Rittenberg, Professor Emerita of Economics and Business, Colorado College

To inform the plan, members of the subcommittees learned much more about our community’s deep engagement with art and its commitment to celebrating the ways in which art enriches understanding, inspires those who engage, and expands their worlds. The themes that mark this strategic plan recognize this spirit of engagement and innovation as defining features of the FAC.

Theme One: Excellence

Excellence in supporting ever-increasing quality and distinctiveness across all our endeavors honors both the Fine Arts Center’s historic vision for innovative, culturally diverse, collaborative arts programs and Colorado College’s sustained commitment to providing the finest liberal arts education to its students. As the following aspirations demonstrate, the FAC will embrace an expansive vision as we move forward and become a national model of distinction for an arts center that joins with a college to serve the campus, the community, the region, and the world.

First, the college will draw on the strength of the FAC to achieve its mission of excellence in the liberal arts. When the arts are fully linked to a college, they stimulate excellent teaching, provide a locus for cross-disciplinary collaboration and make possible the creative integration of the fine arts into student life. Synergy with the FAC will also help CC students and faculty understand what it means to inhabit a region, explore its dimensions, and contribute fully to its understanding and appreciation.

In the physical and social environments of the American Southwest, the college has strong programs dedicated to teaching, student support, research publishing, and educating its students and the community about the region. With more than 40 years of experience with the Block Plan, faculty are experts at teaching focused, immersive courses in a highly relevant curriculum that is particularly well suited to today’s students. Through field study, community engagement initiatives, and objects-based learning pedagogies, the FAC will help CC take an even stronger leading role in developing hands-on experiential learning that enriches all parts of a liberal arts education.

Second, each FAC program — the museum, the performing arts, and Bemis — will draw on the strength of the college to achieve the highest quality among its peers. After serving for years as an entrance into the world of art, Bemis will develop, research, and implement new, adventurous approaches to arts teaching and learning. The school will accomplish these aims in an innovative, flexible space where the creative process is

celebrated as a shared experience and fundamental need. Ultimately, the school will celebrate the power of the arts to inspire people, spark learning, and forge equitable communities that will contribute to changing the world for the better.

Traditionally the museum has brought the finest of historic and contemporary art to the public. As we plan for the future, we envision a museum that embodies the rich history, current vitality, and exciting future of the community. Harnessing the power of the arts to bring people together, the museum will be a center not only for teaching and learning, but also a place of inclusion, exchange, collaboration, and inspiration for people across the community and region. Through dynamic exhibitions paired with innovative learning opportunities, the museum will celebrate excellence in the visual arts while exploring, challenging, and transcending traditional definitions of what a museum can be.

Drawing on the connections and reach of the college, the performing arts

will strengthen and build on the beloved regional Theater Company and Youth Repertory Program to include presenting a diverse spectrum of world-class performers. This collaborative performing arts series — locally produced theatre coupled with an expanded presenting series — will become known as one of the most innovative in the nation in terms of the impact on both the college and the Colorado Springs communities. Aims are to cultivate a sense of intellectual and emotional discovery in both current and new audiences and use creative learning experiences in the performing arts to deepen relationships with community participants of all ages and backgrounds. Students, faculty, staff, and community members should experience the value of the performing arts at CC as an integral part of their lives.

Third, by aligning to promote excellence, the FAC and the college will bring exhibitions, classes, performances, and other events of the highest quality to the college and the community, infused with learning opportunities for all. As Colorado Springs Mayor John Suthers noted, “This partnership is an example of innovative, collaborative future-building.” Individually and together, the center is joining with the college to support a thriving city, region, and campus; share resources for maximum impact; and create powerful arts experiences for both the college and the community.

As the excellence theme demonstrates, the Colorado Springs Fine Arts Center at Colorado College aspires to be a national model of an innovative, lively place of learning and enjoyment that celebrates the power of the arts to inspire, spark imagination, and contribute to a better world.



Theme Two: Access

Access, or increasing and broadening engagement and interaction among a wide range of constituents and programs, opens the door to performances, exhibits, classes, and other cultural and learning experiences for people of all ages, interests, and circumstances at the college, in the larger community and around the region, nation, and world.

The FAC will provide a unique, multi-faceted experience of all skill levels to explore a broad approach to learning in the arts. Across classes, performances, and exhibits, inclusive points of view attract participants and audiences from all groups, locations, and circumstances, as do programs and facilities that accommodate the special and physical needs of visiting patrons, staff, and students. Imagine, for example, welcoming our community to FAC programs that include nationally renowned visual and performance artists collaborating

with community members from ages 8 to 80.

Also, imagine children touring the museum and then joining a class taught by professional instructors and CC education students. Imagine a place where art-making methods and media are brought together to foster experimentation, growth, and a sense of shared community. Imagine a place where veterans work with performing artists to share their stories and senior citizens write poetry with high school students. In this creative environment, the FAC will attract K-12 students and teachers, college students, artists, scholars, community members, and visitors from across the state and around the globe to engage with our collections, classes, performances, and other activities. It is easy to imagine the buzz created as the FAC demonstrates the undeniable relevance of the arts.



On campus, the alliance will increase diversity by fostering a more inclusive liberal arts education, helping faculty guide students who engage with cultural shifts, incorporating nontraditional voices into academic programs and fostering multidisciplinary approaches to academic subjects. For example, the material artifacts housed at the FAC, some dating back to 700 BCE, upend the Western-dominant narrative, positioning faculty to use the curriculum to expand notions of diversity. We will draw on this excellent collection and our strong foundation in the liberal arts to provide new, more accessible opportunities for diverse audiences to exchange ideas, perspectives, and ways of knowing, encouraging a more self-aware culture that celebrates differences while supporting students as they find their authentic voices and raise them confidently.

Difference across learning modalities is another important form of inclusivity. As we work to address different learning styles among students and community members, one option is to use object-based learning to promote critical thinking and writing skills for those who may not learn as well through lectures. Another option is to expand cross-

cultural knowledge through projects that bring together seemingly disparate communities such as high school theatre students and mental health organizations. With the Block Plan in the college, our ability to feature even more types of learning modalities is powerful.

The alliance will also help the college boost recruitment and retention of students, especially those who are interested in participating or majoring in the arts, and promote diversity among students and faculty by connecting important cultural heritages to our core academic mission. We welcome not only opportunities to bring diverse communities to the FAC, but also opportunities to help all community members connect with both our region and the world through the FAC.

In addition, the alliance will enhance our capacity to engage with visiting artists, scholars, and community members to explore the dynamic continuity of cultural expression and cultural production in our region. For example, the FAC's collection includes 22,000 pieces of Southwest, Native American, and Spanish Colonial art that span the prehistoric to contemporary periods. All media are represented in this

broad historical collection of the Southwest and its Native American and Hispanic peoples. We will build upon this world-class collection with our commitment to authentic, active inclusivity in our exhibitions, classes, and productions. Imagine the powerful exhibitions, performances, and learning experiences that will result when members of local communities serve as partners with the museum, sharing expertise and acting as decision makers regarding how cultural objects are viewed, handled, displayed, understood, and preserved. Recognizing our responsibility to those who created and sustained the objects we all prize, we pledge to make the FAC a collaborative center that adheres to the highest ethical principles of meaningful engagement with all its source communities.

When we asked our communities how to measure the success of the alliance, they said; "More people from all places and backgrounds and ages should visit the FAC." Heeding that insight, active outreach is essential to all our aims. Through programming and community engagement, the FAC will serve as a public access point to diverse educational and cultural experiences for the FAC, the college, and local, national, and international communities.

Theme Three: Collaboration and Connectivity

Collaboration and connectivity are historical cornerstones of the Colorado Springs Fine Arts Center. From its early days as “an entire arts district under one roof,” the center has celebrated both the proximity and cooperative spirit of its core programs. Now, strengthening and supporting links across the programs, projects, practices, and methodologies that make up the center and the college will guide our next strategic steps. Collaboration and connectivity are cornerstones of progressive higher education institutions as well. Whereas colleges and universities were satisfied to resemble ivory towers in the past, now the best institutions rely on collaboration and interdisciplinary activity to move forward. Colorado College is no exception. By reaching out to our local and global communities and reaching across the college’s entire academic spectrum, the alliance offers new opportunities to strengthen a range of important collaborative work.

In addition, higher education institutions — especially the most exciting liberal arts colleges — underscore the value of learning through experience by encouraging students to connect to real-world knowledge creation and practice through research projects, field learning, internships, and the like. By aligning with the FAC, the college is increasing its capacity to sustain both collaboration and connectivity.

The arts, of course, provide many avenues for collaborative learning, beginning with opportunities to share experience across fields. From creating original art to enjoying and learning from museum experiences to engaging with live performances, shared

experience enriches opportunities for students and scholars to deepen their understanding across cultures and topics — and contribute to more meaningful artistic expression as well. Whether it is a literature class attending a stage production to learn about literary adaptations, an environmental studies class working with stage designers to pro-mote sustainable theatrical production practices, or a religion class examining ceremonial objects in the collection, shared experiences within and across disciplines and programs are a hallmark of this alliance.

The arts also provide exciting avenues for collaborative interaction across the FAC and the community. For example, the FAC anticipates facilitating shared experiences and multiple points of view in creative performances, exhibits, and classes, breaking the mold of an institution as the single transmitter of knowledge by encouraging students and community participants to contribute information, points of view, and expertise. Developing new technologies to access information, hosting accessible events and learning opportunities, and fostering personalized experiences are other ways to create avenues for fruitful, inclusive discussion, collaboration, and exchange.

Creatively linking and leveraging all the assets of the new alliance — venues, staff, communications, funding, and other resources — will create maximum impact on the FAC and Colorado Springs community as well. For example, new programs, such as bringing guides into the galleries and welcoming students into our vibrant docent corps, will enhance the viewer’s experience in the museum.

Live performance, provocative exhibitions, and challenging learning experiences represent other opportunities to build an overarching, interactive creative community that draws out the very best from the people, settings, and resources that shape its programs and guide its future.

Taking risks is another critical aspect of connectivity and collaboration. The FAC proposes to encourage risk-taking by transforming Bemis into a creativity lab — a physical space designed to support all stages of the creative process at all levels of expertise. This lab will encourage students and teachers to bravely explore both skill building and experimental work. From newcomers — both students and community members — taking art classes to experienced artists learning from and collaborating with internationally known experts, the FAC will encourage the mindset that taking risks, failing, and trying again is a positive and necessary part of the creative process.

In addition, student internships in the museum will immerse students in a formal program of study and enable them to work with fellows, curators, museum educators, CC faculty, and the FAC registrar to research objects in the collection, participate in the continual stewardship and care of those objects, and design museum exhibits.

Today collaboration and connectivity mark the most exciting advances in the arts and in higher education. This theme honors who we are and who we are trying to be.

