◼TIS ◼F C◼LLEGE ART AND DESIGN

WORKING STRATEGIC PLAN for FY2015 - FY2019

PROGRESS SUMMARY

(YEAR THREE: SUMMER 2017)

This document includes four parts:

1. An Executive Summary that reviews the core components of the Working Strategic Plan (WSP) and its progress to-date;

2. At-a-glance Progress Summary of the WSP;

3. WSP Action Matrix with noted actions taken to-date regarding strategies and responsible leaders;

4. Appendices: Abbreviations for the Action Matrix, Workplace Values, and Profile of the Faculty.

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EXECUTIVE SUMMARY

PROGRESS REVIEW

On December 8, 2014 the Board of Trustees approved the Working Strategic Plan (WSP) for Otis College of Art and Design, a plan that would guide and advance the College in educational services and operation for five years (Fiscal Year 2014 through Fiscal Year 2019). To ensure diligent and effective campus work on the WSB, the President, Provost, and Senior Team have thoroughly reviewed progress and noted key actions taken, or needed. This Progress Summary will be presented to the Board of Trustees in its Fall 2017 meeting.

The WSP has advanced well, with most of its 5 SMART (Specific, Measurable, Achievable, Realistic, and Time-Bound) Goals, 25 Objectives, and 92 Strategies accomplished or in good progress. Much WSP substance will inform the next Plan proposal. WSP Strategy items are color-coded in Green, Blue, and Red to illustrate their progress status (GREEN = ACCOMPLISHED; BLUE = IN GOOD PROGRESS; RED = TO DO) and quantified as follows:
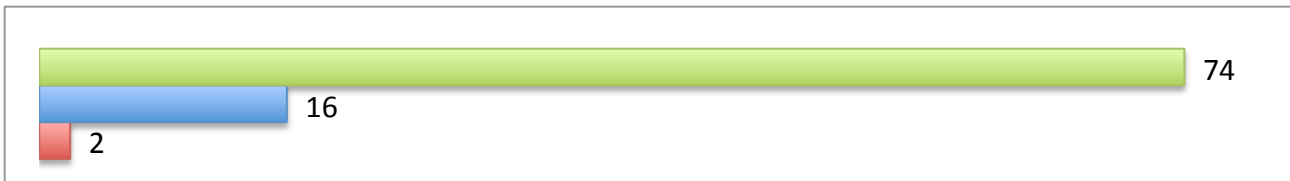
In the Action Matrix table, SMART Goals, Objectives, and Strategies are supported by responsible leaders and related notations.
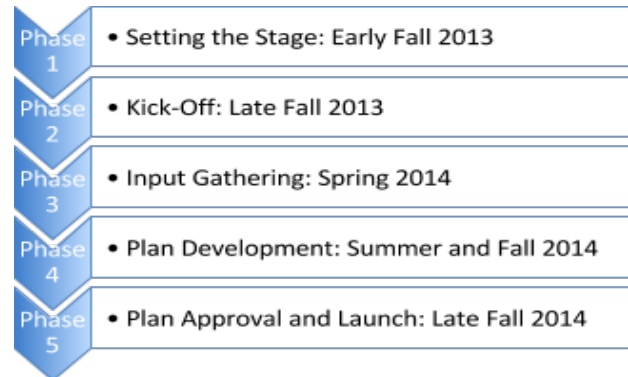
HISTORY & RATIONALE

Otis College achieved notable success with its Strategic Bridge Plan for FY2011 – FY2013. In Summer 2008, the planning process began for a new, ambitious five-year plan. In Fall 2008, when the recession hit the U.S. and global economies, it became apparent that economic conditions would require institutional efforts to focus on protecting the College's educational quality and ensuring fiscal soundness. The Senior Team and the Senior Cabinet recommended a more realistic approach, which was approved by the Board of Trustees in May, 2009, to develop a SMART (specific, measurable, achievable, realistic, and time bound) Strategic Bridge Plan (SPB) that would guide and advance the College for the next three years (Fiscal Year 2011 through Fiscal Year 2013), instead of a five-year plan. The SPB concluded in June, 2013, when a Completion Summary was posted.

From Fall 2013 through Fall 2014, the College undertook a highly participatory process to create a new strategic plan that would guide Otis through the 2018 centennial and beyond, from Fiscal Year 2014 through Fiscal Year 2019. The result of this process, the Working Strategic Plan for FY15 – FY19, represented the synthesis of inspired conversations with students, faculty, staff, alumni, trustees, and other College stakeholders centered on sustaining Otis' educational excellence in a highly competitive environment at a time of dramatic change—both at the College and in higher education. The WSP was made with knowledge that a new President would soon be named, groundbreaking for new facilities on the Goldsmith Campus would soon begin, and a capital campaign in support of campus expansion would reach its $10 million goal. These major events in the life of the College occurred at a time when the higher education landscape was rapidly changing, and such issues as accountability, affordability and value, faculty and

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student workloads, student success, educational assessment, professional preparation, and education delivery modes had come to the fore.

PLANNING PROCESS

The process that led to the WSP engaged a wide range of college stakeholders, as listed above. Most planning work was incorporated into existing committees and working groups so that Otis community members could be engaged widely and organically. The planning process included five phases:

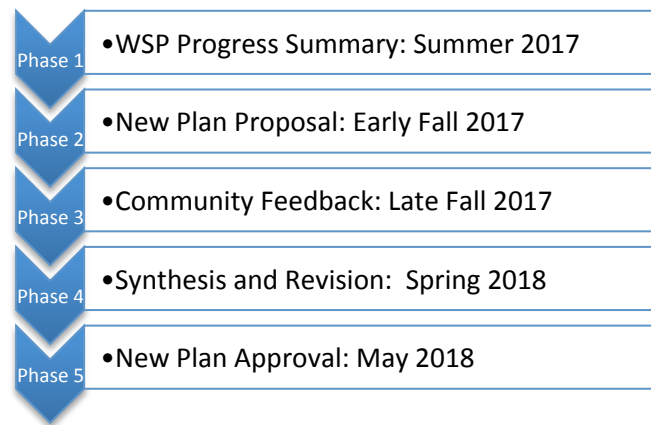| Phase 1 | • Setting the Stage: Early Fall 2013 |
Phase 2	• Kick-Off: Late Fall 2013
Phase 3	• Input Gathering: Spring 2014
Phase 4	• Plan Development: Summer and Fall 2014
Phase 5	• Plan Approval and Launch: Late Fall 2014

The President had set the stage for the planning process in a State of the College Address at a convening of all faculty and staff in August, 2013. A holistic definition of Otis success was provided, and seven interrelated and interdependent Strategic Pathways for Otis' next phase of development were laid out:

Seven Strategic Pathways

- Strengthen + Evidence Student Learning & Success
- Expand Enrollment Demographics
- Enhance Marketing Impact
- Manage Institutional Costs
- Diversify Revenue Stream
- Expand Facilities
- Achieve Campaign & Increase Fundraising

FUTURE PLANNING

The College will strive to meet the WSP's SMART Goals, Objectives, and recommended Strategies by December 31, 2017. The extensive input so recently gathered in preparation for the WSP and this Progress Summary will serve as strong bases for future planning. In fall, 2017 the Board of Trustees will review this Progress Summary, give feedback, and authorize the development of a new Proposed 2019 - 2023 Strategic Plan during the spring 2018 period. Community feedback on the new Proposed Plan will be sought through presentations at Academic Assembly, a Town Hall meeting, and a Board of Trustees meeting, and through an anonymous survey instrument. Following synthesis of that input, a 2019 - 2023 Strategic Plan will be presented to the community in late spring 2018, and to the Board of Trustees for approval at its May, 2018 meeting. If approved at that time, the 2019 - 2023 Strategic Plan would take effect approximately one year before the WSP's expiration.

The above planning milestones and timeline represent five future planning phases to be conducted through Fiscal Year 2017-18:

Phase 1	•WSP Progress Summary: Summer 2017
Phase 2	•New Plan Proposal: Early Fall 2017
Phase 3	•Community Feedback: Late Fall 2017
Phase 4	•Synthesis and Revision: Spring 2018
Phase 5	•New Plan Approval: May 2018

PLANNING WEBSITE

Future Planning information, this Progress Summary, the WSP, and past planning materials are visible at: https://www.otis.edu/strategic-planning.

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WORKING STRATEGIC PLAN

AT-A-GLANCE PROGRESS SUMMARY

COLOR CODES: **GREEN = ACCOMPLISHED**   **BLUE = IN GOOD PROGRESS**   **RED = TO DO**

*SMART = Specific, Measurable, Achievable, Realistic, and Time-Bound

<u>**SMART GOAL 1:**</u> *EXCELLENCE* — STRENGTHEN ACADEMIC EXCELLENCE AND PROMOTE STUDENT LEARNING IN AND BEYOND THE CLASSROOM.

OBJECTIVE 1.1 FACILITATE AND SUPPORT FACULTY IN SUSTAINING A LEADING EDGE IN ART AND DESIGN EDUCATION.

Strategy A	Strengthen the faculty role in college governance and decision-making.
Strategy B	Implement the 2013 Faculty Compensation Plan.
Strategy C	Strengthen expectations, incentives, and support for faculty professional achievement and internal and external development opportunities.
Strategy D	Expand the Teaching Learning Center's focus beyond instructional technology to include faculty mentoring and pedagogical development.
Strategy E	Host visiting scholars to provide faculty enrichment opportunities.

OBJECTIVE 1.2 DEVELOP DISTINGUISHING NEW PROGRAMS, OFFERINGS, AND INITIATIVES TO CONTINUE TO MEET THE NEEDS OF A DIVERSE STUDENT POPULATION.

Strategy A	Develop and implement a research-based academic plan for new undergraduate programs, offerings, and initiatives, as well as enhancements of existing programs.
Strategy B	Develop and implement enhancements of existing programs.
Strategy C	Cultivate synergies across programs at every level.
Strategy D	Research curricular tracks for both professional readiness and international education (e.g., certificate or minor programs).

OBJECTIVE 1.3 STRENGTHEN AND EXPAND GRADUATE EDUCATION.

Strategy A	Develop and implement a research-based Academic Plan for new graduate programs, offerings, and initiatives, as well as enhancements of existing programs.
Strategy B	Give graduate education at Otis a strong collective identity.
Strategy C	Create shared educational experiences across graduate programs.
Strategy D	Create and implement a long-range graduate recruitment plan, possibly to include "on ramps" into graduate education at Otis via

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the BFA programs and Continuing Education.

Strategy E   Adjust the financial aid matrix across graduate programs to enhance selectivity.

Strategy F   Prioritize funding for graduate education in the ongoing Comprehensive Campaign.

OBJECTIVE 1.4 DEVELOP AND IMPLEMENT A COMPREHENSIVE, RESEARCH-BASED E-LEARNING PLAN.

Strategy A   Evaluate and fulfill instructional technology software needs, including new learning platforms and modalities for E-learning.

Strategy B   Continue to identify, experiment with, and assess pilot educational partnerships with other leading entities for progressive education delivery at every level.

OBJECTIVE 1.5 EXPAND INTERNATIONAL EDUCATION ACTIVITIES FOR STUDENTS, FACULTY, AND STAFF.

Strategy A   Expand travel study programs and support faculty and student participation.

Strategy B   Develop fitting student exchange programs and partnerships with international institutions.

Strategy C   Increase local cultural immersion programs during College recess periods.

Strategy D   Explore developing a summer bridge program for international students and non-native English speakers, and provide ongoing support throughout the four years.

SMART GOAL 2: *SUCCESS* — ATTRACT THE BEST-PREPARED STUDENTS IN THE WORLD, AND EFFECTIVELY SUPPORT STUDENT AND ALUMNI SUCCESS.

OBJECTIVE 2.1 SUCCESSFULLY ATTRACT, COMPETE FOR, AND RETAIN THE BEST STUDENTS DOMESTICALLY AND INTERNATIONALLY.

Strategy A   Develop and implement a robust communication plan for inquiries and prospective students.

Strategy B   Expand international recruitment efforts.

Strategy C   Establish best practices for maintaining data.

Strategy D   Enhance existing and develop new mechanisms to engage high-achieving students.

OBJECTIVE 2.2 ESTABLISH A STRONG CULTURE OF COMPLETION TO SUPPORT STUDENT LEARNING AND SUCCESS, AND IMPROVE RETENTION AND GRADUATION RATES.

Strategy A   Increase the 6-year BFA graduation rate to over 65%, with corresponding increases in retention rates.

Strategy B   Reduce the number of 5th-year seniors who leave with 1-6 credits to complete.

Strategy C   Create a comprehensive, multi-year analysis of indicators for at-risk students.

OBJECTIVE 2.3 FURTHER CULTIVATE A SUPPORTIVE EDUCATIONAL ENVIRONMENT THROUGH THE DEVELOPMENT OF ADVANCED, EFFICIENT, AND EFFECTIVE ADVISING AND

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ADMINISTRATIVE SERVICES AND PROCESSES.

Strategy A   Enhance student-centered services to allow easy navigation of procedures, systems, and services on campus and online (e.g., through a One Stop Shop).

Strategy B   Improve College-wide academic advising to enhance efficiency and effectiveness.

Strategy C   Further support students with learning differences to ensure their educational access and success.

Strategy D   Assess students' experiences of student support services and leverage the results for continual improvement.

OBJECTIVE 2.4 EMPOWER STUDENTS TO MAKE OTIS MORE DYNAMIC AND ENGAGING FOR THEIR GENERATION.

Strategy A   Continue to actively promote student leadership and engagement through clubs, organizations, and residential life.

Strategy B   Develop additional ways to involve students in decision-making at the College.

Strategy C   Develop a program of student activities that are highly relevant for an art and design student population.

Strategy D   Better facilitate the display of students' work on campus, and create opportunities for students to create public art projects on campus.

OBJECTIVE 2.5 ENHANCE STUDENT AND ALUMNI PROFESSIONAL OUTCOMES AND SUCCESS.

Strategy A   Make internships a centerpiece of an Otis education.

Strategy B   Explore embedding a business incubator on campus.

Strategy C   Incorporate curricular initiatives for supporting student and alumni professional success into the academic plan (see Objective 1.2).

SMART GOAL 3: *VISIBILITY* — INCREASE VISIBILITY NATIONALLY AND INTERNATIONALLY, AND DEMONSTRATE EDUCATIONAL QUALITY TO STAKEHOLDER GROUPS.

OBJECTIVE 3.1 CREATE GREATER VISIBILITY AND A STRONGER IDENTITY FOR OTIS, AND DIFFERENTIATE THE COLLEGE AS A LEADER IN ART AND DESIGN EDUCATION.

Strategy A   Affirm and articulate the Otis brand and story, and develop definitive pitches and style guides to clarify the College's distinctive visual identity and voice.

Strategy B   Develop a multi-channel long-range strategic marketing plan to increase enrollments, improve quality of enrollees, strengthen retention, raise brand recognition, and enhance fundraising.

OBJECTIVE 3.2 MOUNT A FITTING AND HIGHLY VISIBLE CENTENNIAL CELEBRATION IN 2018.

Strategy A   Develop a multi-year plan and budget for staging a year-long series of events, programs, and exhibitions in 2018.

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Strategy B   Develop and maintain a robust institutional archive that will serve as an ongoing repository and resource for images and historical information about Otis.

OBJECTIVE 3.3 MAKE EDUCATIONAL QUALITY VISIBLE AND RELEVANT, BOTH INTERNALLY AND EXTERNALLY.

Strategy A   Increase opportunities to support and showcase outstanding student learning outcomes, teaching excellence, and faculty accomplishment.
Strategy B   Leverage the E-portfolios as a resource for examples of academic excellence.
Strategy C   Develop a robust archive of student learning outcomes.
Strategy D   Develop a dashboard of indicators of academic quality.

OBJECTIVE 3.4 ESTABLISH THE COLLEGE'S LEADING POSITION AS AN ADVOCATE FOR ARTS EDUCATION AND A CULTURAL NEXUS OF CONTEMPORARY ART AND DESIGN.

Strategy A   Develop and implement a Community Relations plan that clarifies goals and objectives for strengthening neighborhood, municipal, and statewide relationships.
Strategy B   Expand the influence of the *Otis Report on the Creative Economy*.
Strategy C   Develop outstanding exhibitions and public programs across the disciplines to bring leading artists and designers to campus, attract diverse audiences, and provide enriching experiences.
Strategy D   Host regional and national conferences and/or attract invitations to contribute to such conferences.

SMART GOAL 4: *TECHNOLOGY AND INFRASTRUCTURE* — FORTIFY TECHNOLOGY AND INFRASTRUCTURE TO SUPPORT THE COLLEGE MISSION IN A RAPIDLY CHANGING HIGHER EDUCATION LANDSCAPE.

OBJECTIVE 4.1 DEVELOP A SUSTAINABLE BUSINESS MODEL AND DIVERSIFY REVENUE STREAMS.

Strategy A   Use new campus housing to maximize revenue through expanded summer programs and leasing opportunities.
Strategy B   Leverage new dining options to maximize patronage and create an override to support operating costs.
Strategy C   Maximize potential revenue from E-Learning opportunities, a business incubator, and other educational initiatives (such as those outlined above).
Strategy D   Make Otis creative spaces available for film/TV location and other hosting opportunities.

OBJECTIVE 4.2 FORTIFY TECHNOLOGY AND ADMINISTRATIVE INFRASTRUCTURE, AND IMPROVE OPERATIONAL PROCESSES WITHIN AND BETWEEN AREAS.

Strategy A   Fortify the technology infrastructure to successfully support planned and proposed programming/operations.

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Strategy B   Centralize and integrate student-facing systems and processes.
Strategy C   Outsource high-cost systems where feasible.
Strategy D   Move from paper-heavy processes to electronic-based processing.
Strategy E   Build mechanisms for improved internal communication.
Strategy F   Streamline processes and workflows involved in daily operations.

OBJECTIVE 4.3 PROMOTE AND SUPPORT A CULTURE OF EVIDENCE-BASED PLANNING AND DECISION-MAKING ACROSS THE COLLEGE.

Strategy A   Use institutional research to support student success, educational assessment, and organizational improvement.
Strategy B   Develop effective prediction models for successful student recruitment, enrollment, retention, and completion.
Strategy C   Charge the President's Cabinet with monitoring the implementation of the Working Strategic Plan.

OBJECTIVE 4.4 ACHIEVE THE CURRENT $30 MILLION COMPREHENSIVE CAMPAIGN, INCREASE FUNDRAISING AND THE ENDOWMENT, AND ADVANCE THE COLLEGE THROUGH BOARD LEADERSHIP.

Strategy A   Complete the comprehensive campaign by December 31, 2016, and build the endowment.
Strategy B   Increase the retention rate of the OFund and participation by 25% in each constituency, and engage new individual, corporate, and foundation prospects to expand the donor base.
Strategy C   Attract new contributing members to the Board of Trustees, and increase the Board of Governors to 25 members.
Strategy D   Support advancement efforts through updated software and tutorials for campus faculty and staff on fundraising and stewardship.
Strategy E   Develop a volunteer program that meets industry standards.

OBJECTIVE 4.5 CREATE AND IMPLEMENT A COMPREHENSIVE CRISIS MANAGEMENT AND EMERGENCY PREPAREDNESS PLAN.

Strategy A   Restructure and routinely convene the Emergency Response Team (ERT) and its functions.
Strategy B   Review, update, and test the College's Emergency Response Plan to reflect current needs and gauge readiness.
Strategy C   Create an efficient Crisis Communications Plan for the Emergency Response Team and the Senior Leadership Team.

SMART GOAL 5: _MOMENTUM_ — ADVANCE ONGOING INITIATIVES FROM THE STRATEGIC BRIDGE PLAN TO CREATE A SUPPORTIVE CAMPUS ENVIRONMENT.

OBJECTIVE 5.1 FULLY ACTIVATE THE COLLEGE ASSESSMENT PLAN (CAP) IN SUPPORT OF STUDENT AND INSTITUTIONAL LEARNING AND SUCCESS.

Strategy A   Review and possibly refresh the College mission statement, and develop educational Core Values.
Strategy B   Embed assessment of the Institutional Learning Outcomes (ILOs) and the WASC Core Competencies in the institutional culture.

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Strategy C   Provide professional development opportunities related to assessment, and create avenues for shared learning and collaboration.

Strategy D   Adequately support and coordinate departments' assessment efforts through institutional research and other resources.

OBJECTIVE 5.2 STRENGTHEN EMPLOYEE RECRUITMENT, RETENTION, AND ENGAGEMENT THROUGH ENHANCED COMPENSATION, ONLINE PERFORMANCE MANAGEMENT, AND DIVERSIFIED DEVELOPMENT PROGRAMS.

Strategy A   Implement the 2013 Compensation Plan for staff.

Strategy B   Implement a web-based performance management system that facilitates staff performance evaluation and enhancement.

Strategy C   Research and implement low-cost, non-traditional health and wellness programs.

Strategy D   Further embed Workplace Values into the campus culture.

OBJECTIVE 5.3 REVIEW AND IMPLEMENT, WHERE FEASIBLE, REMAINING RECOMMENDATIONS OF THE FACULTY WORKLOAD TASK FORCE.

Strategy A   Institute an optional course reduction per semester on an ongoing basis in support of specific, sustained, and significant professional activity.

Strategy B   Make expectations for professional activity explicit and consistent across departments.

Strategy C   Compensate the additional workload of developing new courses.

Strategy D   Compensate studio faculty at the Liberal Arts and Sciences faculty rate when they teach liberal studies-type courses.

OBJECTIVE 5.4 IMPLEMENT INSTITUTIONAL MULTI-YEAR BUDGET PLANNING.

Strategy A   Research and implement an enhanced budgeting tool that allows for multi-year expense budgeting and revenue projections.

Strategy B   Cultivate strong budget discipline through annual trainings for budget managers.

Strategy C   Establish performance indicators and regularly report back to budget managers to support budget management and control spending.

OBJECTIVE 5.5 COMPLETE THE CAMPUS EXPANSION PLAN AND IMPLEMENT NEW SUPPORT STRUCTURES FOR EXPANDED OPERATIONAL NEEDS.

Strategy A   Complete the Campus Expansion Plan by Fall 2016.

Strategy B   Identify energy cost savings.

OBJECTIVE 5.6 STRENGTHEN SUSTAINABILITY LEADERSHIP AND EFFORTS THROUGHOUT THE COLLEGE.

Strategy A   Explore options for sustainability leadership (such as a Director), and provide professional development opportunities in sustainability for faculty and staff.

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Strategy B   Expand efforts to embed education about sustainable art and design practices into all program curricula.

Strategy C   Expand efforts to develop sustainable campus facilities and management.

Strategy D   Expand the Sustainability Alliance and other community/corporate partnerships to include representation from all of Otis' art and design fields.

Strategy E   Consider signing the American College University Presidents' Climate Commitment.

Continued:

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PROGRESS SUMMARY ACTION MATRIX

SMART GOAL 1: EXCELLENCE — STRENGTHEN ACADEMIC EXCELLENCE AND PROMOTE STUDENT LEARNING IN AND BEYOND THE CLASSROOM.			
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 1.1 **FACILITATE AND SUPPORT FACULTY IN SUSTAINING A LEADING EDGE IN ART AND DESIGN EDUCATION.**	**Strategy A:** Strengthen the faculty role in college governance and decision-making.	PROV	Added Senate leaders to key AA committees; release time for Senate leadership and related committee work; established regularly scheduled meetings with the Provost and Senate leadership.
	Strategy B: Implement the 2013 Faculty Compensation Plan.	PRES, PROV, SR TEAM	Increased part-time faculty course pay rates by 23% over three years; increased CE instructor rates by 10%; increased adjunct faculty compensation by over 19% across all ranks and added healthcare benefits; increased full-time faculty salaries by an average of 9.2% followed by 3.8% (totaling avg. 13%) across all ranks.
	Strategy C: Strengthen expectations, incentives, and support for faculty professional achievement and internal and external development opportunities.	PROV	More engagement in peer review process now due to information sharing about qualifications for ranks and 2015 recalibration of rank and step salary scale.
	Strategy D: Expand the Teaching Learning Center's focus beyond instructional technology to include faculty mentoring and pedagogical development.	PROV	Added free-standing space in a central location; serves as a faculty-only space for learning and research out of the path of students; assisting faculty with pedagogical best practices in addition to helping with instructional tech.
	Strategy E: Host visiting scholars to provide faculty enrichment opportunities.	PRES, PROV	New gift received for this purpose will allow funding of a new kind; graduate programs' new interdisciplinary approach to guest speakers and

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			faculty appointments; summer residencies featured talks by Jeffrey Stewart, Dan Cameron, and other notable speakers.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 1.2 DEVELOP DISTINGUISHING NEW PROGRAMS, OFFERINGS, AND INITIATIVES TO CONTINUE TO MEET THE NEEDS OF A DIVERSE STUDENT POPULATION.	**Strategy A:** Develop and implement a research-based Academic Plan for new undergraduate programs, offerings, and initiatives, as well as enhancements of existing programs.	PROV, PRES	Developed a plan for transferring programing from Los Angeles to China or other international locations; conducted research into the Middle East as a possible site; expanded Travel Study experiences; launched *Your Creative Future* and new minors; formalized and prioritized a multi-year Academic Plan document, shared top priorities with IA and the EPC fall 2017.
	Strategy B: Develop and implement enhancements of existing programs.	PROV	Relocated Fashion Design to allow all undergraduates to share one campus; revised all UG curricula to reduce total credits required and make room for makeup and elective opportunities.
	Strategy C: Cultivate synergies across programs at every level.	PROV	Chair of Grad GD and Comm Arts sharing faculty, pedagogies, exemplars, philosophy, and guest speakers across Grad and UG curricula and the College; Fashion Design Chair building cross-departmental sponsored projects; developing Entrepreneurial Studies minor for all majors.
	Strategy D: Research curricular tracks for both professional readiness and international education (e.g., certificate or minor programs).	PROV, VPSS	Researched, synthesized, and launched Your Creative Future: A Professional Preparation Initiative; researched/modeled China program transplant option; enhanced support systems for international students; researching pathways and bridge program options for ESL learners.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**

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OBJECTIVE 1.3 STRENGTHEN AND EXPAND GRADUATE EDUCATION.	**Strategy A:** Develop and implement a research-based academic plan for new graduate programs, offerings, and initiatives, as well as enhancements of existing programs.	PROV	Established a stronger leadership structure through appointment of a Dean for Graduate Studies; fostered with all grad Chairs stronger cross-disciplinary opportunities for students; added FT faculty post to GFA for Social Practice.
	Strategy B: Give graduate education at Otis a strong collective identity.	PROV, PRES	Added a FT graduate recruitment specialist in Admissions; still defining collective identity; visioning retreat planned for fall 2017.
	Strategy C: Create shared educational experiences across graduate programs.	PROV	With unanimous agreement all Grad Chairs working on new plans for cross-disciplinary experiences and exposures as one Graduate community.
	Strategy D: Create and implement a long-range graduate recruitment plan, possibly to include "on ramps" into graduate education at Otis via the BFA programs and Continuing Education.	PROV, DAFA	With new grad recruiter in place and visioning retreat planned, work underway to clarify these needs and opportunities.
	Strategy E: Adjust the financial aid matrix across graduate programs to enhance selectivity.	PROV, PRES, VPSS	Highest ever aid awarded fall 2017 for incoming graduate admits following adjustments made with advise of Chairs and Dean of Admissions and Financial Aid.
	Strategy F: Prioritize funding for graduate education in the ongoing Comprehensive Campaign.	PRES, VPIA, PROV	Campaign still in development following President and VPIA transitions; two legs (scholarships and campus expansion done-academic excellence still to come). Financial Aid matrix adjusted upward to better serve accepted students.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 1.4 DEVELOP AND IMPLEMENT A COMPREHENSIVE, RESEARCH-BASED E-LEARNING PLAN.	**Strategy A:** Evaluate and fulfill instructional technology software needs, including new learning platforms and modalities for E-learning.	PROV, LAS, CIO	E-Portfolios launched and implemented in all degree and core programs; E-learning now synchronous and asynchronous; ability to produce learning objects in TLC; training and support for blended and online

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OBJECTIVE	STRATEGY	RESP.	NOTES
			learning in place.
	Strategy B: Continue to identify, experiment with, and assess pilot educational partnerships with other leading entities for progressive education delivery at every level.	PROV, PRES	Ongoing partnership with (providing online studio instruction for) Stanford University's Online High School using its synchronous platform; LMU partnership also in place; further work can be done on this front.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 1.5 EXPAND INTERNATIONAL EDUCATION ACTIVITIES FOR STUDENTS, FACULTY, AND STAFF.	**Strategy A:** Expand travel study programs and support faculty and student participation.	PROV	Greatly expanded offerings and systems for proposing and running faculty led courses; refined protocols and proposal guidelines to foster trans-disciplinary experiences.
	Strategy B: Develop fitting student exchange programs and partnerships with international institutions.	PROV	Many MOUs created with partner institutions; few outbound exchange students annually but more incoming; continuing to define benefits to Otis students of partnerships abroad.
	Strategy C: Increase local cultural immersion programs during College recess periods.	PRES. CE	New Summer Artists' Residency program brings 40-60 artists to campus for immersion experiences in studios, shops, labs and the city of Los Angeles; CE's short-term immersion creativity workshops for Japanese students growing consistently.
	Strategy D: Explore developing a summer bridge program for international students and non-native English speakers, and provide ongoing support throughout the four years.	PROV, LAS, VPSS	Pathways being researched but progress on bridge programing slowed by student visa issues—more research required; enhanced tutoring support services provided through the improved SLC.

SMART GOAL 2: *Success* — ATTRACT THE BEST-PREPARED STUDENTS IN THE WORLD, AND EFFECTIVELY SUPPORT STUDENT AND ALUMNI SUCCESS.

OBJECTIVE	STRATEGY	RESP.	NOTES

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OBJECTIVE 2.1 SUCCESSFULLY ATTRACT, COMPETE FOR, AND RETAIN THE BEST STUDENTS DOMESTICALLY AND INTERNATIONALLY.	**Strategy A:** Develop and implement a robust communication plan for inquiries and prospective students.	VPM&C, DAFA	A VP for Communications and Marketing was appointed in 2015; a web redesign plan was created in collaboration with Admissions.
	Strategy B: Expand international recruitment efforts.	VPSS	Admissions' recruitment trips to Korea, India, Columbia, and the Middle East; MOU efforts with institutions in China.
	Strategy C: Establish best practices for maintaining data.	VPSS, DIR	The SLATE customer management system was acquired to track applications through to conversion; IR has created templates for data from Banner to drive institutional and departmental data dashboards.
	Strategy D: Enhance existing and develop new mechanisms to engage high-achieving students.	VPSS, DAFA	Implemented the Presidential Scholars program in 2014; enhanced this each year—fall 2017 will see a new set arrive and will feature a gallery tour and direct engagement with the President.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 2.2 ESTABLISH A STRONG CULTURE OF COMPLETION TO SUPPORT STUDENT LEARNING AND SUCCESS, AND IMPROVE RETENTION AND GRADUATION RATES.	**Strategy A:** Increase the 6-year BFA graduation rate to over 65%, with corresponding increases in retention rates.	VPSS, PROV	IR Director in place, data leading to decision-making; the Advising Plan and new centralized advising components helping; Honors program revised to continue beyond the first year; acquiring and implementing DegreeWorks to track credits and courses in real time.
	Strategy B: Reduce the number of 5th-year seniors who leave with 1-6 credits to complete.	VPSS, PROV	Aggressive intervention in place, driven by IR data and internal/external research into best practices; further refinements needed in major advising.
	Strategy C: Create a comprehensive, multi-year analysis of indicators for at-risk students.	VPSS, DIR	Institutional Research office active and additional research capacity engaged through external partner Hanover Research.

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OBJECTIVE	STRATEGY	RESP.	NOTES
OBJECTIVE 2.3 **FURTHER CULTIVATE A SUPPORTIVE EDUCATIONAL ENVIRONMENT THROUGH THE DEVELOPMENT OF ADVANCED, EFFICIENT, AND EFFECTIVE ADVISING AND ADMINISTRATIVE SERVICES AND PROCESSES.**	**Strategy A:** Enhance student-centered services to allow easy navigation of procedures, systems, and services on campus and online (e.g., through a One Stop Shop).	VPSS	Created the One Stop to consolidate services under one banner and assist students via cross-trained student-facing staff.
	Strategy B: Improve College-wide academic advising to enhance efficiency and effectiveness.	PROV, VPSS	Addition of 2 central advisers in the One Stop; internal and external research-driven multi-point Advising Plan in place featuring developmental and transactional advising; branding of advising functions underway to bolster student engagement with advising and related help-seeking.
	Strategy C: Further support students with learning differences to ensure their educational access and success.	VPSS, PROV	Asst. Dean of Student Affairs assesses learning issues and makes accommodations, ensures access, and supports student success; more faculty development can be done to heighten awareness of learning differences and how best to address them in the classroom.
	Strategy D: Assess students' experiences of student support services and leverage the results for continual improvement.	VPSS	Excellent data collected, analyzed, and used to inform decision-making; program review report indicates much continuous improvement underway.
OBJECTIVE	STRATEGY	RESP.	NOTES
OBJECTIVE 2.4 **EMPOWER STUDENTS TO MAKE OTIS MORE DYNAMIC AND ENGAGING FOR THEIR GENERATION.**	**Strategy A:** Continue to actively promote student leadership and engagement through clubs, organizations, and residential life.	VPSS	Residence Life created with new housing facility; implemented robust programming for students through Student Activities, the Internship Fair, and other events; increased clubs and organizations on campus.
	Strategy B: Develop additional ways to involve students in decision-making at the College.	VPSS	Concerted efforts underway to include students on shared governance committees; included students in campus planning, housing research; student

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			workload task force, etc.
	Strategy C: Develop a program of student activities that are highly relevant for an art and design student population.	VPSS	Student-driven involvement in events and activities and their planning has increased. Will continue efforts and data collection to engage as many students as possible in student-driven co- and extra-curricular activities and events.
	Strategy D: Better facilitate the display of students' work on campus, and create opportunities for students to create public art projects on campus.	PROV, VPFAS	New campus spaces feature decomposed granite substrate that supports installation of large-scale sculpture; new academic space allows all on campus to see student learning outcomes from all undergraduate programs for first time in decades.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 2.5 **ENHANCE STUDENT AND ALUMNI PROFESSIONAL OUTCOMES AND SUCCESS.**	**Strategy A:** Make internships a centerpiece of an Otis education.	VPSS, PROV	Office of Career Services well staffed and developed; massive job board in place; robust internship program makes opportunities available to all students who want one.
	Strategy B: Explore embedding a business incubator on campus.	PRES, PROV, VPSS	Researched but little solid evidence of successful products being launched from art and design schools found; significant risk/expense involved; Otis Design Group to be reformed in lieu of an incubator, per se.
	Strategy C: Incorporate curricular initiatives for supporting student and alumni professional success into the academic plan (see Objective 1.2).	PROV, VPSS	Your Creative Future initiative joins academic programs' and Student Affairs' efforts into a bundle that fosters entrepreneurialism and professional readiness.

SMART GOAL 3: VISIBILITY — INCREASE VISIBILITY NATIONALLY AND INTERNATIONALLY, AND DEMONSTRATE EDUCATIONAL QUALITY TO STAKEHOLDER GROUPS.

OBJECTIVE	STRATEGY	RESP.	NOTES
OBJECTIVE 3.1 CREATE GREATER VISIBILITY AND A STRONGER IDENTITY FOR OTIS, AND DIFFERENTIATE THE COLLEGE AS A LEADER IN ART AND DESIGN EDUCATION.	**Strategy A:** Affirm and articulate the Otis brand and story, and develop definitive pitches and style guides to clarify the College's distinctive visual identity and voice.	VPC&M	Rebranding as of winter 2016/17 to capture more eyes and reinvigorate the name; whole new web design in progress; routine and rotating web features spotlight activities, individuals, and accomplishments to raise brand awareness and presence via social media.
	Strategy B: Develop a multi-channel long-range strategic marketing plan to increase enrollments, improve quality of enrollees, strengthen retention, raise brand recognition, and enhance fundraising.	VPC&M	Branding and student recruitment efforts coupled to leverage College reputation and attractiveness; marketing underway to most effectively reinforce the degrees' value proposition.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 3.2 MOUNT A FITTING AND HIGHLY VISIBLE CENTENNIAL CELEBRATION IN 2018.	**Strategy A:** Develop a multi-year plan and budget for staging a year-long series of events, programs, and exhibitions in 2018.	VPC&M	Well-composed centennial strategic planning and implementation oversight groups are formed and in progress on myriad celebration activities.
	Strategy B: Develop and maintain a robust institutional archive that will serve as an ongoing repository and resource for images and historical information about Otis.	VPC&M, SDL&LC	The Library has maintained an archive for decades and historical information is available spanning the history of the College.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 3.3 MAKE EDUCATIONAL QUALITY VISIBLE AND RELEVANT, BOTH INTERNALLY AND EXTERNALLY.	**Strategy A:** Increase opportunities to support and showcase outstanding student learning outcomes, teaching excellence, and faculty accomplishment.	PROV, ALO	Added the Academic Excellence Awards program to the Teaching Excellence Awards; website features all student and faculty award recipients; developed the Evidence Portfolio as a repository for accreditation; e-portfolios now used widely.
	Strategy B: Leverage the E-portfolios as a resource for examples of academic excellence.	PROV, LAS, SDL&LC	Created the e-Portfolio Awards program to highlight exceptionally well-made showcases; using them as part of the institutional evidence archive.

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	Strategy C: Develop a robust archive of student learning outcomes.	PROV, SDL&LC	The Evidence Portfolio is precisely this.
	Strategy D: Develop a dashboard of indicators of academic quality.	PROV, VPSS, DIR	Developed the Institutional Learning Outcomes (ILOs) and the IR Institutional and Departmental Data Dashboards.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 3.4 ESTABLISH THE COLLEGE'S LEADING POSITION AS AN ADVOCATE FOR ARTS EDUCATION AND A CULTURAL NEXUS OF CONTEMPORARY ART AND DESIGN.	Strategy A: Develop and implement a Community Relations plan that clarifies goals and objectives for strengthening neighborhood, municipal, and state-wide relationships.	PRES, VPIA, CA:IL	Engaged a community relations consultant to help with building permits and giving voice to the local community as campus expansion unfolded; participating routinely in Rotaries, LAX Chamber of Commerce activities; CA:IL engaging numerous community site partners.
	Strategy B: Expand the influence of the *Otis Report on the Creative Economy*.	PRES, VPIA, VPC&M	The Report has been disseminated more widely than ever, including by e-distribution, to reach a larger audience; now relied upon by more non-profits and arts organizations than ever.
	Strategy C: Develop outstanding exhibitions and public programs across the disciplines to bring leading artists and designers to campus, attract diverse audiences, and provide enriching experiences.	VPIA, DG&E	Ben Maltz Gallery receiving high praise from leading press outlets; Design Week attracts international names and audiences; Summer Residency program includes notable new speakers open to all on campus.
	Strategy D: Host regional and national conferences and/or attract invitations to contribute to such conferences.	PROV, VPSS	The 2018 College Art Association conference will include Otis College campus; hosting the Western States Folklore Society Conference in spring '18; hosting the bi-annual Southern California ASCA Drive-in Conference for dozens of student conduct administrators.

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SMART GOAL 4: *TECHNOLOGY AND INFRASTRUCTURE* — FORTIFY TECHNOLOGY AND INFRASTRUCTURE TO SUPPORT THE COLLEGE MISSION IN A RAPIDLY CHANGING HIGHER EDUCATION LANDSCAPE.

OBJECTIVE	STRATEGY	RESP.	NOTES
OBJECTIVE 4.1 DEVELOP A SUSTAINABLE BUSINESS MODEL AND DIVERSIFY REVENUE STREAMS.	**Strategy A:** Use new campus housing to maximize revenue through expanded summer programs and leasing opportunities.	VPFAS, VPSS, CE	Housing nearly full in its first year of operations; full for second year; Summer of Art at record high enrollment; new Summer Residency added new housing occupancy.
	Strategy B: Leverage new dining options to maximize patronage and create an override to support operating costs.	VPFAS	Dining services and meal plan revenue net positive first year of operations, and going forward.
	Strategy C: Maximize potential revenue from E-Learning opportunities, a business incubator, and other educational initiatives (such as those outlined above).	PRES, CE	CE continues to seek revenue potential from online offerings; a MOOC and several online courses have been developed and run successfully; online studio instruction remains cumbersome; teaching market not rich; limited audience reach and States Rights remain a variable limiting potential markets.
	Strategy D: Make Otis creative spaces available for film/TV location and other hosting opportunities.	VPC&M, VPIA	New policy developed for engaging external users and related markets and arranging for paid uses of campus facilities.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 4.2 FORTIFY TECHNOLOGY AND ADMINISTRATIVE	**Strategy A:** Fortify the technology infrastructure to successfully support planned and proposed programming/operations.	VPFAS, CIO	Implementing the Faculty Load and Compensation module of Banner system; relocated servers to ensure security of data and business continuity plan.

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INFRASTRUCTURE, AND IMPROVE OPERATIONAL PROCESSES WITHIN AND BETWEEN AREAS.	**Strategy B:** Centralize and integrate student-facing systems and processes.	CIO	Created the One Stop to allow students access to numerous key services under one banner; cross-trained front window staff to process questions and refer in as needed so that students receive strong customer service responses when seeking help.
	Strategy C: Outsource high-cost systems where feasible.	PRES, CIO	Servers now off campus; Clayton Campbell, William Wells, Hanover Research examples of outsourcing select administrative tasks and improving operations between divisions.
	Strategy D: Move from paper-heavy processes to electronic-based processing	VPFAS, CIO, VPHR&D	Implemented FormStack to replace numerous paper multi-copy forms; Student Affairs forms 100% migrated to digital functionality; Human Resources now completely digital, no paper records stored.
	Strategy E: Build mechanisms for improved internal communication.	CIO, VPC&M	Creating the portal to separate internal communications from externally facing website; greatly reducing community email in favor of portal announcements and bulletins; website featuring regular spotlights on campus activities and community members' accomplishments.
	Strategy F: Streamline processes and workflows involved in daily operations.	VPFAS, VPHR&D, CIO	Implementation of the academic advising software platform, Insight; FormStack roll-out; Ad Astra room booking system; Faculty Load and Compensation module for faculty contracts.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 4.3 PROMOTE AND SUPPORT A CULTURE OF EVIDENCE-BASED PLANNING AND DECISION-	**Strategy A:** Use institutional research to support student success, educational assessment, and organizational improvement.	VPSS, ALO, DIR	Hired a Director of Institutional Research; numerous reports and dashboards created; Assessment Plan adopted and implemented across the College; informed decision-making prevails.

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MAKING ACROSS THE COLLEGE.	**Strategy B:** Develop effective prediction models for successful student recruitment, enrollment, retention, and completion.	VPSS, ALO, DIR	IR refining projection models for enrollment management; data dashboards piloted and program reviews showing improving use of data in departmental decision-making; Hanover Research engaged to help with "predictive" model development.
	Strategy C: Charge the President's Cabinet with monitoring the implementation of the Working Strategic Plan.	PRES	This body has been morphed as Senior Team has expanded; monitoring successful and comprehensive via Senior Team, ALO, and responsible parties across the College.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 4.4 **ACHIEVE THE CURRENT $30 MILLION COMPREHENSIVE CAMPAIGN, INCREASE FUNDRAISING AND THE ENDOWMENT, AND ADVANCE THE COLLEGE THROUGH BOARD LEADERSHIP.**	**Strategy A:** Complete the comprehensive campaign by December 31, 2016, and build the endowment.	PRES, VPIA	Two of the planned three phases completed; third remains following Presidential and VPIA transitions.
	Strategy B: Increase the retention rate of the OFund and participation by 25% in each constituency, and engage new individual, corporate, and foundation prospects to expand the donor base.	PRES, VPIA	New IA VP and staff in place; IA strategic planning complete; work in good progress on all fronts.
	Strategy C: Attract new contributing members to the Board of Trustees, and increase the Board of Governors to 25 members.	PRES, VPIA	Added several Trustees since President's arrival in late spring 2015.
	Strategy D: Support advancement efforts through updated software and tutorials for campus faculty and staff on fundraising and stewardship.	VPIA	Conducted first tutorial retreat for academic leaders summer 2017.
	Strategy E Develop a volunteer program that meets industry standards.	VPIA, VPHR&D	Created Volunteer Policy to allow engagement of event and other support staff on a volunteer basis.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**

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OBJECTIVE 4.5 CREATE AND IMPLEMENT A COMPREHENSIVE CRISIS MANAGEMENT AND EMERGENCY PREPAREDNESS PLAN.	**Strategy A:** Restructure and routinely convene the Emergency Response Team (ERT) and its functions.	VPFAS, CSSO	Hired new Chief Safety and Security officer; new ERT created, convened numerous times, policy/plan in place; first table top exercise conducted spring 2017.
	Strategy B: Review, update, and test the College's Emergency Response Plan to reflect current needs and gauge readiness.	VPFAS, CSSO	New plan created and disseminated; first table top exercise conducted spring 2017.
	Strategy C: Create an efficient Crisis Communications Plan for the Emergency Response Team and the Senior Leadership Team.	CSSO, VPC&M	Started and in good progress.

SMART GOAL 5: MOMENTUM — ADVANCE ONGOING INITIATIVES FROM THE STRATEGIC BRIDGE PLAN TO CREATE A SUPPORTIVE CAMPUS ENVIRONMENT.

OBJECTIVE	STRATEGY	RESP.	NOTES
OBJECTIVE 5.1 FULLY ACTIVATE THE COLLEGE ASSESSMENT PLAN (CAP) IN SUPPORT OF STUDENT AND INSTITUTIONAL LEARNING AND SUCCESS.	**Strategy A:** Review and possibly refresh the College mission statement, and develop educational Core Values.	PRES, PROV, SR TEAM	Started but further progress required.
	Strategy B: Embed assessment of the Institutional Learning Outcomes (ILOs) and the WASC Core Competencies in the institutional culture.	PROV, ALO	ALO has fully integrated the ILOs and their assessment throughout the College as documented in the WASC Institutional Report, summer 2017.
	Strategy C: Provide professional development opportunities related to assessment, and create avenues for shared learning and collaboration.	PROV	Created the Otis Assessment Research & Scholarship Initiative (OARS) initiative to support faculty research into assessment practices; several case studies cited and linked in the summer 2017 WASC Institutional Report.
	Strategy D: Adequately support and coordinate departments' assessment efforts through institutional research and other resources.	PROV, ALO, DIR	100% completion of external program review across the College; all programs completing routine annual assessment reports; IR providing data dashboards to all programs of study; data use confirmed by

			program review portfolios and reported as ongoing but needing improvement in the summer 2017 WASC Institutional Report.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 5.2 STRENGTHEN EMPLOYEE RECRUITMENT, RETENTION, AND ENGAGEMENT THROUGH ENHANCED COMPENSATION, ONLINE PERFORMANCE MANAGEMENT, AND DIVERSIFIED DEVELOPMENT PROGRAMS.	**Strategy A:** Implement the 2013 Compensation Plan for staff.	VPHR&D	This roadmap led to many adjustments and also further research; updated for most current market comparisons; 2017 update identifies select staff adjustments remaining to be implemented.
	Strategy B: Implement a web-based performance management system that facilitates staff performance evaluation and enhancement.	VPHR&D	Implemented the robust web-based ReviewSnap system in 2015.
	Strategy C: Research and implement low-cost, non-traditional health and wellness programs.	VPHR&D	Robust Employee Assistant Program in place; enhanced significantly since 2014.
	Strategy D: Further embed Workplace Values into the campus culture.	VPHR&D	Trainings conducted routinely across campus; performance reviews and job descriptions aligned accordingly by 2017.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 5.3 REVIEW AND IMPLEMENT, WHERE FEASIBLE, REMAINING RECOMMENDATIONS OF THE FACULTY WORKLOAD TASK FORCE.	**Strategy A:** Institute an optional course reduction per semester on an ongoing basis in support of specific, sustained, and significant professional activity.	PROV	Has not come forward through the Faculty Senate nor Personnel Committee of the Academic Assembly; definition of criteria proving challenging.
	Strategy B: Make expectations for professional activity explicit and consistent across departments.	PROV	Rank and Promotion Committee of the Academic Assembly successfully revised Faculty Handbook to foster participation in peer review process; AY16 saw greatest number of faculty promotions in rank.
	Strategy C: Compensate the additional workload of developing new courses.	PROV	Implemented as of AY15 and practiced routinely since.

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	Strategy D: Compensate studio faculty at the Liberal Arts and Sciences faculty rate when they teach liberal studies-type courses**.**	PROV	Implemented as of AY15 and practices routinely since.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 5.4 IMPLEMENT INSTITUTIONAL MULTI-YEAR BUDGET PLANNING.	**Strategy A:** Research and implement an enhanced budgeting tool that allows for multi-year expense budgeting and revenue projections.	VPFAS, SR TEAM	Implemented Housing, Meal Plans, CBA, solar energy savings, and Finance Reserve Fund budgeting within the College budgeting process to enhance multi-year projection capabilities.
	Strategy B: Cultivate strong budget discipline through annual trainings for budget managers.	VPFAS	Budget Analyst has met with managers in all divisions; Self-Service allows all managers to drill down for budget maintenance and planning.
	Strategy C: Establish performance indicators and regularly report back to budget managers to support budget management and control spending.	VPFAS	Self-Service system for budgets rolled out in FY15 allowing managers to access real time spending and revenue tracking.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 5.5 COMPLETE THE CAMPUS EXPANSION PLAN AND IMPLEMENT NEW SUPPORT STRUCTURES FOR EXPANDED OPERATIONAL NEEDS.	**Strategy A:** Complete the Campus Expansion Plan by Fall 2016.	VPFAS	Added 96,000 sf of new academic, housing, and dining space.
	Strategy B: Identify energy cost savings.	VPFAS	Added solar power generation; gained LEAD Platinum certification on new construction; added LED lighting in Ahmanson hall floors B-3; re-landscaped to reduce water consumption across campus grounds.
OBJECTIVE	**STRATEGY**	**RESP.**	**NOTES**
OBJECTIVE 5.6 STRENGTHEN SUSTAINABILITY LEADERSHIP AND EFFORTS THROUGHOUT THE COLLEGE.	**Strategy A:** Explore options for sustainability leadership (such as a Director), and provide professional development opportunities in sustainability for faculty and staff.	PROV	Committee active and recommendations received; position budget allocation difficult but Faculty Development grants available to support professional development.

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	Strategy B: Expand efforts to embed education about sustainable art and design practices into all program curricula.	PROV	Added the Sustainability Minor and marked all relevant courses in the catalog.
	Strategy C: Expand efforts to develop sustainable campus facilities and management.	VPFAS	LEAD Platinum certified campus and draught tolerant landscaping.
	Strategy D: Expand the Sustainability Alliance and other community/corporate partnerships to include representation from all of Otis' art and design fields.	PRES, VPIA	This is being researched; some invitations to various art/design leaders have been issued.
	Strategy E: Consider signing the American College University Presidents' Climate Commitment.	PRES	Signed summer 2017.

APPENDIX A: GLOSSARY OF RESPONSIBLE PARTIES

Abbreviation	Position Title
PRES	President
PROV	Provost
VPFAS	Vice President of Finance and Administrative Services
VPSS	Vice President for Student Success
VPIA	Vice President of Institutional Advancement
VPHR&D	Vice President of Human Resources & Development
VPM&C	Vice President of Marketing & Communications
SR TEAM	Senior Team
ALO	Accreditation Liaison Officer
DIR	Director of Institutional Research
DAFA	Dean of Admissions & Financial Aid
CIO	Chief Information Officer
LAS	Liberal Arts & Sciences
CSSO	Chief Safety and Security Officer
CE	Continuing Education / Extension
SDL&LC	Senior Director of Libraries and Learning Centers
DG&E	Director of Galleries and Exhibitions

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APPENDIX B: OTIS COLLEGE WORKPLACE VALUES
(Adopted by Senior Team on April 10, 2012)

Mission-Centric

Academic excellence is our driving force.
Student---centered thinking guides us and our actions.

Collaboration

We strive to create trust and to learn from one another.
We encourage shared ownership and informed leadership.

Communication

We communicate with each other honestly and respectfully.
We assume positive intentions.

Performance

We are committed to high standards of performance.
We are solution- and service-oriented.

Sustainability

We think strategically and plan effectively.
We are adaptable and open to growth and change.

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APPENDIX C: PROFILE OF OTIS COLLEGE FACULTY: AN OVERVIEW FOR STRATEGIC PLANNING
(Developed by the Faculty Senate in March 2009 as a thought piece; not a formally adopted document)

The general principle is to value teaching experience, professional development, dedication to Otis College, understanding of its growth, challenges and potential, as well as to encourage creative reinvention. Acting on this principle means valuing the dedicated work of established career professors and supporting their continued growth, while attracting and nourishing bright, talented newly hired instructors.

The ideal Otis faculty member has deep and broad teaching experience, freely shares knowledge with students, and sustains professional/career development, while providing mentorship to junior faculty. As a body, Otis Faculty is a diverse group, with a necessarily broad range of age, gender and experience levels, as well as ethnic, geographic, scholarly, social and political backgrounds. As Otis invests in building and supporting the best possible faculty body, the following outline is intended to guide decisions surrounding hiring new faculty, supporting the development of existing Otis Faculty, and maintaining a healthy and sustainable faculty body.

Generally speaking, the Otis Faculty body:

Cultivates creativity, insight and world vision
Supports and contributes to the overall vision of the College
Has a visionary approach to change
Demonstrates academic, professional and personal integrity
Collaborates, is collegial and willing to share ideas
Leads when necessary, but also contributes to a group vision
Values and builds cultural and intellectual diversity
Promotes sustainability of self, institution and global community
Actively participates in institutional policy making with integrity and transparency
Is innovative, inventive and intellectually curious
Has a spirit of exploration of culture and physical environment.

Academically speaking, the Otis Faculty body:

Sustains a commitment to classroom/studio excellence and student-centered learning
Commits to the growth and success of each individual student
Commits to the stability and growth of the institution as indicated by a willingness to remain and grow with the College
Honors non-hierarchical models of collaboration and communication
Explores and develops future pedagogical models
Nurtures the development of each student's individual voice and collaborative skills.

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Professionally speaking, the Otis Faculty body:

Demonstrates a mastery of one's field
Contributes to advances in one's field, and is willing to engage in adjacent fields
Is responsive to the needs of a constantly changing student demographic
Anticipates the implications of a constantly changing world
Maintains active involvement in her/his field
Is creatively responsive to diverse learning styles.

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