

## **STRATEGIC PLANNING MEMO #1: PROCESS AHEAD**

October 4, 2013

Dear Otis Community,

The Otis faculty and staff united on August 21<sup>st</sup> to kick off the new academic year. Many of you joined me for the State of the College Address that afternoon. I spoke of the critical importance for Otis of achieving its strategic future and described a set of seven strategic pathways to achieve the kind of holistic Otis Success that is rooted in our educational mission, real world outcomes, and institutional sustainability. I also emphasized that our path forward would require a whole team effort. I now write to inform you of the envisioned next steps.

The good news is that the 2010-2013 Strategic Bridge Plan (SBP) has prepared us well for these next steps. The SBP has concluded successfully and on time over the summer; the final draft of the SBP Year Three Completion Summary can be viewed via the web link below. Upon review by the Trustees later this fall, the SBP will be formally wrapped up. It has yielded the following important results, just to name a few: College-wide learning outcomes, integration of sustainability into the core curriculum, integration of curricular and co-curricular efforts, improved international education procedures and opportunities, and increased named scholarships. Very importantly, the SBP work has richly informed the seven strategic pathways ahead:

- Strengthen and evidence student learning and success
- Enhance marketing impact
- Expand enrollment demographics
- Diversify revenue stream
- Manage institutional costs
- Expand facilities
- Achieve campaign and increase fundraising

As intended, some of the SBP outcomes—for example, faculty and student workload task force recommendations, as well as faculty and staff compensation market studies—await implementation planning, to be undertaken as part of this year’s Strategic Planning process. Critical strategic projects such as these will be carried over to the new Strategic Plan. Moreover, we envision planning efforts that will use existing forums, committees, and meeting groups as much as possible, enabling a process that’s both organic and highly participatory, and grounded in the seven strategic pathways.

Stay tuned for more details about the planning process, which will be outlined more fully for the campus community in the coming weeks. The Senior Team and I look forward to receiving your input and leveraging it to successfully meet the future.

All materials pertaining to the Strategic Planning process, including a projected timeline, can be viewed at <http://www.otis.edu/strategic-planning> by the end of this month.

Best regards,  
Samuel Hoi, President