

Subject: Strategic Plan Development

Date: Thursday, September 11, 2014 at 12:43:18 PM Pacific Daylight Time

From: Otis President



Dear Otis Community,

I write to update you on the strategic planning process and to ask for your participation in the next phase of planning.

The strategic planning effort was launched last August and then continued through early Spring, when it was temporarily put on hold while the College attended to the departure of our president. I'm pleased to announce that the planning effort has now been renewed, with the goal of completing a five-year Working Strategic Plan by the end of this semester, in accordance with the original timeline. Once a new president is on board, he or she will have the opportunity to continue the planning process and develop a *finalized* Strategic Plan, to be submitted for Board approval sometime in 2015-16. This solution will allow the College to be guided by a plan during the interim leadership period, while giving the new president a chance to shape the final result. It will also enable Otis to satisfy accreditation requirements.

Where are we in the process? Last Spring, the College completed the Input Gathering phase, during which groups of faculty, staff, students, and trustees were convened to brainstorm ideas for the College's best way forward to a strong, sustainable future. Discussions were organized around the following seven strategic pathways:

- 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

Having gathered input, we now enter the Plan Development phase. To launch this phase, input gathered during the previous phase has been organized into a preliminary framework of strategic Goals and Objectives. Included in the framework are critical projects carried over from the Strategic Bridge Plan, such as implementation planning for faculty and staff market studies. Over the next few weeks, teams of faculty, students, and staff will build out the framework into a full draft. The timeline from that point to completion of the Working Strategic Plan is as follows:



As the timeline above suggests, the Otis Community will undertake intensive discussion of the revised draft throughout October in regular and special meetings. These include Academic Assembly, Faculty Senate, all governance committees and councils, Town Meeting, departmental and staff meetings, student forums, Board committee meetings, and many others. October is National Arts and Humanities Month, intended in part to promote active participation in the arts. How appropriate that we, as a creative community, will be actively engaged throughout October in a deep consideration of Otis¹ next century.

Please stay tuned for a draft of the Working Strategic Plan, and thank you in advance for your participation in this vital process.

Sincerely,

Kerry Walk, Ph.D.
Interim President