Dear Otis Community,

As promised in early September, I write to share a draft of the Working Strategic Plan, to be discussed by our entire community throughout the month of October in regular and special meetings. These include governance committees and councils, Town Meeting, departmental and staff meetings, student forums, and many others.

The draft is based on input gathered from the Otis Community over the last 10 months. The heart of the plan is a set of five strategic Goals, each of which has a set of related Objectives that must be achieved through numerous Strategies for the overall Goal to be accomplished. Please see attached.

Your input on any part of this draft is enthusiastically invited! Please submit your own or your committee/group’s feedback no later than October 28, 2014, via the following:

- Community Forum (public)
- E-mail (private)
- Interactive Form (anonymous)

All three links are available on the Strategic Planning website, at www.otis.edu/strategic-planning. The plan will be revised based on your input and then submitted to the Academic Assembly and the Board of Trustees for approval. The timeline is as follows:

- **October 7-28** Community Discussion
- **November 5** Academic Assembly, First Reading
- **November 20** Board of Trustees, Review
- **December 3** Academic Assembly, Second Reading and Vote
- **December 4-5** Board of Trustees, Vote (by e-mail)

The approved Working Strategic Plan will be our blueprint for the future. Thank you in advance for
your participation in this vital process!

Sincerely,

Kerry Walk, Ph.D.
Interim President