

**OTIS COLLEGE OF ART AND DESIGN**  
**STRATEGIC BRIDGE PLAN for FY2011 – FY2013**  
**YEAR TWO PROGRESS REVIEW**

*(November 29, 2012 Progress Review based on Adopted Plan of September 16, 2010)*

This document contains four parts:

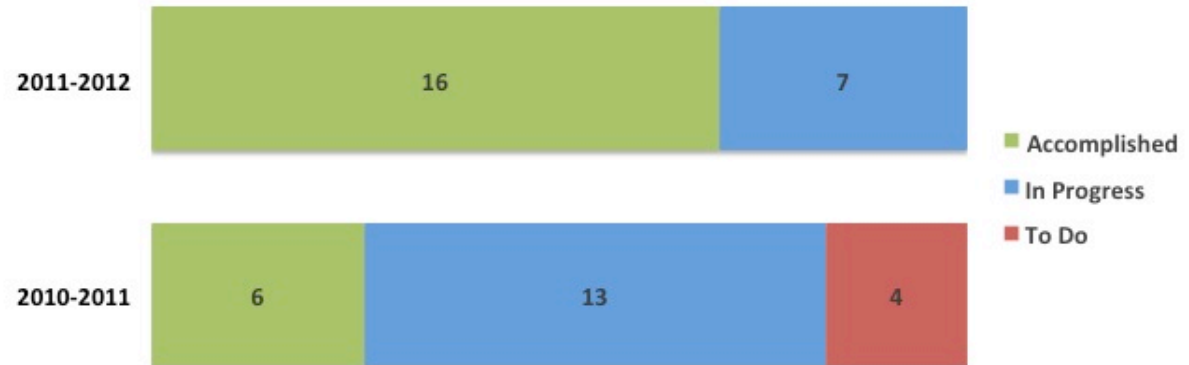
- 1) Executive summary that reviews the core components of the Strategic Bridge Plan (SBP) and its progress to date (pages 2 & 3);
- 2) At-a-glance progress summary of the SBP (pages 4 & 5);
- 3) SBP action matrix with details of progress to date regarding milestones, accountable leaders, with notations (pages 6 through 11); and
- 4) A set of four appendices – the first three portray the ideal scenarios of Otis students, faculty and workplace that the successful SBP would support (pages 12 through 15), and the last decodes the abbreviation of accountable leaders in the action matrix (page 16)

## EXECUTIVE SUMMARY

### PROGRESS REVIEW

Two years ago on September 16, 2010, the Board of Trustees approved a Strategic Bridge Plan (SBP) for Otis College of Art and Design that would guide and advance Otis in educational services and operation for three years (Fall 2010 through Summer 2013, or Fiscal Year 2011 through Fiscal Year 2013). To ensure diligent and effective campus work on the SPB, the Senior Team has conducted annual progress reviews of the SPB. The first annual review was presented to the Board of Trustees on November 17, 2011. This is the second annual progress review.

To the right is a Year One/Year Two progress chart. It is clear that the SBP is advancing well, with 16 out of 23 Strategic Foci already accomplished, another 7 in healthy progress, and none with work to begin. SBP Strategic Foci (pgs. 4 & 5) are color coded in green, blue and red to illustrate their progress status (GREEN = ACCOMPLISHED; BLUE = IN GOOD PROGRESS; RED = TO DO). In the detailed Action Matrix table (pgs. 6 through 11), SMART Goals and Strategic Foci are supported by Action Milestones, responsible leaders and related notations.



### HISTORY & RATIONALE

Otis College of Art and Design achieved notable success with its 2002-2009 Strategic Plan. 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 economy, it became apparent that the challenging economy would require institutional efforts to focus on protecting the College's educational quality and ensuring fiscal soundness. The Senior Team and the Senior (now President's) Cabinet recommended a more realistic approach, which was approved by the Board of Trustees at their May 21, 2009 meeting, to develop a SMART (*specific, measurable, achievable, realistic, and time bound*) Strategic Bridge Plan (SPB) that would guide and advance Otis in educational services and operation for the next three years (Fall 2010 through Summer 2013, or Fiscal Year 2011 through Fiscal Year 2013), instead of a five-year plan.

The SBP is a robust roadmap of strategic action that advances Otis in accordance with our mission. The chief differences between a bridge plan and a full five-year plan are that a bridge plan contemplates a shorter timeframe, is much simpler in its expression, and focuses on a limited group of top College

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priorities. The overall goals are to address some fundamental infrastructural issues and prepare Otis for a more aspirational plan when prospects improve for the economy, and correspondingly, for properly funding strategic initiatives.

The SBP aims to lead into a new five-year institutional planning process. Due to the formation of the College's new Senior Team, the time for the new leadership team to come together and the strategic impact of Master Plan Phase I findings that will be known by Fall 2013, the new institutional planning progress will begin in Fall 2013. The timing will still lend evidence of ongoing institutional planning for Otis' WASC re-accreditation process, beginning again with an Institutional Proposal in 2014.

## **PROCESS**

The SPB was developed through a highly inclusive and participatory process. From Summer 2008 through Spring 2009, five campus-crosscutting teams (consisting of over 100 staff, faculty and academic leaders, students, Board and alumni members) shaped long-range strategic ideas for the original five-year plan. At a March 27, 2009 Planning Retreat attended by over 40 campus leaders, a rich and thoughtful discussion streamlined, reorganized, and added ideas to the crosscutting teams' planning results. After the Board of Trustees approved the SBP approach, the planning results were further developed and prioritized by the Faculty Senate, Academic Chairs and Directors, Senior Cabinet, and Senior Team in Fall 2009 and Spring 2010. A SBP summary, consisting of a coordinated set of 1 Core Commitment, 3 SMART Goals, 9 Objectives, and 23 Strategic Foci, was endorsed by the campus community and then by the Board of Trustees at their May 20, 2010 meeting. A semi-final SBP draft, with Action Milestones developed for each Strategic Focus and with an introductory section and three appendices, was presented for community review. The final draft was presented to the Board of Trustees for review and formal approval on September 16, 2010, on which date the Board of Trustees adopted the Strategic Bridge Plan.

## **PLAN CONTENT**

The SBP centers around a Core Commitment: *"The learning experience is at the heart of Otis. Otis prepares a diverse art and design student body to be thoughtful and innovative professionals in a global context and to contribute to the world through their creativity, vision and knowledge."* This Core Commitment, based on Otis' Mission Statement, emphasizes the SBP focus on teaching and learning excellence and positioning the entire college operation in service of the academic mission.

The Bridge Plan features 3 SMART goals that are specific, measurable, achievable, realistic, and time bound: 1) Strengthen academic excellence, 2) Align policies and procedures to reflect the core commitment and academic mission, and 3) Align campus culture and resources to support a productive and sustainable community. (Goals 2 and 3 support the achievement of Goal 1 – academic excellence.)

The 3 Goals are supported by a total of 9 Objectives that will be realized through the implementation of a total of 23 Strategic Foci. The areas of focus range from college-wide learning outcomes, faculty development, and improved operational processes to student workload. In aggregate, they foster student learning and development, a strong faculty workforce, and workplace effectiveness in ways that would fulfill the SBP Core Commitment. The three appendix documents provide vivid portrayals of SBP success; it should be noted that the profiles of Otis graduates and faculty are evolving thought pieces that are open for ongoing feedback and enrichment.

## **PLANNING WEBSITE**

The SBP and other relevant planning materials are on view at: <http://www.otis.edu/plans>

## STRATEGIC BRIDGE PLAN PROGRESS REVIEW SUMMARY

<b>CORE COMMITMENT:</b>	<b>THE LEARNING EXPERIENCE IS AT THE HEART OF OTIS. OTIS PREPARES A DIVERSE ART AND DESIGN STUDENT BODY TO BE THOUGHTFUL AND INNOVATIVE PROFESSIONALS IN A GLOBAL CONTEXT AND TO CONTRIBUTE TO THE WORLD THROUGH THEIR CREATIVITY, VISION AND KNOWLEDGE.</b>
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**SMART\* GOAL I:** STRENGTHEN EDUCATIONAL EXCELLENCE      COLOR CODES: **GREEN = ACCOMPLISHED**   **BLUE = IN GOOD PROGRESS**   **RED = TO DO**

**Objective A**      **Develop an Academic Plan for the College**

Strategic Focus 1:      Develop college-wide learning outcomes

Strategic Focus 2:      Define the role and position of graduate programs

Strategic Focus 3:      Integrate sustainability into the core curriculum

Strategic Focus 4:      Create relationships with organizations (through courses and programs) that broaden the educational experience and enhance global perspectives

**Objective B**      **Enhance Scholarships Funding & Institutional Visibility to Build Excellence & Capacity**

Strategic Focus 5:      Review and revamp Otis grants matrix for undergraduate enrollment

Strategic Focus 6:      Review and revamp Otis grants matrix for graduate enrollment

Strategic Focus 7:      Increase named scholarships from individuals, corporations and foundations

Strategic Focus 8:      Develop an institutionally coordinated and strategic marketing plan

**Objective C**      **Provide Improved Collaborations for Integrated & Co-Curricular Learning (BFA, MFA, CE & Student Affairs)**

Strategic Focus 9:      Create relationships between degree and non-degree programs

Strategic Focus 10:      Increase collaborative planning between Student Affairs and the academic programs

**SMART GOAL II:** ALIGN POLICIES & PROCEDURES TO REFLECT THE CORE COMMITMENT & ACADEMIC MISSION

**Objective D**      **Re-design Budget Planning & Monitoring Process to be More Strategic & Proactive**

Strategic Focus 11:      Improve annual budget process for the campus community

Strategic Focus 12:      Implement institutional multi-year budget planning

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<b>Objective E</b>	<b>Implement Campus Service Reviews to Improve Effectiveness &amp; Collaboration</b> Strategic Focus 13: Complete Senior Team Service Effectiveness Reviews Strategic Focus 14: Continue campus team building
<b>Objective F</b>	<b>Create the Administrative Process to Enable Off-Campus Academic Projects, International Relationships &amp; Travel</b> Strategic Focus 15: Host international visitors as lecturers, visiting artists and critics Strategic Focus 16: Expand student educational travel options
<b>SMART GOAL III:</b>	<b><u>ALIGN CAMPUS CULTURE &amp; RESOURCES TO SUPPORT A PRODUCTIVE &amp; SUSTAINABLE COMMUNITY</u></b>
<b>Objective G</b>	<b>Create a Plan for Equitable Faculty &amp; Staff Salaries</b> Strategic Focus 17: Research and create a multi-year faculty compensation plan (for full-time, adjunct and part-time faculty, inclusive of a feasibility study of full-time faculty retirement phasing plan and a feasibility study of benefits for part-time and adjunct faculty) Strategic Focus 18: Research and create a multi-year administrative staffing and compensation plan
<b>Objective H</b>	<b>Review &amp; Assess Faculty Workload &amp; Create a Plan to Support a Balance of Teaching, Service &amp; Practice</b> Strategic Focus 19: Review teaching load, inclusive of full-time contract language, team-teaching release time and independent study Strategic Focus 20: Review non-teaching workload, inclusive of committee assignments and miscellaneous duties Strategic Focus 21: Study the option of non-competitive sabbaticals
<b>Objective I</b>	<b>Articulate the Otis Philosophy Regarding Student Workload &amp; Well-Being to Include Their Academic &amp; Life Responsibilities</b> Strategic Focus 22: Develop academic venues to discuss philosophy and values for student workload Strategic Focus 23: Study student health insurance options

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

**STRATEGIC BRIDGE PLAN ACTION MATRIX PROGRESS REVIEW**

**CORE COMMITMENT:** THE LEARNING EXPERIENCE IS AT THE HEART OF OTIS. OTIS PREPARES A DIVERSE ART AND DESIGN STUDENT BODY TO BE THOUGHTFUL AND INNOVATIVE PROFESSIONALS IN A GLOBAL CONTEXT AND TO CONTRIBUTE TO THE WORLD THROUGH THEIR CREATIVITY, VISION AND KNOWLEDGE.

**SMART\* GOAL I: STRENGTHEN EDUCATIONAL EXCELLENCE**

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

OBJECTIVES	STRATEGIC FOCI	MILESTONES	RESP.	NOTES
<b>A: Develop an Academic Plan for the College</b>	<b>1: Develop college-wide learning outcomes</b>	<b>1.i:</b> Based on a review of 21 <sup>st</sup> century challenges and contexts for art and design education, department chairs and academic directors to generate a list of general areas of desirable learning outcomes. <i>Accomplished Spring 2010.</i>	Interim Provost Team	
		<b>1.ii:</b> Retreat for faculty, chairs and academic directors to review, discuss and refine the college-wide learning outcomes. <i>Accomplished Spring 2010.</i>	Interim Provost Team	Retreat took place on 5/18/10
		<b>1.iii:</b> Provost Team, chairs and academic directors to finalize college-wide learning outcomes. <i>By December 2012.</i>	Provost Office	Work in progress with the Chairs Council
	<b>2: Define the role and position of graduate programs</b>	<b>2.i:</b> Graduate chairs and IPT to define the goals and process of discussion. <i>Accomplished Summer 2012.</i>	Provost Office	1st retreat on 11/18/11. 2nd retreat on 9/28/12. Final report on 10/22/12
		<b>2.ii:</b> Retreat with graduate and undergraduate chairs. <i>Accomplished Fall 2012.</i>	Provost Office	
	<b>3: Integrate sustainability into the core curriculum</b>	<b>3.i:</b> LAS and IL to define and adopt sustainability as a core theme. <i>Accomplished Spring 2010.</i>	LAS, IL	Minor started in 2011, and sustainability is a prominent IL theme
		<b>3.ii:</b> Create an undergraduate minor in sustainability and as IL and LAS themes. <i>Accomplished Spring 2011.</i>	IPT Support	







**SMART GOAL II: ALIGN POLICIES & PROCEDURES TO REFLECT THE CORE COMMITMENT & ACADEMIC MISSION**

OBJECTIVES	STRATEGIC FOCI	MILESTONES	RESP.	NOTES
<b>D: Re-design Budget Planning &amp; Monitoring Process to be More Strategic &amp; Proactive</b>	<b>11: Improve annual budget process for the campus community</b>	<b>11.i:</b> Budget Committee to review annual budget process and test improvement ideas. <i>Accomplished Spring 2010.</i>	Budget Comm.	
		<b>11.ii:</b> Budget Committee to review improvement efforts and refine annual budget process. <i>Accomplished Fall 2010.</i>	Budget Comm.	Improved process in use since FY11
	<b>12: Implement institutional multi-year budget planning</b>	<b>12.i:</b> Budget Committee to plan multi-year budget beginning with FY12. <i>By March 2013. (Extended from June 2011 due to CFO transition.)</i>	Budget Comm.	Multi-year budget plan template use begins in Fall 2012
<b>E: Implement Campus Service Reviews to Improve Effectiveness &amp; Collaboration</b>	<b>13: Complete Senior Team Service Effectiveness Reviews</b>	<b>13.i:</b> Senior Team to continue and complete service effectiveness reviews. <i>Accomplished via formation of new Senior Team.</i>	President	
	<b>14: Continue campus team building</b>	<b>14.i:</b> Launch a Workplace Values awareness campaign on campus. <i>By June 2013.</i>	VPHRD	Workplace Values approved by Senior Team in Fall 2012
		<b>14.ii:</b> Re-launch Senn-Delaney and train Otis trainers for the wider campus workforce. <i>By June 2013. (General campus workforce development goal intact, but specific approach has been modified due to assessment by new Senior Team.)</i>	VPHRD	Modified plan approved by Senior Team and action steps in development
<b>F: Create the Administrative Process to Enable Off-Campus Academic Projects, International Relationships &amp; Travel</b>	<b>15: Host international visitors as lecturers, visiting artists and critics</b>	<b>15.i:</b> Mobility & Study Abroad Committee to review international visitor visa issues and make recommendations re procedures. <i>Accomplished Spring 2012.</i>	MSAC	International Education Steering Committee has replaced MSA Committee. Per recommendations: Otis

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	<p><b>16: Expand student educational travel options</b></p>	<p><b>16.i:</b> Mobility &amp; Study Abroad Committee to study and revise student travel policy. <i>Accomplished Summer 2010.</i></p> <p><b>16.ii:</b> IPT and IA to Investigate funding options. <i>Accomplished Spring 2011.</i></p> <p><b>16.iii:</b> Enhance video conferencing capacity on campus. <i>Accomplished Spring 2012.</i></p>	<p>MSAC</p> <p>AVPIA, IPT</p> <p>Senior Team, CIO</p>	<p>has applied to be a J visa sponsor; administrative processes that support international visitors are being reviewed and improved.</p> <p>Revised policy now in use</p> <p>Capacity installed at Goldsmith, Walnut &amp; Fashion</p>
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**SMART GOAL III: ALIGN CAMPUS CULTURE & RESOURCES TO SUPPORT A PRODUCTIVE & SUSTAINABLE COMMUNITY**

OBJECTIVES	STRATEGIC FOCI	MILESTONES	RESP.	BUDGET
<p><b>G: Create a Plan for Equitable Faculty &amp; Staff Salaries</b></p>	<p><b>17: Research and create a multi-year faculty compensation plan (for full-time, adjunct and part-time faculty, inclusive of a feasibility study of full-time faculty retirement phasing plan and a feasibility study of benefits for part-time and adjunct faculty)</b></p> <p><b>18: Research and create a multi-year administrative staffing and compensation plan</b></p>	<p><b>17.i:</b> Human Resources to lead in researching and recommending to Senior Team and Budget Committee a multiple-year faculty compensation plan. <i>By Summer 2013. (Extended from March 2012 due to formation of new Senior Team.)</i></p> <p><b>18.i:</b> Human Resources to lead in researching and recommending to Senior Team and Budget Committee a multiple-year administrative staffing and compensation plan. <i>By Summer 2013. (Ditto.)</i></p>	<p>VPHRD</p> <p>VPHRD</p>	<p>Phased faculty retirement plan proposed in Fall 2012; feasibility study due in Spring 2013; RFP for faculty compensation study issued</p> <p>RFP for staff compensation study in progress</p>

<p><b>H: Review &amp; assess faculty workload &amp; create a plan to support a balance of teaching, service &amp; practice</b></p>	<p><b>19: Review teaching load, inclusive of full-time contract language, team-teaching release time and independent study</b></p> <p><b>20: Review non-teaching workload, inclusive of committee assignments and miscellaneous duties</b></p> <p><b>21: Study the option of non-competitive sabbaticals</b></p>	<p><b>19.i:</b> Personnel Committee to review and recommend further revisions to full-time Faculty Contract language to HR and Senior Team. <i>Accomplished Spring 2011.</i></p> <p><b>19.ii:</b> Faculty Workload Task Force to study faculty's teaching load and recommend modifications to faculty teaching load and expectations to HR and Senior Team. <i>Accomplished Spring 2012.</i></p> <p><b>20.i:</b> Faculty Workload Task Force to study faculty non-teaching workload and recommend modifications to faculty non-teaching workload and expectations to HR and Senior Team. <i>Accomplished Spring 2012.</i></p> <p><b>21.i:</b> The Provost's Office to establish a plan for expansion of and management assistance to the sabbatical program. <i>Accomplished Spring 2011.</i></p> <p><b>21.ii:</b> Faculty Development Committee to study options and criteria for the sabbatical program to better serve the faculty and the College, including the option of non-competitive sabbaticals. <i>Accomplished Spring 2011.</i></p>	<p>Academic Assembly Chair, IPT</p> <p>Provost Office, Faculty Senate Chair</p> <p>Provost Office, Faculty Senate Chair</p> <p>IPT, HR</p> <p>Academic Assembly Chair, IPT</p>	<p>New language in current contracts</p> <p>For 19.ii and 20.i: Interim 2010-11 Task Force Report on 5/34/11. Final 2011-12 Task Force Report on 2/16/12.</p> <p>New criteria now in use; merit remains a criterion</p>
<p><b>I: Articulate the Otis Philosophy Regarding Student Workload &amp; Well-Being to Include Their Academic &amp; Life Responsibilities</b></p>	<p><b>22: Develop academic venues to discuss philosophy and values for student workload</b></p> <p><b>23: Study student health insurance options</b></p>	<p><b>22.i:</b> Establish a crosscutting Student Workload &amp; Well-Being Task Force. <i>Accomplished Spring 2011.</i></p> <p><b>22.ii:</b> Task Force to articulate philosophy and values for student workload, and make improvement recommendations. <i>Accomplished Fall 2012.</i></p> <p><b>23.i:</b> Based on consultation recommendation re B-5, Senior Team to consider mandatory student health insurance. <i>Accomplished Spring 2011.</i></p> <p><b>23.ii:</b> If approved, Student Affairs to conduct RFPs for mandatory student insurance for Fall 2012 implementation. <i>Accomplished Fall 2012.</i></p>	<p>IPT, AVPEM</p> <p>Provost Office, VPPEM</p> <p>Senior Team, Dean of Students</p> <p>Dean of Students</p>	<p>Task Force now meeting</p> <p>Final Task Force Report completed on 9/19/12</p> <p>Dean of Students presented plan</p> <p>Mandatory insurance in place</p>

## **Appendix A**

### **21<sup>ST</sup> CENTURY OTIS GRADUATES: AN OVERVIEW FOR THE OTIS STRATEGIC PLAN**

*(Proposed in the President's Vision Paper in August 2008 as a thought piece; not a formally adopted document)*

The 21<sup>st</sup> century Otis graduates are talented, creative, and skillful practitioners with an individualistic voice. They pursue excellence in whatever they do with passion, discipline, and a drive for self-improvement. They have an evolving vision for themselves, integrated with a commitment to make a positive difference in their communities, their professions, and the world. They understand the world as it is, dream of a better future, and have faith and confidence that they can change current realities.

They work and communicate well with others, appreciate differences, and seek common ground and goals. Critical and connective in their thinking, they are curious about what they do not know and are resourceful in filling those gaps in work and life. They learn from failures and view success as a stimulus to greater things. Reflective and broad in thinking, they bring surprising but relevant solutions to familiar and emerging problems. They are a new breed of forward-thinking professionals who can meet the curve before trends emerge.

They are humble yet confident and resilient. Knowing that changes are rapid and unending, they are ready to adapt and reinvent. They can determine the constant in their practices and persevere where it counts. While dedicated to art and design, they have the capacity to branch out to other fields and redefine the role of an artist and designer. For them, entrepreneurship is an aspect of creative practice. They see and exercise leadership opportunities wherever they are situated, as a means to serve and to assert influence and impact; as a result, they propel innovation and change.

They conduct a meaningful life by defining success on their own terms, and by linking material rewards, societal contribution, and personal satisfaction. Through their lives and work, they construct culture, spur economy, and advance humanity.

## **Appendix B**

### **PROFILE OF OTIS FACULTY: AN OVERVIEW FOR THE OTIS STRATEGIC PLAN**

*(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, understanding of Otis' 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

**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

## **Appendix C**

### **OTIS WORKPLACE VALUES**

*(Revised Adoption 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.

**Appendix D**

**GLOSSARY OF RESPONSIBLES**

*(for pgs. 6 through 11)*

ALI	Architecture/Landscape/Interiors
AVPEM	Assistant Vice President of Enrollment Management
AVPIA	Assistant Vice President of Institution Advancement
CE	Continuing Education
CIO	Chief Information Officer
HR	Human Resources
IL	Integrated Learning
IPT	Interim Provost Team
LAS	Liberal Arts & Sciences
MSAC	Mobility & Study Abroad Committee
VPEM	Vice President of Enrollment Management
VPHRD	Vice President of Human Resources & Development
VPIA	Vice President of Institutional Advancement