

STRATEGIC PLANNING MEMO #2: SETTING THE STAGE

January 25, 2018

Dear Otis College Community,

As announced in Strategic Planning Memo #1 of November 6, 2017, the Working Strategic Plan has served the College well, and now, after three years, most of its objectives have either been met or are making good progress toward completion. I, along with the Board of Trustees, the Provost, and the senior leadership team have monitored the plan's progress to-date (see the resulting [Progress Summary](#)) and framed the attached [Context Statement](#), process, and timeline for a new strategic plan to guide the college from 2019 - 2023.

In setting the stage for our coming strategic planning process, I wanted to share with you through the linked statement the primary themes introduced in Memo 1, along with key perspectives on—and relevant questions about—our amazing school, where we stand in the world of higher education, the many forces that affect our sustainability, and some exciting prospects for a very bright future. Please review the statement and prepare to provide your input through the coming planning process.

Our work toward a new strategic plan will continue to recognize the extensive and thoughtful input gathered in 2013-14, and the many needs, strengths, and weaknesses assessed and chronicled at that time. In addition to that wealth of information, we will hear again from faculty, staff, students, alumni, trustees and governors through a variety of input gathering activities and a comprehensive survey, all to unfold as follows:

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| Early Spring '18 | Kickoff the Strategic Planning Process with the attached Vision Statement in preparation for broad community feedback, input gathering, and synthesis |
| Spring '18 | Based on the input from all stakeholders, form a proposed five-year <i>Strategic Planning Outline</i> for broad feedback, to be disseminated widely and shared directly via meetings, events, and FormStack, followed by thoughtful revision after synthesis of all input and feedback |
| Summer '18 | A Strategic Plan draft will be presented to the college community and Board of Trustees for feedback, revision, and approval. |

A [list of scheduled meetings, forums, and activities](#) scheduled for this semester reflects the breadth of input gathering opportunities to come. I look forward to your participation in any and all that might apply to your role or fit your busy schedule.

Last semester, a Strategic Planning Steering Committee was formed, and has since convened to “plan-for-planning.” This committee includes:

- Mei-Lee Ney and Kirk Hyde, Trustees
- Sean Hern, Geneva Bernal, and Bobbie Gibbings, Student Representatives
- Drew Plakos, Faculty Senate co-Chair and Professor (Toy Design)
- Peter Gadol, Academic Assembly co-Chair and Chair of MFA Writing
- Angila Romious, Director of Institutional Research and Effectiveness
- Sue Maberry, Senior Director of Library and Learning Centers
- Karen Hill, Vice President Human Resources and Development

- Debra Ballard, Associate Provost for Assessment and Accreditation and Chair of LAS
- Randy Lavender, Provost and myself.

Stay tuned for process steps and timeline details, and join the many discussions, committees, meetings and sessions that will unfold this semester, and that will allow us again to learn directly from the whole Otis College community.

Details about the last strategic plan's conclusion and our new planning process will be outlined in the months ahead. The Steering Committee and I look forward to receiving and reviewing your feedback and leveraging it to form a new plan that will help us successfully meet the future.

As a reminder, all materials pertaining to the College's Strategic Planning process—including this and all planning memos, survey links, and timeline details—are posted for viewing at <https://www.otis.edu/strategic-planning>, on the Initiatives page of www.otis.edu. I invite you to take a moment soon, and through the weeks ahead, to stay informed of the strategic planning process using this webpage.

Best regards,
Bruce W. Ferguson, President