OTIS COLLEGE OF ART AND DESIGN

STRATEGIC BRIDGE PLAN for FY2011 – FY2013

YEAR THREE CONCLUSION REVIEW

(October 16, 2013 Conclusion Review based on Adopted Plan of September 16, 2010)
Final Draft pending Trustees review and approval on October 16, 2013

This document contains four parts:

1) Executive summary that reviews the core components of the Strategic Bridge Plan (SBP) and its completion to date (pages 2 & 3);

2) At-a-glance progress and conclusion summary of the SBP (pages 4 & 5);

3) SBP action matrix with details of action 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

Three 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, and the second on November 29, 2012. This is the third and concluding review.

To the right is an annual progress chart. The SBP has advanced well, with all 23 Strategic Foci accomplished and much substance informing the next Strategic Plan. 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.
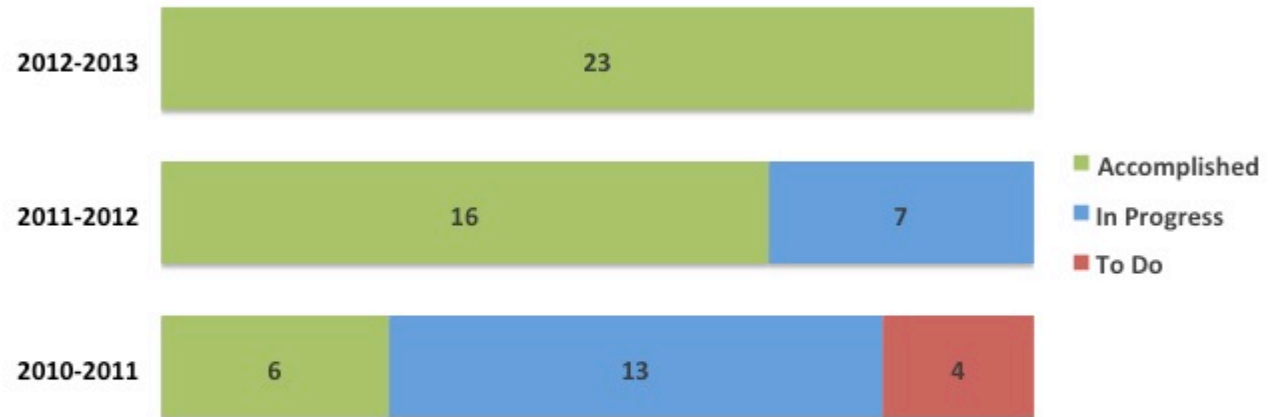
HISTORY & RATIONALE

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 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/strategic-planning

STRATEGIC BRIDGE PLAN PROGRESS REVIEW SUMMARY

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   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

Objective E   **Implement Campus Service Reviews to Improve Effectiveness & Collaboration**

Strategic Focus 13:   Complete Senior Team Service Effectiveness Reviews

Strategic Focus 14:   Continue campus team building

Objective F   **Create the Administrative Process to Enable Off-Campus Academic Projects, International Relationships & Travel**

Strategic Focus 15:   Host international visitors as lecturers, visiting artists and critics

Strategic Focus 16:   Expand student educational travel options

SMART GOAL III: **ALIGN CAMPUS CULTURE & RESOURCES TO SUPPORT A PRODUCTIVE & SUSTAINABLE COMMUNITY**

Objective G   **Create a Plan for Equitable Faculty & Staff Salaries**

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

Objective H   **Review & Assess Faculty Workload & Create a Plan to Support a Balance of Teaching, Service & Practice**

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

Objective I   **Articulate the Otis Philosophy Regarding Student Workload & Well-Being to Include Their Academic & Life Responsibilities**

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
A: Develop an Academic Plan for the College	**1: Develop college-wide learning outcomes**	**1.i:** Based on a review of 21st 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. *Accomplished Spring 2010.*	**Interim Provost Team**	
		1.ii: Retreat for faculty, chairs and academic directors to review, discuss and refine the college-wide learning outcomes. *Accomplished Spring 2010.*	**Interim Provost Team**	**Retreat took place on 5/18/10**
		1.iii: Provost Team, chairs and academic directors to finalize college-wide learning outcomes. *Accomplished Spring 2013.*	**Provost Office**	**Instit. Learning Outcomes approved by Academic Assembly on 2/17/13**
	2: Define the role and position of graduate programs	**2.i:** Graduate chairs and IPT to define the goals and process of discussion. *Accomplished Summer 2012.*	**Provost Office**	**1st retreat on 11/18/11. 2nd retreat on 9/28/12. Final report on 10/22/12**
		2.ii: Retreat with graduate and undergraduate chairs. *Accomplished Fall 2012.*	**Provost Office**	
	3: Integrate sustainability into the core curriculum	**3.i:** LAS and IL to define and adopt sustainability as a core theme. *Accomplished Spring 2010.*	**LAS, IL**	**Minor started in 2011, and sustainability is a prominent IL theme**
		3.ii: Create an undergraduate minor in sustainability and as IL and LAS themes. *Accomplished Spring 2011.*	**IPT Support**	

	4: Create relationships with organizations (through courses and programs) that broaden the educational experience and enhance global perspectives	**4.i:** Develop more courses such as the Product Design/LMU partnership and BFA Fine Arts at LACMA. *Accomplished Spring 2012 and ongoing.*	**Provost Office**	**Examples: IL/Toy China residency with Hape Toys; Product Design studio with Coasters Furniture); Grad Graphic Design Amsterdam mentorship with COMA Design Studio**
		4.ii: Mobility & Study Abroad Committee to discuss and recommend ways to enhance global perspectives for Otis students. *Accomplished Spring 2011.*	**MSAC, Provost Office**	**New Center for International Education began in 2012**

B: Enhance Scholarships Funding & Institutional Visibility to Build Excellence & Capacity	**5: Review and revamp Otis grants matrix for undergraduate enrollment**	**5.i:** Hire third-party consultant to study Otis grants matrix for undergraduate enrollment, conduct key constituents surveys, and recommend improvements. *Accomplished Summer 2010.*	**VPEM**	**Art and Science Group consultancy**
		5.ii: Implement consultant's recommendations. *Accomplished for Fall 2011 and ongoing.*	**VPEM**	**Efforts now ongoing**
	6: Review and revamp Otis grants matrix for graduate enrollment	**6.i:** Develop an enhanced Otis grants matrix for graduate enrollment to support competitive recruitment. *Accomplished Spring 2010.*	**President, VPEM**	**New matrix & assessment now ongoing**
		6.ii: Implement the new matrix over a three-year period to its maximum scope, benchmarking increases in grants to recruitment results. *Strategies and scope have been revised due to assessment results and budget impact. Revised plans implemented FY11 through FY13.*	**President, VPEM**	**Adjustments made because planned grad grants did not yield desired response**
	7: Increase named scholarships from individuals, corporations and foundations	**7.i:** Incorporate the goal of increased named scholarship into Institutional Advancement team plan. *Accomplished Spring 2011.*	**VPIA**	**Goals now part of annual IA plan**

| | **8: Develop an institutionally coordinated and strategic marketing plan** | **8.i:** Re-launch Marketing Task Force. *Accomplished Spring 2010.* | VPIA | **Task Force meeting twice a year** |
| | | **8.ii:** Develop and implement a college visibility campaign with accomplished alumni as a theme. *Project reconceived and incorporated into a larger marketing and social media plan.* | VPIA | **Social & interactive media marketing plan launched in Fall 2013** |

C: Provide Improved Collaborations for Integrated & Co-Curricular Learning (BFA, MFA, CE & Student Affairs)	**9: Create relationships between degree and non-degree programs**	**9.i:** Launch new Lighting Design Certificate, a collaboration between ALI and CE. *Implemented for Fall 2010.*	**Dean CE, Chair ALI**	**Certificate program now in 3rd year**
		9.ii: Evaluate and, if feasible, implement several new Certificate programs that are collaborations between BFA programs and CE. *Accomplished Fall 2012.*	**Dean CE, Chairs**	**New Arts Education and Product Design Certificates**
	10: Increase collaborative planning between Student Affairs and the academic programs	**10.i:** Establish new Core Education Council and include Students Affairs on the Council. *Accomplished Fall 2010.*	**Interim Provost Team**	**Core Council ongoing**
		10.ii: Core Education Council to develop recommendations to further collaborative planning between Student Affairs and the academic programs. *Accomplished Spring 2012.*	**Core Ed Council/ Provost**	**Core Council membership now includes the Director of Student Activities. The Provost and Dean of Student Affairs also meet weekly. Tangible results include the Otis Kite Festival, Family Day, O Camp, and *The Hoot*.**

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

OBJECTIVES	STRATEGIC FOCI	MILESTONES	RESP.	NOTES
D: Re-design Budget Planning & Monitoring Process to be More Strategic & Proactive	**11: Improve annual budget process for the campus community**	**11.i:** Budget Committee to review annual budget process and test improvement ideas. *Accomplished Spring 2010.*	Budget Comm.	
		11.ii: Budget Committee to review improvement efforts and refine annual budget process. *Accomplished Fall 2010.*	Budget Comm.	**Improved process in use since FY11**
	12: Implement institutional multi-year budget planning	**12.i:** Budget Committee to plan multi-year budget beginning with FY12. *Template in place and will be used as soon as enrollment allows predictable multi-year forecast.*	Budget Comm.	**Multi-year budget plan template in place**
E: Implement Campus Service Reviews to Improve Effectiveness & Collaboration	**13: Complete Senior Team Service Effectiveness Reviews**	**13.i:** Senior Team to continue and complete service effectiveness reviews. *Accomplished via formation of new Senior Team.*	President	
	14: Continue campus team building	**14.i:** Launch a Workplace Values awareness campaign on campus. *Accomplished Summer 2013.*	VPHRD	**Campaign launched in August 2013 with staff awareness education sessions, new staff orienta-tions and staff performance evaluation.**
		14.ii: Re-launch Senn-Delaney and train Otis trainers for the wider campus workforce. *Due to assessment by new Senior Team, In lieu of former Senn-Delaney platform, general campus workforce development through Workplace Values training administered through Human Resources & Development in August 2013.*	VPHRD	
F: Create the Administrative Process to Enable Off-Campus Academic Projects, International Relationships & Travel	**15: Host international visitors as lecturers, visiting artists and critics**	**15.i:** Mobility & Study Abroad Committee to review international visitor visa issues and make recommendations re procedures. *Accomplished Spring 2012.*	MSAC	**International Education Steering Committee has replaced MSA Committee. Per recommend-dations: Otis has applied to**

				be a J visa sponsor; administrative processes that support international visitors are being reviewed and improved.
	16: Expand student educational travel options	**16.i:** Mobility & Study Abroad Committee to study and revise student travel policy. *Accomplished Summer 2010.*	MSAC	**Revised policy now in use**
		16.ii: IPT and IA to Investigate funding options. *Accomplished Spring 2011.*	AVPIA, IPT	
		16.iii: Enhance video conferencing capacity on campus. *Accomplished Spring 2012.*	Senior Team, CIO	**Capacity installed at Goldsmith, Walnut & Fashion**

SMART GOAL III: ALIGN CAMPUS CULTURE & RESOURCES TO SUPPORT A PRODUCTIVE & SUSTAINABLE COMMUNITY

OBJECTIVES	STRATEGIC FOCI	MILESTONES	RESP.	NOTES
G: Create a Plan for Equitable Faculty & Staff Salaries	**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)** **18: Research and create a multi-year administrative staffing and compensation plan**	**17.i:** Human Resources to lead in researching and recommending to Senior Team and Budget Committee a multiple-year faculty compensation plan. *Accomplished Summer 2013.* **18.i:** Human Resources to lead in researching and recommending to Senior Team and Budget Committee a multiple-year administrative staffing and compensation plan. *Accomplished Summer 2013.*	VPHRD VPHRD	**Multiple-year faculty & staff compensation plans research & recommen-dations, aided by third-party consultants, delivered to Senior Team in September 2013.**

H: Review & assess faculty workload & create a plan to support a balance of teaching, service & practice	19: Review teaching load, inclusive of full-time contract language, team-teaching release time and independent study	19.i: Personnel Committee to review and recommend further revisions to full-time Faculty Contract language to HR and Senior Team. *Accomplished Spring 2011.*	Academic Assembly Chair, IPT	New language in current contracts
		19.ii: Faculty Workload Task Force to study faculty's teaching load and recommend modifications to faculty teaching load and expectations to HR and Senior Team. *Accomplished Spring 2012.*	Provost Office, Faculty Senate Chair	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.
	20: Review non-teaching workload, inclusive of committee assignments and miscellaneous duties	20.i: 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. *Accomplished Spring 2012.*	Provost Office, Faculty Senate Chair	
	21: Study the option of non-competitive sabbaticals	21.i: The Provost's Office to establish a plan for expansion of and management assistance to the sabbatical program. *Accomplished Spring 2011.*	IPT, HR	
		21.ii: 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. *Accomplished Spring 2011.*	Academic Assembly Chair, IPT	New criteria now in use; merit remains a criterion

I: Articulate the Otis Philosophy Regarding Student Workload & Well-Being to Include Their Academic & Life Responsibilities	22: Develop academic venues to discuss philosophy and values for student workload	22.i: Establish a crosscutting Student Workload & Well-Being Task Force. *Accomplished Spring 2011.*	IPT, AVPEM	Task Force now meeting
		22.ii: Task Force to articulate philosophy and values for student workload, and make improvement recommendations. *Accomplished Fall 2012.*	Provost Office, VPEM	Final Task Force Report completed on 9/19/12
	23: Study student health insurance options	23.i: Based on consultation recommendation re B-5, Senior Team to consider mandatory student health insurance. *Accomplished Spring 2011.*	Senior Team, Dean of Students	Dean of Students presented plan
		23.ii: If approved, Student Affairs to conduct RFPs for mandatory student insurance for Fall 2012 implementation. *Accomplished Fall 2012.*	Dean of Students	Mandatory insurance in place

Appendix A

21ST 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 21st 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