

**OTIS' NEXT CENTURY:
A WORKING STRATEGIC PLAN FOR FY2015 – FY2019
APPROVED DECEMBER 8, 2014**

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STRATEGIC PLANNING WEBSITE
www.otis.edu/strategic-planning

INTRODUCTION

In 2018, Otis will celebrate 100 years of excellence in art and design education. From Fall 2013 through Fall 2014, the College undertook a highly participatory process to create a new strategic plan, which will guide Otis through the centennial and beyond, from Fall 2014 through Spring 2019. The result of this process, *Otis' Next Century: A Working Strategic Plan for FY15 – FY19*, represents the synthesis of inspired conversations with students, faculty, staff, alumni, trustees, and other Otis stakeholders centered on sustaining Otis' educational excellence in a highly competitive environment and at a time of dramatic change—both at the College and in higher education. Over the next six months, it is expected that a new president will be named, groundbreaking for new facilities on the Goldsmith Campus will take place, and a capital campaign in support of this campus expansion effort will reach its goal of \$10 million. These major events in the life of the College are occurring in a changing higher education landscape in which such issues as accountability, affordability and value, faculty work and workload, student success, educational assessment, professional outcomes, and educational delivery modes have come to the fore.

Otis' Next Century: A Working Strategic Plan for FY15 – FY19 seeks to build on Otis' success as one of the nation's preeminent art and design colleges, propel the College into a second century of excellence, and meet the challenges of a changing landscape. The plan will guide Otis through key milestones: the opening of the College's first residence hall on the Goldsmith Campus in Fall 2016, the expected completion of the \$30 million comprehensive campaign, the College Centennial in 2018, and accreditation reviews in 2018 (WASC) and 2019 (NASAD). This is a "working plan" in recognition of the leadership transition currently taking place at the College. Once a new president is on board, he or she will have the opportunity to renew the planning process and develop a *finalized* Strategic Plan, to be submitted for Board approval sometime in 2015-16. This solution allows 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 also enables Otis to satisfy accreditation requirements.

The Working Strategic Plan (WSP) serves as a follow-up to the recently completed *Strategic Bridge Plan for FY11 – FY13* (SBP), which was designed to focus attention on a group of top College priorities within a brief three-year timeframe. The five-year WSP includes ongoing objectives launched from the SBP—including objectives regarding faculty and student workload, multi-year faculty and staff compensation plans, assessment of the new Institutional Learning Outcomes, and others—as well as new areas of strategic importance that have been identified by the Otis Community as essential for institutional prosperity and effectiveness at a time of critical change both at Otis specifically and in higher education more generally.

The Working Strategic Plan is grounded in Otis' mission *to prepare diverse students of art and design to enrich our world through their creativity, their skill, and their vision* and developed through five SMART Goals—meaning that the goals are designed to be **S**pecific, **M**easurable, **A**ssignable, **R**ealistic, and **T**ime-bound. The SMART Goals reflect Otis' commitment to supporting student learning and success, raising the College's profile in a competitive environment, and creating conditions for the entire Otis Community that will ensure a healthy and sustainable future. Each Goal has a set of related Objectives that must be achieved through numerous Strategies for the overall Goal to be accomplished. The Goals are as follows:

<i>Excellence</i>	Strengthen academic excellence and promote student learning in and beyond the classroom.
<i>Success</i>	Attract the best-prepared students in the world, and effectively support student and alumni success.
<i>Visibility</i>	Increase visibility nationally and internationally, and demonstrate educational quality to stakeholder groups.
<i>Technology and Infrastructure</i>	Fortify infrastructure to support the College mission in a rapidly changing landscape.
<i>Momentum</i>	Advance ongoing initiatives from the Strategic Bridge Plan to create a supportive campus environment.

The President's Cabinet will be responsible for monitoring the implementation of the WSP. As indicated in the Action Matrix at the end of this document, a point person has been designated to assemble a team for each Objective and will be given recommendations for team composition and action steps, based on input collected during the strategic planning process. Once assembled, each team will then create an Action Plan for its Objective, to be submitted to the President's Cabinet by the date specified. The Action Plan will include concrete steps to be taken in order for the College to achieve the Strategy along a proposed timeline. Once the Action Plan is submitted, the team will be responsible for providing regular progress reports to the President's Cabinet until the Objective has been accomplished.

PLANNING PROCESS

The strategic planning process engaged a wide range of Otis stakeholders, including faculty, staff, and students, trustees, alumni, and others. Most planning work was incorporated into existing committees and working groups so that Otis community members could be engaged widely and organically. The five phases of the WSP process are as follows:



Phase 1: Setting the Stage

President Samuel Hoi set the stage for the strategic planning process in a State of the College Address on August 21, 2013, at a convening of all faculty and staff. He provided a holistic definition of Otis success and laid out seven Strategic Pathways for Otis' next phase of development. The seven Strategic Pathways are interrelated and interdependent. Each one drives the others, and together they lead to the mission-centric, externally recognized, and sustainable college that we envision.



Endorsed by the Board of Trustees at their Retreat on October 16, 2013, Strategic Pathways guided our efforts throughout the strategic planning process. To help the campus community prepare for meaningful participation in the process, a planning guide entitled “Mapping the Future: The Otis Centennial and Beyond” was developed and widely distributed. It provides succinct descriptions of the seven Strategic Pathways.

Phase 2: Kick-Off

Faculty and staff convened on November 14th and 20th, 2013, to launch planning efforts through open discussion of the strategic pathways and brainstorming exercises that provided input for the plan.

Phase 3: Input Gathering

Groups of faculty, staff, students, and trustees met to brainstorm ideas for the College’s best way forward to a strong, sustainable future. Discussions were organized around the seven strategic pathways. A Strategic Planning community input site was made available to collect broad community input. (Community members could contribute anonymously through an interactive form.) All input was welcome and thoughtfully considered.

Phase 4: Plan Development

To launch this phase, input gathered during the previous phase was organized into a preliminary framework of strategic Goals and Objectives. Included in the framework were critical projects carried over from the Strategic Bridge Plan, such as implementation planning for faculty and staff market studies. Teams of faculty, students, and staff then built out the framework into a full draft. The Otis Community undertook intensive discussion of the draft throughout the month of October 2014 in regular and special meetings, including Academic Assembly, Faculty Senate, all governance committees and councils, Town Meeting, departmental and staff meetings, student forums, Board committee meetings, and many others. In addition, written input was invited electronically, through a community public forum on the Otis website, an anonymous interactive form, and e-mail directed to the Provost’s Office.

Phase 5: Plan Approval and Launch

The WSP, revised through input gathered in Phase 4, will then be taken forward to Academic Assembly for a First Reading (November 5), then a Second Reading and vote (December 3). The Board of Trustees will also carefully review the WSP (November 20). If an affirmative vote is taken by Academic Assembly, the Acting Provost will recommend approval of the WSP to the Interim President, who in turn will recommend approval and adoption by the Board, effective Fall 2014.

WORKING STRATEGIC PLAN CONTENT

SMART GOAL 1: *EXCELLENCE* — STRENGTHEN ACADEMIC EXCELLENCE AND PROMOTE STUDENT LEARNING IN AND BEYOND THE CLASSROOM.

OBJECTIVE 1.1 Facilitate and support faculty in sustaining a leading edge in art and design education.

- Strategy A Strengthen the faculty role in college governance and decision-making.
- Strategy B Implement the 2013 Faculty Compensation Plan.
- Strategy C Strengthen expectations, incentives, and support for faculty professional achievement and internal and external development opportunities.
- Strategy D Expand the Teaching Learning Center’s focus beyond instructional technology to include faculty mentoring and pedagogical development.
- Strategy E Host visiting scholars to provide faculty enrichment opportunities.

OBJECTIVE 1.2 Develop distinguishing new programs, offerings, and initiatives to continue to meet the needs of a diverse student population.

- Strategy A Develop and implement a research-based academic plan for new undergraduate programs, offerings, and initiatives, as well as enhancements of existing programs.
- Strategy B Develop and implement enhancements of existing programs
- Strategy C Cultivate synergies across programs at every level.
- Strategy D Research curricular tracks for both professional readiness and international education (e.g., certificate or minor programs).

OBJECTIVE 1.3 Strengthen and expand graduate education.

- Strategy A Develop and implement a research-based academic plan for new graduate programs, offerings, and initiatives, as well as enhancements of existing programs.
- Strategy B Give graduate education at Otis a strong collective identity.
- Strategy C Create shared educational experiences across graduate programs.
- Strategy D Create and implement a long-range graduate recruitment plan, possibly to include “on ramps” into graduate education at Otis via the BFA programs and Continuing Education.
- Strategy E Adjust the financial aid matrix across graduate programs to enhance selectivity.
- Strategy F Prioritize funding for graduate education in the ongoing Comprehensive Campaign.

OBJECTIVE 1.4 Develop and implement a comprehensive, research-based E-learning plan.

- Strategy A Evaluate and fulfill instructional technology software needs, including new learning platforms and modalities, for E-learning.
- Strategy B Continue to identify, experiment with, and assess pilot educational partnerships with other leading entities for progressive education delivery at every level.

OBJECTIVE 1.5 Expand International Education activities for students, faculty, and staff.

- Strategy A Expand travel study programs and support faculty and student participation.
- Strategy B Develop fitting student exchange programs and partnerships with international institutions.
- Strategy C Increase local cultural immersion programs during College recess periods.

Strategy E Explore developing a summer bridge program for international students and non-native English speakers, and provide ongoing support throughout the four years.

SMART GOAL 2: SUCCESS — ATTRACT THE BEST-PREPARED STUDENTS IN THE WORLD, AND EFFECTIVELY SUPPORT STUDENT AND ALUMNI SUCCESS.

OBJECTIVE 2.1 Successfully attract, compete for, and retain the best students domestically and internationally.

Strategy A Develop and implement a robust communication plan for inquiries and prospective students.

Strategy B Expand international recruitment efforts.

Strategy C Establish best practices for maintaining data.

Strategy D Enhance existing and develop new mechanisms to engage high-achieving students.

OBJECTIVE 2.2 Establish a strong culture of completion to support student learning and success, and improve retention and graduation rates.

Strategy A Increase the 6-year BFA graduation rate to over 65%, with corresponding increases in retention rates.

Strategy B Reduce the number of 5th-year seniors who leave with 1-6 credits to complete.

Strategy C Create a comprehensive, multi-year analysis of indicators for at-risk students.

OBJECTIVE 2.3 Further cultivate a supportive educational environment through the development of advanced, efficient, and effective advising and administrative services and processes.

Strategy A Enhance student-centered services to allow easy navigation of procedures, systems, and services on campus and online (e.g., through a One-Stop Shop).

Strategy B Improve College-wide academic advising to enhance efficiency and effectiveness.

Strategy C Further support students with learning differences to ensure their educational access and success.

Strategy D Assess students' experiences of student support services and leverage the results for continual improvement.

OBJECTIVE 2.4 Empower students to make Otis more dynamic and engaging for their generation.

Strategy A Continue to actively promote student leadership and engagement through clubs, organizations, and residential life.

Strategy B Develop additional ways to involve students in decision-making at the College.

Strategy C Develop a program of student activities that are highly relevant for an art and design student population.

Strategy D Better facilitate the display of students' work on campus, and create opportunities for students to create public art projects on campus.

OBJECTIVE 2.5 Enhance student and alumni professional outcomes and success.

Strategy A Make internships a centerpiece of an Otis education.

Strategy B Explore embedding a business incubator on campus.

Strategy C Incorporate curricular initiatives for supporting student and alumni professional success into the academic plan (see Objective 1.2).

SMART GOAL 3: *VISIBILITY* — INCREASE VISIBILITY NATIONALLY AND INTERNATIONALLY, AND DEMONSTRATE EDUCATIONAL QUALITY TO STAKEHOLDER GROUPS.

OBJECTIVE 3.1 Create greater visibility and a stronger identity for Otis, and differentiate the College as a leader in art and design education.

Strategy A Affirm and articulate the Otis brand and story, and develop definitive pitches and style guides to clarify the College’s distinctive visual identity and voice.

Strategy B Develop a multi-channel long-range strategic marketing plan to increase enrollments, improve quality of enrollees, strengthen retention, raise brand recognition, and enhance fundraising.

OBJECTIVE 3.2 Mount a fitting and highly visible Centennial Celebration in 2018.

Strategy A Develop a multi-year plan and budget for staging a year-long series of events, programs, and exhibitions in 2018.

Strategy B Develop and maintain a robust institutional archive that will serve as an ongoing repository and resource for images and historical information about Otis.

OBJECTIVE 3.3 Make educational quality visible and relevant, both internally and externally.

Strategy A Increase opportunities to support and showcase outstanding student learning outcomes, teaching excellence, and faculty accomplishment.

Strategy B Leverage the E-portfolios as a resource for examples of academic excellence.

Strategic C Develop a robust archive of student learning outcomes.

Strategy D Develop a dashboard of indicators of academic quality.

OBJECTIVE 3.4 Establish the College’s leading position as an advocate for arts education and a cultural nexus of contemporary art and design.

- Strategy A Develop and implement a Community Relations plan that clarifies goals and objectives for strengthening neighborhood, municipal, and state-wide relationships.
- Strategy B Expand the influence of the *Otis Report on the Creative Economy*.
- Strategy C Develop outstanding exhibitions and public programs across the disciplines to bring leading artists and designers to campus, attract diverse audiences, and provide enriching experiences.
- Strategy D Host regional and national conferences and/or attract invitations to contribute to such conferences.

SMART GOAL 4: TECHNOLOGY AND INFRASTRUCTURE — FORTIFY TECHNOLOGY AND INFRASTRUCTURE TO SUPPORT THE COLLEGE MISSION IN A RAPIDLY CHANGING HIGHER EDUCATION LANDSCAPE.

OBJECTIVE 4.1 Develop a sustainable business model and diversify revenue streams.

- Strategy A Use new campus housing to maximize revenue through expanded summer programs and leasing opportunities.
- Strategy B Leverage new dining options to maximize patronage and create an override to support operating costs.
- Strategy C Maximize potential revenue from E-Learning opportunities, the business incubator, and other educational initiatives (such as those outlined above).
- Strategy D Make Otis creative spaces available for film/TV location and other hosting opportunities.

OBJECTIVE 4.2 Fortify technology and administrative infrastructure, and improve operational processes within and between areas.

- Strategy A Fortify the technology infrastructure to successfully support planned and proposed programming/operations.

- Strategy B Centralize and integrate student-facing systems and processes.
- Strategy C Outsource high-cost systems where feasible.
- Strategy D Move from paper-heavy processes to electronic-based processing.
- Strategy E Build mechanisms for improved internal communication.
- Strategy F Streamline processes and workflows involved in daily operations.

OBJECTIVE 4.3 Promote and support a culture of evidence-based planning and decision-making across the College.

- Strategy A Use institutional research to support student success, educational assessment, and organizational improvement.
- Strategy B Develop effective prediction models for successful student recruitment, enrollment, retention, and completion.
- Strategy C Charge the President’s Cabinet with monitoring the implementation of the Working Strategic Plan.

OBJECTIVE 4.4 Achieve the current \$30 million comprehensive Campaign, increase fundraising and the endowment, and advance the College through Board leadership.

- Strategy A Complete the comprehensive campaign by December 31, 2016, and build the endowment.
- Strategy B Increase the retention rate of the OFund and participation by 25% in each constituency, and engage new individual, corporate, and foundation prospects to expand the donor base.
- Strategy C Attract new contributing members to the Board of Trustees, and increase the Board of Governors to 25 members.

Strategy D Support advancement efforts through updated software and tutorials for campus faculty and staff on fundraising and stewardship.

Strategy E Develop a volunteer program that meets industry standards.

OBJECTIVE 4.5 Create and implement a comprehensive crisis management and emergency preparedness plan.

Strategy A Restructure and routinely convene the Emergency Response Team (ERT) and its functions.

Strategy B Review, update, and test the College’s Emergency Response Plan to reflect current needs and gauge readiness.

Strategy C Create an efficient Crisis Communications Plan for the Emergency Response Team and the Senior Leadership Team.

SMART GOAL 5: *MOMENTUM* — ADVANCE ONGOING INITIATIVES FROM THE STRATEGIC BRIDGE PLAN TO CREATE A SUPPORTIVE CAMPUS ENVIRONMENT.

OBJECTIVE 5.1 Fully activate the College Assessment Plan (CAP) in support of student and institutional learning and success.

Strategy A Review and possibly refresh the College mission statement, and develop educational Core Values.

Strategy B Embed assessment of the Institutional Learning Outcomes (ILOs) and the WASC Core Competencies in the institutional culture.

Strategy C Provide professional development opportunities related to assessment, and create avenues for shared learning and collaboration.

Strategy D Adequately support and coordinate departments’ assessment efforts through institutional research and other resources.

OBJECTIVE 5.2 Strengthen employee recruitment, retention, and engagement through enhanced compensation, online performance management, and diversified development programs.

- Strategy A Implement the 2013 Compensation Plan for staff.
- Strategy B Implement a web-based performance management system that facilitates staff performance evaluation and enhancement.
- Strategy C Research and implement low-cost, non-traditional health and wellness programs.
- Strategy D Further embed Workplace Values into the campus culture.

OBJECTIVE 5.3 Review and implement, where feasible, remaining recommendations of the Faculty Workload Task Force.

- Strategy A Institute an optional course reduction per semester on an ongoing basis in support of specific, sustained, and significant professional activity.
- Strategy B Make expectations for professional activity explicit and consistent across departments.
- Strategy C Compensate the additional workload of developing new courses.
- Strategy D Compensate studio faculty at the Liberal Arts and Sciences faculty rate when they teach liberal studies-type courses.

OBJECTIVE 5.4 Implement institutional multi-year budget planning.

- Strategy A Research and implement an enhanced budgeting tool that allows for multi-year expense budgeting and revenue projections.
- Strategy B Cultivate strong budget discipline through annual trainings for budget managers.
- Strategy C Establish performance indicators and regularly report back to budget managers to support budget management and control spending.

OBJECTIVE 5.5 Complete the Campus Expansion Plan and implement new support structures for expanded operational needs.

Strategy A Complete the Campus Expansion Plan by Fall 2016.

Strategy B Identify energy cost savings.

OBJECTIVE 5.6 Strengthen sustainability leadership and efforts throughout the College.

Strategy A Explore options for sustainability leadership (such as a Director), and provide professional development opportunities in sustainability for faculty and staff.

Strategy B Expand efforts to embed education about sustainable art and design practices into all program curricula.

Strategy C Expand efforts to develop sustainable campus facilities and management.

Strategy D Expand the Sustainability Alliance and other community/corporate partnerships to include representation from all of Otis' art and design fields.

Strategy E Consider signing the American College University Presidents' Climate Commitment.

ACTION MATRIX

The President’s Cabinet will be responsible for monitoring the implementation of the WSP. As indicated below, a point person has been designated to assemble a team for each Objective and will be given recommendations for team composition and action steps, based on input collected during the strategic planning process. Once assembled, each team will then create an Action Plan for its Objective, to be submitted to the President’s Cabinet by the date specified. The Action Plan will include concrete steps to be taken in order for the College to achieve the Strategy along a proposed timeline. Once the Action Plan is submitted, the team will be responsible for providing regular progress reports to the President’s Cabinet until the Objective has been accomplished.

Objectives and Strategies	Point Person – To Form Team(s)	Team Action Plans Due to President’s Cabinet
SMART GOAL 1: <i>EXCELLENCE</i> STRENGTHEN ACADEMIC EXCELLENCE AND PROMOTE STUDENT LEARNING IN AND BEYOND THE CLASSROOM.		
1.1 Faculty A. Governance B. Compensation C. Professional Achievement D. TLC E. Enrichment	Provost	April 15, 2015
1.2 Academic Planning A. New Programs B. Existing Programs C. Program Synergies D. Professional Readiness and International Education	Provost	October 15, 2015

<p>1.3 Graduate Education</p> <ul style="list-style-type: none"> A. Academic Plan B. Identity C. Shared Experiences D. Recruitment E. Selectivity F. Fundraising 	<p>Provost</p>	<p>October 15, 2015</p>
<p>1.4 Innovation</p> <ul style="list-style-type: none"> A. E-Learning Plan B. Software C. Partnerships 	<p>Director of Instructional Technology</p>	<p>April 15, 2015</p>
<p>1.5 International Education</p> <ul style="list-style-type: none"> A. Travel study B. Exchange C. Local Immersion D. Bridge Program 	<p>Director of International Education</p>	<p>April 15, 2015</p>
<p>SMART GOAL 2: <i>SUCCESS</i></p> <p>ATTRACT THE BEST-PREPARED STUDENTS IN THE WORLD, AND EFFECTIVELY SUPPORT STUDENT AND ALUMNI SUCCESS.</p>		
<p>2.1 Recruitment</p> <ul style="list-style-type: none"> A. Communication Plan B. International Students C. Data D. High Achievers 	<p>Dean of Admissions & Financial Aid</p>	<p>October 15, 2015</p>
<p>2.2 Retention/Graduation</p> <ul style="list-style-type: none"> A. Rates B. Dangling Units C. At-Risk Students 	<p>Assistant Vice President for Student Success/Dean of Student Affairs</p>	<p>April 15, 2015</p>

<p>2.3 Services</p> <ul style="list-style-type: none"> A. Systems Navigation B. Advising C. Learning Styles D. Assessment 	<p>Provost</p>	<p>October 15, 2015</p>
<p>2.4 Student Involvement</p> <ul style="list-style-type: none"> A. Leadership B. Decision Making C. Activities D. Public Art 	<p>Assistant Vice President for Student Success/Dean of Student Affairs</p>	<p>April 15, 2016</p>
<p>2.5 Professional Success</p> <ul style="list-style-type: none"> A. Internships B. Incubator C. Development 	<p>Provost</p>	<p>October 15, 2015</p>
<p>SMART GOAL 3: VISIBILITY INCREASE VISIBILITY NATIONALLY AND INTERNATIONALLY, AND DEMONSTRATE EDUCATIONAL QUALITY TO STAKEHOLDER GROUPS.</p>		
<p>3.1 Marketing</p> <ul style="list-style-type: none"> A. Branding B. Marketing Plan 	<p>Director of Marketing & Public Relations</p>	<p>April 15, 2015</p>
<p>3.2 Centennial</p> <ul style="list-style-type: none"> A. Celebration Plan B. Archive 	<p>Director of Marketing & Public Relations</p>	<p>April 15, 2015</p>
<p>3.3 Value</p> <ul style="list-style-type: none"> A. Showcase B. E-Portfolios C. Archiving D. Dashboard 	<p>Provost</p>	<p>October 15, 2015</p>

<p>3.4 Leader</p> <ul style="list-style-type: none"> A. Community Relations Plan B. Otis Report C. Exhibitions and Public Programs D. Conference Hosting 	<p>President</p>	<p>October 15, 2015</p>
<p>SMART GOAL 4: <i>TECHNOLOGY AND INFRASTRUCTURE</i> FORTIFY TECHNOLOGY AND INFRASTRUCTURE TO SUPPORT THE COLLEGE MISSION IN A RAPIDLY CHANGING HIGHER EDUCATION LANDSCAPE.</p>		
<p>4.1 Revenue</p> <ul style="list-style-type: none"> A. Housing B. Dining C. Educational Initiatives D. Hosting 	<p>Vice President for Administrative and Financial Services and Provost</p>	<p>April 15, 2016</p>
<p>4.2 Technology and Operations</p> <ul style="list-style-type: none"> A. Technology B. Centralize Systems C. Outsource D. Paperless E. Internal Communications F. Daily Operations 	<p>Vice President for Administrative and Financial Services</p>	<p>October 15, 2015</p>
<p>4.3 Planning and Decision-Making</p> <ul style="list-style-type: none"> A. Institutional Research B. Prediction Models C. Working Strategic Plan 	<p>Provost</p>	<p>April 15, 2015</p>
<p>4.4 Advancement</p> <ul style="list-style-type: none"> A. Campaign B. OFund/New Donors C. Trustees/Governors D. Advancement Support E. Volunteer Program 	<p>Vice President for Institutional Advancement</p>	<p>October 15, 2015</p>

4.5 Preparedness A. Emergency Response Team B. Emergency Response Plan C. Crisis Communication Plan	Vice President for Administrative and Financial Services	April 15, 2015
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SMART GOAL 5: <i>MOMENTUM</i>		
ADVANCE ONGOING INITIATIVES FROM THE STRATEGIC BRIDGE PLAN TO CREATE A SUPPORTIVE CAMPUS ENVIRONMENT.		
5.1 Assessment A. Mission/Values B. ILOs C. Professional Development D. Resources	Provost Director of Assessment	April 15, 2015
5.2 Compensation and Engagement A. Compensation Plan B. Performance Management C. Health and Wellness D. Workplace Values	Director of Human Resources	April 15, 2015
5.3 Faculty Workload A. Professional Activity B. Professional Expectations C. New Courses D. Writing/Lecture Courses	Provost	October 15, 2015
5.4 Budgeting A. Budgeting Tool B. Budget Training C. Feedback Loop	Vice President for Administrative and Financial Services	October 15, 2015
5.5 Facilities A. Campus Expansion Plan B. Energy Costs	Vice President for Administrative and Financial Services	April 15, 2015
5.6 Sustainability A. Leadership/Development B. Curricula C. Facilities D. Sustainability Alliance E. "Climate Commitment"	Environmental Steering Committee	April 15, 2015