OTIS COLLEGE OF ART AND DESIGN

Suggested Strategic Planning Themes and Priorities to-date for the 2019-23 Plan
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From the President's Planning Memos and Context Statement:

Introduced in Memo 1:

1. A full review and revision of **Otis College's mission** to maintain a vital and relevant community with shared Core Values *(to be examined via faculty and staff forums)*.
2. An **expansion of volunteer leadership**. Trustees, Governors, Fashion Council, Friends of the Gallery, the Group, Alumni and other friends of the College
3. **Ensure diversity of visible and other minorities**, particularly in faculty and staff ranks, to assist in maintaining cultural sustainability as a relatable pedagogical institution and to provide successful models of visible leadership for a changed student population in diversely populated local, national and international cultures.
4. Develop **new and more sustainable forms of increased revenue** to relieve tuition dependency ranging from more aggressive philanthropic efforts to a broad range of edupreneurial initiatives.

Suggested in the Context Statement:

5. Promote a global presence by highlighting notable **differentiators** that distinguish our school from so many similar, competitor institutions.
6. **Inter-disciplinarity or Inter-institutionality.** Alumni cite the value of an unrestricted flow between and among fields of creative endeavor; through cross-cultural work and thinking dynamically and interactively students can become familiar with the kind of future that they'll enter after graduation.
7. **Institutional Sustainability** in all of its manifestations. Sustainability in relation to the cost of higher education and the affordability of our degrees, credentials, and experiences goes to revenue generation, resource allocation, and to good ethical culture.
8. Acknowledgement of a growing need for a **user-based education** as opposed to a curricular- and faculty-based one, in which information and knowledge are "handed down."
9. Embrace a proactive shift toward **online and blended courses** that deliver education to non-traditional students and distance-learners with synchronous and asynchronous experiences, competency-based education, and so on.
10. Add or integrate **new edupreneurial initiatives** in both the credit and non-credit granting spheres.

In Good Progress **or** Incomplete **Goals and Objectives from the *Working Strategic Plan* that might be carried forward:**

Excellence — Strengthen Academic Excellence And Promote Student Learning In And Beyond The Classroom.

Objective 1.3 Strengthen And Expand Graduate Education: Strategy B Give graduate education at Otis a strong collective identity. 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 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 B Continue to identify, experiment with other leading entities for progressive education delivery at every level.

Objective 1.5 Expand International Education Activities For Students, Faculty, And Staff: Strategy D Explore developing a summer bridge program for international students and non-native English speakers, and provide ongoing support throughout the four years.

Success — Attract The Best-Prepared Students In The World, And Effectively Support Student And Alumni Success.

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.

Objective 2.3 Further Cultivate A Supportive Educational Environment Through The Development Of Advanced, Efficient, And Effective Advising And Administrative Services And Processes: Strategy C Further support students with learning differences to ensure their educational access and success.

Objective 2.4 Empower Students To Make Otis More Dynamic And Engaging For Their Generation: Strategy C Develop a program of student activities that are highly relevant for an art and design student population.

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 C Maximize potential revenue from E-Learning opportunities, a business incubator, and other educational initiatives (such as those outlined above).

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.

Objective 4.5 Create And Implement A Comprehensive Crisis Management And Emergency Preparedness Plan: Strategy C Create an efficient Crisis Communications Plan for the Emergency Response Team and the Senior Leadership Team.

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.

Objective 5.2 Strengthen Employee Recruitment, Retention, and Engagement through Enhanced Compensation, Performance Management, and Diversified Development Programs: Strategy A Implement the 2013 Compensation Plan for staff.

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.

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.