OTIS COLLEGE OF ART AND DESIGN

From the 2018 WASC (WSCUC) Team Report

Academic Assembly (faculty) and Town Meetings (staff) make recommendations to senior staff from their regularly held meetings. (CFR 4.6) The Academic Assembly is the shared governance body of the college; full-time and adjunct faculty, chairs and deans are represented in the Assembly as per guidelines found in the Faculty Handbook (the collective bargaining agreement with SEIU precludes part-time faculty from shared governance at Otis). (CFR 3.10) The Faculty Senate is a sub-committee of the Academic Assembly and is the main committee focused on faculty-related (non-union) issues.

There are other committees focused on assessment, curriculum, student leadership, e-learning, data standards, budget, faculty development, campus expansion and aesthetics, and diversity. Together, these committees afford the institution various venues and opportunities for discussion and crosschecking recommendations and decisions. The evaluation team found that members of the community, especially the faculty and chairs, utilized these committees in an effective manner.

Faculty at Otis are actively engaged in shared governance. The Academic Assembly includes full- and adjunct (a category of part-time) faculty representation. The Faculty Senate includes all full- and part-time faculty and makes recommendations to the Academic Assembly. Faculty from each department also serve on standing committees of the Academic Assembly, including Personnel, Rank & Promotion, Assessment, and Curriculum. In addition, faculty are represented on the board by an ex-officio, non-voting member; on the board's Finance & Investment Committee; and on search committees in each department for recruitment of new faculty. (CFR 3.10)

Otis is now working to finalize a 2019–24 Strategic Plan that focuses on four areas — the mission statement and core values; the expansion of volunteer leadership; campus diversity; and sustainable revenue streams. Otis continues to engage its community to collect data in this new strategic planning process. An initial survey has been sent to all members of the campus community. Through its robust system of shared governance, Otis has utilized the Academic Assembly to obtain faculty input; it has employed a town hall format to collect staff feedback. Student leaders and trustees also are engaging actively in the Strategic Planning Steering Committee. In several discussions, campus leadership acknowledged that Otis would, however, benefit from more engagement with alumni and other stakeholders as it proceeds.

LEADERSHIP (CFRs 3.6–3.10)

Otis employs a full-time president (chief executive office) and a vice president of financial services (chief financial officer). (CFR 3.8) Otis has clear organizational structures in support of effective decision-making and shared governance, including the Academic Assembly (including all committees) and Faculty Senate structures. (CFRs 3.7, 3.10) The leadership team has been

restructured following the hiring of the current president and is periodically revised to improve decision-making and communications. The board of trustees provides strong support to the institution, both in terms of fundraising (individual support and campaign leadership) and through the work of standing committees. The discussion with board members was distinguished by a commendable level of understanding of and engagement with the institution. Also noteworthy was the intentional approach taken by the members towards the recruitment of highly qualified and diverse board candidates. This ongoing effort ensures that the board of trustees will remain strong in the future. (CFR 3.9)

From the 2019 NASAD Team Report

The President's council consists of the senior team, the faculty senate leader, and rotating members from the students and faculty. Discourse is encouraged across lines. The Provost's office works with the President, the faculty, and academic leaders on new programs and initiatives, which are brought to the Academic Assembly for review, discussion, and recommendation. Most strategic planning decisions are made at the executive level.

The Otis faculty have ownership of the curriculum. Faculty are the architects of the programs, are responsible for program reviews and renovation, as needed, and play an important role in designing and maintaining their instructional spaces. There is a strong belief in shared faculty governance. In the staff forum, the group felt that ideas can flourish, change is collaborative, and individuals are given credit for their work. Staff noted that they often feel out of the decision-making loop, that they are not fully informed about plans, policies, and changes that they are to implement. There is a desire to have centralized location for committee notes, as well as any policy and procedural changes. In general, staff do not feel informed about budget decisions. They are aware that enrollments are up yet have not seen increases in operating budgets.

There is a Senior Team that consists of the President and division leaders including the Provost (academic affairs) and individuals with responsibility for operations, finance, communications and marketing, institutional advancement, student success, and human resources. This group routinely informs and is informed by the Academic Assembly (faculty) and Town Hall (staff) meetings and makes decisions accordingly.

There was positive support for the Interim President and its office from the board and staff. There also appears to be sound trust in the consultative approach of governance by the administration from the faculty, though there was some discussion for needed transparency moving forward.

The Board appeared to be responsive to the changing administrative conditions, attentive to College feedback appeared to have a strong commitment to the College and community relationships. Faculty were included on several board committees.

Staff felt they are equal partners with the faculty and are respected by them. Faculty and staff felt there was a good work/life balance and that there was a collaborative spirit.