

**Strategic Planning Steering Committee Meeting**  
**Thursday, March 3, 2016, 4:30-6:00 p.m.**  
**Aspen/Birch room, Oberlin Inn**  
**Meeting Summary**

**Present:**

Diane Yu  
Marvin Krislov  
Kathryn Stuart  
Julie Min

**Board Members**

Chris Canavan  
Tom Cooper  
Meg Coward  
Motoko Deane  
Lillie Edwards  
Robert Lemle  
David Shapira  
Leanne Wagner  
Alan Wurtzel

**Alumni**

Andrea Hargrave

**A&S Faculty**

Bob Geitz  
Chris Howell

Eric Inglis

Maureen Peters

**Conservatory Faculty**

Lorraine Manz

**Senior Staff**

Tim Elgren  
Mike Frandsen  
Andrea Kalyn

**A&PS**

David Kamitsuka

**Students**

Hayden Arp  
Sophie Davis  
Sarah Minion

**Guests**

Amy Chen  
Nick Loh

**Introduction by Diane Yu and Marvin Krislov**

- Meeting began with group photos taken by Dale Preston.
- Diane and Marvin each thanked everyone for their time, especially the students on the steering committee. Marvin also thanked senior staff members Eric Estes, Meredith Raimondo, and Debra Chermonte; senior staff on the committee Tim Elgren, Andrea Kalyn, and Mike Frandsen; Kathryn Stuart, coordinator, and co-chair Diane Yu.
- The Strategic Plan was approved on February 24, 2016 by the General Faculty with two amendments. Approval was achieved by building consensus.
- Challenging months this past fall on campus and subsequent conversations highlighted the work we must do toward equity, diversity, and inclusion.

**Approval of February 8, 2016 meeting summary**

- Meeting summary from February 8, 2016 was approved.

**Discussion of General Faculty Council's implementation language**

- Diane explained that Board members and alumni are not being asked to serve on implementation committees since they are not on campus, though they will have a consulting role. Teams will work closely with Tim Elgren and Andrea Kalyn and will be overseen by the President. A small ad hoc Board committee is being proposed as a liaison with the Board to make sure there is accountability.

- GFC will form an *ad hoc* committee (as outlined in “Board role in implementation process”) that will include, in addition to GFC members, two students and two A&PS members.
- Robert Lemle noted 3 roles for the board:
  - Set broad financial parameters;
  - Determine a set of indicators; these were found to be important in the last plan to measure implementation;
  - Governance goal; to figure out a way to all work together.
- Accordingly, the Steering Committee proposes that Board members will approve Indicators that will be developed by the Administration. Further, Board members will review annual progress of the implementation teams against both the Indicators and the team-specific metrics of success to be developed by each team. There will be a resolution brought for a Board vote tomorrow to create a Board *ad hoc* Strategic Plan Advisory and Accountability Committee that will provide guidance and facilitate communication between and among the Board, the Administration, and the implementation teams. It will be small (5-7 members) and nimble, likely to meet mostly by phone and email, since the full Board meets only four times a year.
- By June the following should be prepared:
  - Staffing of implementation teams, charges to teams including core questions, challenges, goals, and mechanisms of accountability, including appropriate metrics of success. Work will take place within existing structures when possible and constituent governance groups within the Oberlin community will have input.
  - Organization (mapping, clustering) of recommendations. First priorities are equity, diversity, and inclusion; and advising.
  - Updated indicators.
  - Framework for Board *ad hoc* committee (Advising and Accountability) noted above.
- Process from 2005 strategic plan implementation reporting included:
  - Kathryn prepared annual progress reports to board.
  - Indicators of success prepared and reviewed annually by the Board as a means to assess the overall health of the institution.
  - Working groups were charged (by President/GFC) with implementing the “strategies” from the 2005 strategic plan. The working groups each reported progress annually. (The “strategies” from the 2005 plan were not identical to the Indicators.)
  - Financial plan was developed concurrently with strategic plan; this time the financial plan will follow.
- Concern was expressed about issues of accountability regarding implementation of the plan. Reassurance was given that the president, as chair of GFC, will oversee implementation and is ultimately responsible. The process—similar to that of developing the strategic plan—will be open and transparent, with the understanding that from time to time, some information will need to remain confidential if it pertains to personnel or proprietary concerns.
- Discussion of schedule for reporting progress on implementation resulted in a recommendation that reporting should be changed to October (from June). Benefits include: students are on campus in October (but not in June) and fiscal year financial

reports would be complete. Materials would need to be prepared by early September for inclusion in Board materials.

- Reassurance was given that students will receive implementation updates as well, either via GFC or another governance group. This could be added under the President's responsibilities on the implementation process memo.
- A preview of the proposed final design of the strategic plan document was displayed.

**Discussion of February 24 Strategic Plan approved by General Faculty (with two amendments)**

- At the General Faculty meeting on February 17, 2016, some members spoke in favor of including numerical goals in the plan. However, at the GF meeting on February 23, 2016, an amendment to recommendation 1.2 was approved to develop an Equity and Inclusion Implementation Plan that will address systemic barriers and clarify our compositional and interactional diversity aspirations.
- Amendment to recommendation 2.5 reflects a concern about the City of Oberlin's engagement with the plan, specifically local businesses. Language during implementation will be collaborative and handled in such a way so as to not overstep the city.
- A motion was made and seconded to approve these amendments.
  - Amendment 1: Ayes, 1 nay, 0 abstentions. – PASSED.
  - Amendment 2: Ayes, 2 nays, 0 abstentions. – PASSED.

**Discussion of presentation of Strategic Plan for approval at Board of Trustees plenary session, March 4, 9:00 a.m.**

- The agenda for the March 4 Board meeting was briefly outlined, including presentation of the plan and a vote by the Board.
- The meeting ended with a champagne toast and final thanks given by Diane and Marvin.

Meeting adjourned at 6:10 p.m.