Steering Committee Meeting
Saturday, March 14, 10 a.m.-noon, Oberlin Inn Aspen/Birch
Summary revised as of 03.31.16

In attendance: <u>Co-Chairs</u> D. Yu, M. Krislov

<u>Members:</u>

			<u>Coordinator:</u>
B. Alegant	T. Elgren	L. Manz	K. Stuart
J. Anderson	M. Frandsen	C. McGuire	B. Doan
H. Arp	B. Geitz	A. McKee	
D. Campana	A. Hargrave	S. Minion	
C. Canavan	J. Howsmon	S.U. Mvurya	
R. Cheung	E. Inglis	M. Peters	
M. Coward	A. Kalyn	N. Pulley	
M. Deane	D. Kamitsuka	L. Wagner	
A. Derstine	R. Lemle	A. Wurtzel	
L. Edwards	C. Maddox-Dorsey		

Guests: C. Christ, R. Peacock

Diane Introduced; Marvin introduced Ron Cheung and mentioned Ellis Tallman's resignation from the Steering Committee

Carol Christ led discussion of emerging strategic directives by Working Group:

Education futures
Topics discussed included:
- Making improvements in the advising system.
- Identifying opportunities that contribute to interactional diversity.
- Finding ways to deepen collaboration among College/Conservatory/Museum.
- Creating senior capstone experiences or independent projects to help students bring together their 4- or 5-year Oberlin experience.
- Tapping more effectively into the strengths of Oberlin alumni, in order to find ways of connecting Oberlin students to post-collegiate experiences via alumni networks and creating two-way traffic across these bridges.

Students of the bicentennial
Topics discussed included:
- Replacing "inclusive excellence" and "interactional diversity," with Oberlin language to define/describe.
- Student pipelines and recruitment goals.
- Designing a "4+4 Model," with a commitment to build a more coherent model of advising and career support services here and link new grads with these services.

- Recruiting more diverse faculty.
- Assessing, reorganizing and linking career and student advising and alumni engagement.

Resources and sustainability

Topics discussed included:
- Educating ourselves about the higher education marketplace.
- Streamlining the governance structure.
- Exploring new ways to align and grow resources to provide a sustainable academic experience and to provide for an uncertain future.
- Transparency and growing diversity.
- Creating a mechanism outside of normal governance processes to generate new revenue streams.
- Funding an "innovation zone" to pilot programs that would fall into any future such investments.
- Reaffirming commitment to and maintaining leadership in environmental sustainability.
- Developing a plan for "year-round Oberlin" including Winter Term and summer use of facilities for purposes of diversity and revenue from high school students, alumni, seniors, and others.

Student health and well-being and diversity

Carol Christ introduced issues from yesterday's student meetings:
- Two students said the double-degree program drew them here, and three noted central commitment to social justice and diversity.
- Diversity should be important in the strategic plan.
- Other issues of importance to students include sufficient health and wellness services, academic support, and confidence that students will be heard when they have needs.
- Surveys suggest there is an unusually high amount of stress here among students in both academics and extra-curricular pursuits.
- Explore idea of intentionally creating cohorts of students from the time they arrive.
- Student well-being should be part of the strategic plan.

Reflections: SWOT analysis, conversations, speakers—what's missing from strategic directions/core principles as of now?
- Technology-enhanced education:
  - How to counter perception Oberlin is not embracing tech, even if it is?
  - Does it need to be asserted, made explicit in the principles?
  - Hard to predict next tech innovation, and what could be adopted by Oberlin.
  - Tech disruption takes us by surprise—how to alter the way the College operates, so those surprises can be taken advantage of?
  - Questions of transparency: using tech to make demographics, cosmology, etc. of Oberlin more transparent. "Deconfidentializing" what we can.

- Impact of globalization.
- "Umbrella ideas": Not specific action items, but things that range over everything e.g., technology, health and wellness.
- City of Oberlin, and being intentional that the College/City relationship is part of the strategic plan.
- Being clear about College and Conservatory, and what does/doesn't apply to both.
- Staff development/staff needs to be remembered along with students and faculty.
- Making explicit references to African-American education/history at Oberlin.
- Issues of admissions and financial aid should be explicit.
- Faculty: Not what, but HOW to do things that may emerge as recommendations: time, space, money, advising, investments in tech/classrooms/training, incentivizing.
- Difficulty of sustaining Oberlin's commitments to socioeconomic and racial diversity in age of shrinking revenue.
  - Relationship between Oberlin's ideals and self-image, and the finances.
  - Relationship of this to questions of global community.
  - Competitive Landscape.
- Managing expectations: How "visionary" are we?
  - Being intentional and efficient about quality of what we're already doing.
  - Having principles permeate everything.
  - Exciting metrics to concentrate on. Work from demographic data.
  - Transparency and inclusion in the way we do business.
- Transparency: Openly acknowledging flaws of last plan's narrative, and where we have fallen short.
  - Don't step over deferred issues; reaffirm unfulfilled commitments.
  - We can do better, we can do more.

Next Steps and Scheduling
- Carol Christ will work to create consolidated list of strategic directions that have emerged to generate a skeleton of a core document.
  - Core Principles
  - Strategic Directions
  - Missing Factors from Working Groups (and WG's will send notes to Carol and Kathryn for synthesis and refinement into one document).
- Outreach phase and substantial input from community important.
- Revisiting Mission Statement? What is overarching mission and big goals? Way of guiding "what's missing"? (Use part of time on April 9?).
- Mid-April draft of Core Principles (and possibly strategic directions) to community for responses. What's missing? What's unclear? What do you like?
- What are tactics/actual action steps? (May 1 and/or 2 times to be determined).