

OAKWOOD COLLEGE

Strategic Plan: 2005-2010



October 2004

Introduction

An institution's strategic plan projects its character and image. It communicates its mission, goals, and objectives. It is the organization's blueprint for utilizing its skills and resources, directing its routine operations, and achieving its dreams and aspirations. It is its portrayal of its future, organized by distinct, determined actions for achieving a specified set of outcomes in keeping with the mission of the institution.

Purpose of the Oakwood College Strategic Plan

The purpose of this strategic plan is to unite all of the institution's component parts around a set of common goals and institutional priorities. It is designed to serve as a linking device to connect the various categories of decision-making and action within the institution. It is also structured to encourage integration and collaboration among campus entities.

Process of Strategic Planning

The process used in developing this plan included both internal reasoned projection and external environmental scanning. The College Strategic Planning Committee determined the process to be followed. The consultant services of Dr. Paul Brantley were procured to complete the environmental scan and provide recommendations (see Appendix). The college mission statement and goals went through two years of review and revision. Annual effectiveness reports completed by the Institutional Effectiveness Committee provided assessment results to support decision-making. Participation was broad-based, including representatives from campus and constituent bodies: faculty, staff, students, administrators, trustees, community members, and external consultants.

The College and Its Context

An institution must maintain a constant awareness of the potential internal and external impacts of its decisions and actions; it must maintain equal awareness of the potential impacts of the internal and external demographic, political, social, economic, and technological conditions and factors that influence its decisions. To that end, this planning process took into account the College's physical context, history, philosophical context, and the mitigating issues that affect its decision-making and actions, including its strengths, weaknesses, opportunities, and threats.

Physical Context

Oakwood College is located five miles northwest of downtown Huntsville, a cosmopolitan city located in north central Alabama. Its population is approximately 175,000 with more than 200,000 in the extended metropolitan area. College property

consists of 1,185 acres at an elevation of 1,100 feet above sea level. Approximately 105 acres comprises the main campus.

Historical Context

Oakwood has evolved from an industrial school with an initial enrollment of 16 at its founding in 1896, to a fully accredited senior college with an enrollment of nearly 1800 students in 2004. It was originally established to educate Blacks and continues as a historically black college (HBCU) to this day, but welcomes students of all racial and ethnic backgrounds.

Philosophical Context

True education encompasses more than a course of study. It is the harmonious development of the whole person--social, physical, intellectual, emotional, and spiritual aspects--and involves preparation for service to God and humankind. It extends throughout the lifetime of the individual. It is comprised of the interdisciplinary study of the significant questions of life and eternity and the ways in which these questions have been addressed throughout the ages. Therefore, strategic planning at Oakwood College is by its very nature directed by an eternal vision in which faith and learning are integrated and inseparable.

The College's Core Values

Aim: Education, Excellence, Eternity

Motto: Enter to learn; depart to serve

Mission Statement:

Oakwood College, a historically Black Seventh-day Adventist institution of higher learning, provides quality Christian education that emphasizes academic excellence; promotes harmonious development of mind, body, and spirit; and prepares leaders in service for God and humanity.

College Goals:

Goal 1: Spiritual Vitality: Promote a Christ-centered, Seventh-day Adventist worldview.

Goal 2: Educational Excellence: Demonstrate academic excellence in teaching and learning.

Goal 3: Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents.

Goal 4: Operational Efficiency: Ensure efficient service and resource management.

Goal 5: Resource Development: Provide sufficient financial resources to support all aspects of the institution.

Goal 6: Institutional Relations: Enhance the reputation and relationships of the institution.

Goal 7: Technology Leadership: Maintain a technologically progressive campus.

SACS Principles of Accreditation

The Southern Association of Colleges and Schools/Commission on Colleges is the regional accrediting body for the college. The current *Principles of Accreditation* were approved in December 2001. Items related to strategic planning follow.

Quality Enhancement

“The Commission on Colleges expects institutions to dedicate themselves to enhancing the quality of their programs and services within the context of their missions, resources, and capacities, and creating an environment in which teaching, research, and learning occurs.

The concept of quality enhancement is at the heart of the Commission’s philosophy of accreditation; this presumes each member institution is engaged in an ongoing program of improvement and can demonstrate how well it fulfills its stated mission. Although evaluation of an institution’s educational quality and its effectiveness in achieving its mission is a difficult task requiring careful analysis and professional judgment, an institution is expected to document quality and effectiveness in all its major aspects.”

Principles of Accreditation, p. 5

Selected Core Requirements

2.4. The institution has a clearly defined and published mission statement specific to the institution and appropriate to an institution of higher education, addressing teaching and learning and, where applicable, research and public service.

2.5. The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement and (b) demonstrates that the institution is effectively accomplishing its mission.

2.12 The institution has developed an acceptable Quality Enhancement Plan and demonstrates the plan is part of an ongoing planning and evaluation process.

Principles of Accreditation, pp. 15, 17

Comprehensive Standards

3.1 The institution has a clear and comprehensive mission statement that guides it; is approved by the governing board; is periodically reviewed by the board; and is communicated to the institution's constituencies.

3.3 The institution identifies expected outcomes for its educational programs and its administrative and educational support services; assesses whether it achieves these outcomes; and provides evidence of improvement based on analysis of those results.

Principles of Accreditation, pp. 21, 22

Assessment and Evaluation System

The assessment and evaluation system is designed for simplicity, feasibility, accuracy, and utilitarian value. Its purpose is to provide measures and feedback for institutional performance toward achieving the College's goals and objectives, specifically whether or not it accomplishes its planned outcomes. Annual plans and reports will be linked to the Strategic Plan and provide data for evaluation of progress toward achievement of Strategic Plan initiatives. Annual assessment and evaluation of institutional performance will provide data that guide decision-making throughout the operational period and document institutional accountability regarding resource consumption and goal achievement.

The action plan matrix portion of this document outlines the proposed initiatives, outcomes, and units responsible for accomplishing the outcomes.

**OAKWOOD COLLEGE
2005 –2010 STRATEGIC PLAN
ACTION PLAN**

Mission Statement: Oakwood College, a historically Black Seventh-day Adventist institution of higher learning, provides quality Christian education that emphasizes academic excellence; promotes harmonious development of mind, body, and spirit; and prepares leaders in service for God and humanity.

Goals	Initiatives	Outcomes	Responsibility
Goal 1: Spiritual Vitality: Promote a Christ-centered, Seventh-day Adventist worldview	1.1 Develop a publishable rationale for the institutional and spiritual standards of behavior	<ul style="list-style-type: none"> • Pre-publication survey to determine student attitudes toward college standards is developed and administered during the 2005-2006 academic year • Rationale is developed, published, and accessible to all stakeholders by Fall 2006 • Post-publication surveys, administered annually beginning 2006-2007, indicate an improvement in attitudes over the previous year 	Student Services
	1.2 Increase average institutional worship attendance from approximately 15% (50/340) to at least 50%	<ul style="list-style-type: none"> • Institutional worship attendance increases at least 7% annually to attain 50% average attendance by 2009-2010 <ul style="list-style-type: none"> ○ 22% minimum average attendance 2005-2006 ○ 29% minimum average attendance 2006-2007 ○ 36% minimum average attendance 2007-2008 ○ 43% minimum average attendance 2008-2009 ○ 50% minimum average attendance 2009-2010 	Office of the Provost
	1.3 Integrate faith and learning activities with service learning projects	<ul style="list-style-type: none"> • Student involvement in departmentally sponsored community service activities increases by at least 5% annually over a 5-year period 	Academic Affairs
Goal 2: Educational Excellence: Demonstrate academic excellence in teaching and learning	2.1 Complete and implement a revised general education curriculum	<ul style="list-style-type: none"> • First draft of the general education (GE) curriculum completed by May, 2005 • Faculty Development Plan completed by September, 2005 • Revisions and second draft of GE curriculum completed by October, 2005 • Approval process for the GE curriculum completed by April, 2006 • New GE curriculum implemented Fall, 2006 	Academic Affairs
	2.2 Enhance the recruitment and retention programs	<ul style="list-style-type: none"> • The college attains an average annual enrollment increase of at least 2.7% to reach an undergraduate enrollment goal of 2000 students by Fall 2009 (Baseline = 1753) 	Office of the President

Goals	Initiatives	Outcomes	Responsibility
	2.3 Attain a minimum of 25% increase in student retention by 2010.	<ul style="list-style-type: none"> • An incremental increase in graduation rate of 2.5 % for year one, up to 5.0% by year five, for first time/full-time students entering in 2004 is achieved. (Percent rate is 28%) • Gap scores between importance and satisfaction on the Student Satisfaction Inventory are decreased a minimum of 0.5 by Spring, 2005, and 1.0 by Spring, 2006. • Term to term persistence rate of at-risk students increases by 15% per year, beginning Fall 2005. At risk students are defined as: a) academically challenged <2.0 GPA, b) high achievers >3.3 GPA, and c) males. 	Academic Affairs Financial Affairs Student Services
	2.4 Increase enrollment	<ul style="list-style-type: none"> • Incoming classes of freshmen and transfer students increase at least 3.0% annually to attain 600 or more new students by Fall 2009 (Baseline = 519) 	Student Services
	2.5 Increase graduate school and/or employment rates	<ul style="list-style-type: none"> • An internal mechanism is developed in Career Services to collect data and establish a baseline by Spring 2006 • A protocol for collaboration with Academic Affairs is developed and implemented by Spring 2006 • A 5% annual increase in the number of graduates who obtain admittance to grad school and/or employment at the time of graduation is realized. 	Student Services Academic Affairs
	2.6 Develop and implement at least one graduate program	<ul style="list-style-type: none"> • First draft of a graduate program completed by April 2005. • Internal approval process for a graduate program completed by August 2005 • Graduate program implemented August 2007 • First comprehensive program assessment conducted April 2010 	Academic Affairs
	2.7 Develop an on-going distance learning curriculum	<ul style="list-style-type: none"> • One academic program enriched with a distance learning component is developed and implemented by spring 2010 	Academic Affairs
	2.8 Review Faculty Remuneration Plan funding	<ul style="list-style-type: none"> • A review of the Faculty Remuneration Plan, implementation of phases VI and VII, is completed in 2008 	Office of the President Academic Affairs Financial Affairs
Goal 3: Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents	3.1 Upgrade student housing facilities through renovation and addition of new housing	<ul style="list-style-type: none"> • Four older residence halls are renovated: <ul style="list-style-type: none"> ○ Edwards Hall by Fall 2005 ○ Carter Hall by Fall 2006 ○ Peterson Hall by Fall 2007 ○ Cunningham Hall by Fall 2008 • New housing providing 150 additional beds is completed by Fall 2006 	Student Services

Goals	Initiatives	Outcomes	Responsibility
	3.2 Develop a nurturing living environment in residence	<ul style="list-style-type: none"> • A living learning center is created in each residence hall <ul style="list-style-type: none"> ○ Edwards Hall by Fall 2005 ○ Wade Hall by Fall 2006 ○ Cunningham Hall by Fall 2008 • Honors housing or wings are created in each of the major residence halls <ul style="list-style-type: none"> ○ Edwards Hall by Fall 2005 ○ Wade Hall by Fall 2006 	Student Services
	3.3 Reduce student health risk behavior	<ul style="list-style-type: none"> • Over 5 years, student health risk behavior is reduced in five key factors as measured by the Health Enrichment Survey: <ul style="list-style-type: none"> ○ Diet and physical activity: overweight from 30.3% to <25%; vigorous exercise from 43.8% to >53.8% ○ Violence: fighting in 12 months from 20.8% to <10%; carrying a gun from 9.4% to <2% ○ Drug use and abuse: marijuana use from 16.8% to <5%; alcohol from 31.6% to <8%; cocaine use from 2% to <1% ○ Sexual behavior: current sexual activity from 27.5% to <10% ○ Depression and suicide ideation: suicide ideation from 10.1% to <7%. 	Student Services
	3.4 Develop and implement an institutional wellness program for employees	<ul style="list-style-type: none"> • Survey is completed by July 2005 establishing baseline statistics for employee health risks • Program is developed and implemented Fall 2005 	Office of the Provost
Goal 4: Operational Efficiency: Ensure efficient service and resource management	4.1 Achieve institutional financial solvency	<ul style="list-style-type: none"> • Annual working capital goals are reached • Adequate annual budget for healthcare insurance is provided 	Office of the President Financial Affairs
	4.2 Implement 5-year phase-in plan to reset the budget: to accommodate fluctuations in enrollment, reduction in tuition increases, and rising medical costs; to reduce dependence on donations/ subsidies	<ul style="list-style-type: none"> • Plan is developed by Long-term Action Strategy Taskforce (LAST) by March 2005 and implemented as follows: <ul style="list-style-type: none"> ○ Phase II July 1, 2005 (Phase I was implemented 10/1/04) ○ Phase III July 1, 2006 ○ Phase IV July 1, 2007 ○ Phase V July 1, 2008 	Financial Affairs
	4.3 Increase working capital and savings	<ul style="list-style-type: none"> • Working capital increases according to schedule to reach 20% of current operating expenses by 2010: <ul style="list-style-type: none"> ○ \$600,000 in 2005-2006 ○ \$750,000 in 2006-2007 ○ \$950,000 in 2007-2008 ○ \$1,150,000 in 2008-2009 ○ \$1,300,000 in 2009-2010 	Financial Affairs
	4.4 Review and restructure employee benefit plan	<ul style="list-style-type: none"> • A study of benefit rate caps is completed by 2005-2006 • A benefit rate cap is implemented by 2006-2007 	Financial Affairs

Goals	Initiatives	Outcomes	Responsibility
	4.5 Develop a plan to reduce energy costs	<ul style="list-style-type: none"> Plan developed by July 1, 2005 Energy costs reduced at least 5% by July 1, 2006 	Financial Affairs
	4.6 Reduce liability of auxiliary operations	<ul style="list-style-type: none"> Program review completed by December 2005 to combine/consolidate/outsource certain operations 	Financial Affairs
	4.7 Achieve a higher rate of return on endowment and investments	<ul style="list-style-type: none"> Rate of return increases by 1% by January 2005 	Financial Affairs
	4.8 Increase rate of collections in Accounts Receivable	<ul style="list-style-type: none"> Collections rate increases by 1% by August 2006 	Financial Affairs
	4.9 Develop a comprehensive plan to strengthen Physical Plant areas	<ul style="list-style-type: none"> Plan is developed by September 30, 2005 	Financial Affairs
	4.10 Restructure Accounts Payable (A/P) System	<ul style="list-style-type: none"> Plan is developed to restructure A/P System by October 1, 2005 A/P clerk and Accounting employees attend at least 3 professional A/P training seminars by December 2005 100% of departments are using CARS Receiving System by 2005-2006 100% of departmental directors and secretaries are trained in CARS purchasing system by June 30, 2006 	Financial Affairs
	4.11 Strengthen the quality of customer relations/customer service	<ul style="list-style-type: none"> At least one seminar/workshop in customer relations is provided annually All employees are evaluated every year Customer satisfaction surveys demonstrate annual improvement in customer service A 10% annual decrease in the number of formal complaints lodged in the Provost's Office (from an average of 10 per week to 5 or fewer by 2010) 	Office of the Provost Office of the President
Goal 5: Resource Development: Provide sufficient financial resources to support all aspects of the institution	5.1 Increase income streams to the College	<ul style="list-style-type: none"> A program is established by July 2005 that prioritizes fundraising and involves the majority of employees Grants and Contracts increases by 5% annually up to 25% New sources of grants and contracts will be contacted at the rate of 15% Based on the economy and the number of grants and/or contracts funded, projected increase in revenue equals 25% or \$12.5 million by 2010 (1999-2004, \$10,028,769) 	Advancement and Development
		<ul style="list-style-type: none"> A land development program is established by December 2006 At least two income-generating industries are established by 2010 	Office of the President Advancement and Development
	5.2 Develop capital campaign	<ul style="list-style-type: none"> Capital campaign program and goals established by 2005 Implementation 2006-2010 	Advancement and Development Office of the President

Goals	Initiatives	Outcomes	Responsibility
	5.3 Develop, implement, monitor and continuously improve systems, reporting mechanisms and data infrastructure to support stewardship and stakeholder relations	<ul style="list-style-type: none"> • Development reports semi-annually to constituents and 100% acknowledgements are provided according to industry practices • Professionalism of development team improves as a result of targeted training and benchmarking, measured by customer satisfaction surveys <ul style="list-style-type: none"> ○ Annual survey designed 2005-2006 ○ Survey administered beginning 2006-2007 • Continuous development education provided to all constituents (i.e. 25% increase in grant submissions; double staff/faculty and board giving) 	Advancement and Development
	5.4 Develop an integrated development program (i.e. annual giving, major giving, capital campaign, planned giving, UNCF, grants, special events, alumni affairs)	<ul style="list-style-type: none"> • College endowment system is revamped by December 2005 meeting industry standards • Annual follow-up of all trust services contacts; annual increase in the number of new contacts--double or 100, whichever is larger, by 2006; 10% increase per year in contacts 2007-2010; at least 10 new wills/ trusts per year • Achievement of a 10% year over year increase in resources—financial and in-kind (based on 2004 year end numbers) 	Advancement and Development
	5.5 Improve efficiency and profitability of Oakwood's economic development initiatives	<ul style="list-style-type: none"> • 50% increase in revenue growth for Oakwood Memorial Gardens and Oakwood College Industries • \$10,000 per year decrease in dependence of WOCG on college funds 	Advancement and Development
Goal 6: Institutional Relations: Enhance the reputation and relationships of the institution	6.1 Provide a reference guide for personal relations and social etiquette for on-campus and off-campus	<ul style="list-style-type: none"> • Reference guide is completed by summer 2005 • Questionnaire administered Fall 2005 to determine knowledge of appropriate social behavior and perceptions of practice at Oakwood College • Follow-up questionnaires administered Spring 2007 and 2009 demonstrating improvement in both knowledge and practice 	Office of the Provost
	6.2 Develop an integrated multiyear marketing plan	<ul style="list-style-type: none"> • Implementation of Oakwood's brand framework (internally and externally): <ul style="list-style-type: none"> ○ Phase 1 by December 2005 ○ Phase 2 by December 2006 ○ Phase 3 by December 2007 • State of the art marketing collaterals developed by January 2006 	Advancement and Development
	6.3 Increase awareness of Oakwood among all stakeholders	<ul style="list-style-type: none"> • Advancement and Development website updated by June 2005 and regularly maintained • Increased publicity and Oakwood presence among external constituents (as measured by website hits and newspaper articles) • 25% increase in recognition of Oakwood globally by 2006 through various media outlets • Community Advisory Council meets semi-annually and provides a forum for dialogue 	Advancement and Development

Goals	Initiatives	Outcomes	Responsibility
	6.4 Enhance the reputation of Oakwood by developing, implementing and sustaining state-of-the-art Advancement programs	<ul style="list-style-type: none"> • The following are launched 2005-2009 and evaluated by participation and qualitative surveys: <ul style="list-style-type: none"> ○ Global CEO/Pres Speaker Series by 2005 ○ Oakwood Speakers Bureau by 2006 ○ Corporate Advisory Council established by 2007; meets annually ○ Endowed Academic Chair funded by 2009 	Advancement and Development
Goal 7: Technology Leadership: Maintain a technologically progressive campus	7.1 Attain 99.999% reliability for the network	<ul style="list-style-type: none"> • Network security policy manual completed by the end of 2005-2006 • Study completed by 2005-2006 to determine workforce needs/ benchmarks for 99.999 network reliability • Network technicians fully trained and certified on CISCO systems by the end of 2006-2007 • Bandwidth increased by 2007-2008 • Security systems upgraded by 2008-2009 • Back-up electrical systems installed to support vital network equipment by 2009-2010 	Information Technology
	7.2 Collaborate with Academic Affairs to facilitate web based instruction	<ul style="list-style-type: none"> • A plan for web-based instruction and distance education is developed by 2006-2007 • Technology for distance education support is available 2008-2009 	Information Technology
	7.3 Develop and implement public relations training programs for IT personnel	<ul style="list-style-type: none"> • Training in “Creative and Efficient Use of Emerging Technologies” is conducted 2005-2006 • Training in “Productivity Improvement Strategies” is conducted 2007-2008 	Information Technology
	7.4 Develop and implement Information Technology operations manuals	<ul style="list-style-type: none"> • First drafts completed by the end of 2005-2006 • Final drafts completed by the end of 2006-2007 • Manuals reviewed/updated annually 	Information Technology