

# OAKWOOD UNIVERSITY STRATEGIC PLAN 2010-2015

## Introduction

Oakwood University was founded in 1896 as Oakwood Industrial School, with the purpose of providing Christian education for blacks. From the sixteen students that comprised the original student body on opening day, Oakwood has grown so that today it embraces a diverse student body of more than 1900 students from more than 40 states and 20 countries. The original purpose continues, but it has expanded to include all others who want a quality Christian education also.

The Oakwood University Strategic Plan for 2010-2015 includes the visions of a wide variety of participants. The resulting document provides initiatives that seek both to strengthen and challenge the institution. The over-riding goal of the plan is to make improvements at the University that will enhance the educational experience of the students who matriculate here.

**Mission Statement:** Oakwood University, 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.

**Vision:** Oakwood University graduates are leaders in service to God and humanity.

**Aim:** Education, Excellence, Eternity

**Motto:** Enter to Learn; Depart to Serve

## Values that guided in the development of the Strategic Plan for 2010-2015:

- **Christian commitment**, on which Oakwood University is founded, guides every aspect of institutional functioning, and the degree to which this commitment is transmitted to Oakwood students is the ultimate measure of our success.
- **Excellence** is the chosen standard of achievement for the University, and it challenges us to continually improve.
- **Healthful living** enhances the development of mind, body, and spirit, both inside and outside the classroom.
- The passion for **service** undergirds both teaching and learning, and takes learning beyond the classroom, into the community and the world.
- **Responsible citizenship** governs how we relate to each other as a university community, to the global community and its diverse populations, and to our Church community.

## University 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.

**Oakwood University Strategic Plan 2010-2015  
Action Plan**

**Table 1: Spiritual Vitality**

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

<b>Initiative</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Outcomes/Assessment</b>
1.1 Strengthen the emphasis on outreach and service	a. Integrate faith and learning activities with service learning projects (instructional). b. Develop and implement strategies to promote curriculum-based service learning	Office of the Provost Academic Affairs	<ul style="list-style-type: none"> <li>• At least 50% of students participate in 2 or more service/outreach projects per year</li> <li>• Students are equipped with skills for service when they leave Oakwood.</li> <li>• Student missionary participation increases by 50% (10% increments per year through 2015)(2009-10 baseline = 16)               <ul style="list-style-type: none"> <li>○ FA2010: 18</li> <li>○ FA2011: 19</li> <li>○ FA2012: 21</li> <li>○ FA2013: 22</li> <li>○ FA2014: 24</li> </ul> </li> </ul>
	c. Develop and implement strategies to promote student life-based service learning. d. Place visual aids on campus that remind students and employees of service (Christian art).	Office of the Provost Student Services	
	e. Coordinate and facilitate service activities on campus through the Office of the Provost. f. Develop and implement strategies to promote community service for OU employees g. Develop assessment measures to annually track and evaluate participation in service/outreach by employees and students.	Office of the Provost Spiritual Life	
1.2 Increase spiritual formation building activities	a. Facilitate campus-wide Bible study utilizing small groups b. Identify and train small group leaders c. Employ at least 2 chaplains, preferably one a female	Office of the Provost Spiritual Life	<ul style="list-style-type: none"> <li>• At least 400 students participating in small group Bible studies by 2014-15</li> <li>• At least 50% of graduating seniors indicate spiritual growth during matriculation at Oakwood</li> <li>• At least two chaplains are employed by Fall 2012, one preferably a female</li> </ul>
	d. Implement a Sabbath School program designed specifically for university students	Student Services	

**Table 2: Educational Excellence**

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

Initiative	Strategies	Responsibility	Outcomes/Assessment
2.1 Establish partnerships in the areas of: <ul style="list-style-type: none"> <li>• Instruction</li> <li>• Fund Raising</li> <li>• Retention/Advising System</li> <li>• Community Relationships</li> </ul>	a. Conduct workshops on collaborations b. Provide training in interdisciplinary instruction	Academic Affairs	<ul style="list-style-type: none"> <li>• Total enrollment increase of 3% annually</li> <li>• Total increase in graduation rate of 2.5% annually</li> </ul>
	c. Identify resources to write grants for Academic needs d. Develop guidelines for Academic department fundraising activities	Academic Affairs Advancement and Development	
	e. Create appropriate infrastructure for University-wide retention/advising system f. Develop plans for personalizing advising (including mentorship)	Academic Affairs Student Enrollment Services	
	g. Strengthen internship experiences for students h. Strengthen/expand service opportunities and relationships	Academic Affairs Student Services	
2.2 Expand Academic Programs <ul style="list-style-type: none"> <li>• Undergraduate</li> <li>• Graduate</li> <li>• Distance Learning</li> </ul>	a. Strengthen the Academic program review process b. Develop specific criteria for identifying programs to phase out c. Develop specific criteria for creating new programs d. Develop benchmarks for program's success e. Expand library capacity	Academic Affairs	<ul style="list-style-type: none"> <li>• Proposals are approved for at least 2 new programs</li> </ul>
2.3 Develop a research emphasis	a. Develop and expand research infrastructure to support academic research	Academic Affairs	<ul style="list-style-type: none"> <li>• At least 25% increase in funded research by the end of the 2014-15 academic year</li> </ul>
2.4 Complete and implement a revised general education (GE) curriculum	b. Assessment tools identified Spring 2014 c. Faculty development plan completed summer 2014 and implemented Fall 2014 d. Course development/course syllabi completed and approved by Spring 2015	Academic Affairs	<ul style="list-style-type: none"> <li>• New GE curriculum implemented Fall 2015</li> </ul>

Initiative	Strategies	Responsibility	Outcomes/Assessment																								
2.5 Increase graduate school and employment rates	e. Using Clearinghouse data, track graduate school admittance rates f. Using departmental records, track job placement rates	Academic Affairs Student Services	<ul style="list-style-type: none"> <li>2% annual increases in graduate school and employment rates are realized</li> </ul>																								
2.6 Maintain an adequate and qualified faculty	a. Recruit well-qualified faculty b. Provide funding for faculty development c. Identify and implement practices that support retention of qualified faculty d. Review Faculty Remuneration Plan funding annually e. Maintain General Conference recommended percentage of SDA faculty	Academic Affairs	<ul style="list-style-type: none"> <li>At least 70% of faculty have terminal degrees in their discipline</li> </ul>																								
2.7 Increase enrollment	a. Recruit qualified students b. Provide the support services necessary to foster student success c. Seek funds to enhance scholarship offerings d. Track retention and make adjustments as necessary to increase the number of students retained through graduation/course completion e. Meet Annual Enrollment Targets: <table border="1" data-bbox="541 922 1115 1127"> <thead> <tr> <th>YR</th> <th>NEW</th> <th>Headcount</th> <th>FTE Estimates*</th> </tr> </thead> <tbody> <tr> <td>FA2010</td> <td>552</td> <td>1847</td> <td>1672</td> </tr> <tr> <td>FA2011</td> <td>566</td> <td>1902</td> <td>±1700</td> </tr> <tr> <td>FA2012</td> <td>586</td> <td>1959</td> <td>±1750</td> </tr> <tr> <td>FA2013</td> <td>604</td> <td>2018</td> <td>±1800</td> </tr> <tr> <td>FA2014</td> <td>620</td> <td>2075</td> <td>1855</td> </tr> </tbody> </table> *FTE target is Board approved annually. Includes traditional students only.	YR	NEW	Headcount	FTE Estimates*	FA2010	552	1847	1672	FA2011	566	1902	±1700	FA2012	586	1959	±1750	FA2013	604	2018	±1800	FA2014	620	2075	1855	Office of the President Student Enrollment Services	<ul style="list-style-type: none"> <li>Incoming first-time freshmen and transfer students increase at least 3% annually to attain a headcount of 620 or more new student by Fall 2014 (baseline 536).</li> <li>The university attains an average annual enrollment increase of at least 3% and reaches the following headcount/FTE goals by Fall 2014 (total headcount baseline 1793):               <ul style="list-style-type: none"> <li>Undergraduate 1900/1825</li> <li>Graduate 45/30</li> <li>LEAP 100</li> <li>AP4 30</li> </ul> </li> <li>An incremental increase in the annual graduation rate of at least 2.5%</li> <li>Term-to-term persistence rate of at risk students increases by at least 2.5% annually</li> </ul>
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2.8 Improve the overall registration process for incoming students	a. Centralize and streamline in-person options b. Enhance on-line options	Office of the President Student Enrollment Services	<ul style="list-style-type: none"> <li>Students express higher level of satisfaction (at least 1 point gap decrease) with the registration process on the Student Satisfaction Inventory Fall 2014 (baseline 3.68 gap)</li> </ul>																								

Initiative	Strategies	Responsibility	Outcomes/Assessment
2.9 Develop and implement a coherent, comprehensive co-curricular program	a. Develop a rationale for a co-curricular program b. Develop a plan for the co-curricular program <ol style="list-style-type: none"> <li>i. Provide a lecture series with notable speakers that addresses political, social and cultural subjects currently being discussed</li> <li>ii. Re-design chapels and assemblies</li> <li>iii. Provide seminars and workshops on life-skills, personal growth and development, current events, and interdisciplinary conversations</li> </ol>	Student Services	<ul style="list-style-type: none"> <li>• Students express higher level of satisfaction on Student Satisfaction Inventory (baseline for Student Centeredness 4.07)</li> </ul>
2.10 Increase emphasis on the mission of the University	a. Provide Strategic Plan leadership <ol style="list-style-type: none"> <li>i. Facilitate plan maintenance and objective achievement</li> </ol> b. Facilitate the Reaffirmation process <ol style="list-style-type: none"> <li>i. Provide administrative leadership and facilitate assignment completion</li> <li>ii. Identify, develop, and implement a Quality Enhancement Plan (QEP) that will positively impact student learning</li> </ol> c. Promote institutional mission/goals <ol style="list-style-type: none"> <li>i. Widespread sharing of Mission, Aim, Motto, Vision</li> </ol> d. Promote healthful lifestyle <ol style="list-style-type: none"> <li>i. Presidents Running club</li> <li>ii. Employee Wellness emphasis</li> <li>iii. Student Health and Safety emphasis</li> </ol>	Office of the President	<ul style="list-style-type: none"> <li>• Semi-annual reports demonstrate a well managed plan with documentation of progress and accountability</li> <li>• All preparatory work is done for a successful visit</li> <li>• A QEP topic is approved by July 10, 2010</li> <li>• The QEP Budget is approved April 2011</li> <li>• Draft QEP is developed by Sept 10, 2011</li> <li>• Draft is Board approved by Oct 30, 2011</li> <li>• Draft is reviewed by the visiting committee and revisions completed by June 30, 2012</li> <li>• QEP is implemented by Fall 2012</li> <li>• QEP is approved by SACS/COC by Dec 2012</li> <li>• Measurable increase in employee awareness of OU purpose</li> <li>• Established programs with measurable targeted outcomes in each area</li> </ul>

**Table 3: Nurturing Environment**

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

<b>Initiative</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Outcomes/Assessment</b>
3.1 Upgrade student housing facilities	a. Give attention to long-standing infrastructure challenges, including <ol style="list-style-type: none"> <li>i. Plumbing in Edwards Hall</li> <li>ii. Replacing closets, sinks, and vanities on the east side of Carter Hall</li> </ol>	Student Services	<ul style="list-style-type: none"> <li>• New plumbing is installed in Edwards Hall by Fall 2012</li> <li>• Renovations in Carter Hall east wing are completed by June 2015 (10 rooms each year beginning 2010-11)</li> </ul>
3.2 Improve support services for students	a. Study options to determine an adequate student center location b. Complete a feasibility study regarding campus needs in the areas of <ol style="list-style-type: none"> <li>i. on-campus business center functions</li> <li>ii. meeting rooms and places for group practices</li> <li>iii. an auditorium for university and guest performances</li> </ol>	Student Services	<ul style="list-style-type: none"> <li>• A re-located student center is provided by December 2010</li> <li>• Feasibility study is completed by June 2012 and projects to be addressed are determined by December 2012</li> <li>• Student satisfaction with Campus Life improves (1.0 point increase in satisfaction score on SSI, 2014 administration; baseline is 3.73, 2008 administration)</li> </ul>
3.3 Enhance student leadership skills	a. Create a task force to consider the establishment of an honor code, honor committee, and student-led judicial board b. Follow-up on task force findings and recommendations	Student Services	<ul style="list-style-type: none"> <li>• Peer review process is established by 2013</li> <li>• Students possess the knowledge, skills, and sensitivities they need to become leaders of competence, conscience, and compassion [as evaluated by committee member surveys and focus groups]</li> </ul>
3.4 Enhance the institutional wellness program for employees	a. Develop additional incentives to increase participation b. Provide additional options for obtaining seminar credits to accommodate scheduling conflicts c. Provide classes, instructors, and facilities for exercise classes at worker-friendly times	Office of the Provost	<ul style="list-style-type: none"> <li>• At least 100% increase in full participation in the wellness program (2009-10 baseline - 2)</li> </ul>
3.5 Enhance campus accessibility	a. Complete an ADA compliance audit during 2010-2011 b. Develop a plan to address deficiencies in ADA compliance by June 2011. c. Identify budget by April 2012. d. Implement plan beginning July 2012.	Academic Affairs	<ul style="list-style-type: none"> <li>• 100% ADA compliance by June 2015</li> </ul>

**Table 4: Operational Efficiency**

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

Initiative	Strategies	Responsibility	Outcomes/Assessment
<p>4.1 Monitor and evaluate the Master Plan for Student Enrollment Services (SES)</p>	<p>a. Annually review and evaluate effective functioning of the plan during first three years of implementation</p> <p>b. Develop a system of cross-training between student enrollment support services</p> <p>c. Design an electronic information delivery system that ensures that once information is received it is available to all functions in the enrollment system within 24 hours</p> <p>d. Provide a facility that centralizes the location of departments within the SES unit</p>	<p>Office of the President Student Enrollment Services Academic Affairs Financial Affairs Student Services</p>	<ul style="list-style-type: none"> <li>• The Master Plan for Enrollment Services is reviewed/evaluated annually during May</li> <li>• A plan for cross-training between student enrollment support services is developed by July, 2010</li> <li>• An electronic information delivery system with 24-hour accessibility is functional by July, 2011</li> <li>• SES unit has a centralized location by Fall 2012</li> <li>• The importance/satisfaction gaps for the recruitment/financial aid &amp; registration scales on the Student Satisfaction Inventory decrease at least 1.0 point by Fall 2014 (baselines 2.25 &amp; 2.97)</li> </ul>
<p>4.2 Develop a Quality Assessment Plan for Energy and Facilities Management</p>	<p>a. Develop and implement the comprehensive plan for energy assessment and management that addresses: lighting, painting, doors, windows and HVAC</p> <p>b. Develop a Master Landscaping/Parking/Road Plan to include: watering, gardening, zoning, greening, hardscapes, outdoor living areas, erosion control and dirt/soil analysis</p> <p>c. Design a Learn, Live, Labor Custodian Plan to achieve a desired standard of cleanliness for areas where patrons and employees Learn, Live and Labor</p> <p>d. Implement/evaluate the Master Maintenance Plan</p>	<p>Financial Affairs</p>	<ul style="list-style-type: none"> <li>• A comprehensive plan for energy assessment and management is               <ul style="list-style-type: none"> <li>○ developed by 2013</li> <li>○ implemented beginning 2014 and</li> <li>○ evaluated annually beginning June 2015</li> </ul> </li> <li>• A Master Landscaping Plan is developed by October 2010</li> <li>• A Learn, Live, Labor Custodial Plan is completed by June 2011</li> <li>• The Master Maintenance Plan is implemented June 2011 and evaluated annually beginning June 2012</li> </ul>

<b>Initiative</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Outcomes/Assessment</b>
4.3 Support campus construction/ renovation projects	a. Set annual construction target goals for: <ul style="list-style-type: none"> <li>i. Communication Building</li> <li>ii. Physical Plant Relocation</li> <li>iii. Health and Wellness Building</li> <li>iv. Facility/land improvement</li> </ul>	Office of the President Financial Affairs	a. Accomplishment of annual construction targets <ul style="list-style-type: none"> <li>i. Communication Building (2012)</li> <li>ii. Physical Plant Relocation (2012)</li> <li>iii. Health and Wellness Building (2014)</li> <li>iv. Facility/land improvement</li> </ul>
4.4 Achieve budget management targets	a. Provide Presidential leadership to facilitate accomplishment of financial objectives b. Manage the budget to reach established targets	Office of the President Financial Affairs Cost: N/A	• Achievement of annual financial goals
4.5 Achieve fully operational law-enforcement agency status	a. Finance APOSTC (Alabama Peace Officers Standard and Training Commission) certification for all officers	Financial Affairs	• 50% of F-T officers are APOSTC certified by 2015: <ul style="list-style-type: none"> <li>○ 30% by December 2010</li> <li>○ 45% by December 2011</li> <li>○ 50% by December 2012</li> </ul>
4.6 Implement a master security plan	a. In collaboration with other divisions, implement a master security plan through the development of life-safety and security systems	Financial Affairs	b. Plan is implemented over 4 years beginning June 2011
4.7 Develop and implement a strategic plan for vacant and under-utilized structures	a. Develop a plan for the use of structures currently not in use or not used to capacity b. Renovate/repair designated facilities, including: <ul style="list-style-type: none"> <li>i. Church Parking Lot/Road</li> <li>ii. Skating Rink</li> <li>iii. Cunningham Hall (Phases I and II)</li> <li>iv. Peterson Hall</li> <li>v. OUI (4920)</li> <li>vi. Blake Center</li> <li>vii. Market Square</li> </ul>	Financial Affairs	• Usage plan is completed June 2011 • Renovated facilities are utilized by 2015 <ul style="list-style-type: none"> <li>○ Church Parking Lot/Road: October 2010</li> <li>○ Skating Rink: December 2010</li> <li>○ Cunningham Phase I: June 2012</li> <li>○ Peterson Hall: June 2013</li> <li>○ Cunningham Phase II: January 2013</li> </ul>
4.8 Develop and implement an Accounts Receivable collections plan aimed at collecting 100% of tuition and fees	a. Develop Accounts Receivable collections plan b. Implement plan beginning with the 2010-11 academic year	Financial Affairs Office of the President Student Enrollment Services	• Plan is developed by Fall 2010 • Collections rate minimum is maintained at <ul style="list-style-type: none"> <li>○ 97% in 2010-11</li> <li>○ 98% in 2011-12</li> <li>○ 99% in 2012-13</li> <li>○ 100% by 2015</li> </ul>
4.9 Enhance institutional efficiency	a. Complete institution-wide efficiency study for cost saving and operational efficiency <ul style="list-style-type: none"> <li>i. Identify cost-saving/efficiency measures</li> <li>ii. Develop a plan to implement measures</li> </ul>	Financial Affairs	• Efficiency study is completed by June 2012 <ul style="list-style-type: none"> <li>○ Cost-saving/efficiency measures are identified</li> </ul> • Plan is implemented beginning June 2013 • Measurable savings realized by June 2015

**Table 5: Resource Development**

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

Initiative	Strategies	Responsibility	Outcomes/Assessment
5.1 Review, refine and implement an integrated Development Plan	<ul style="list-style-type: none"> <li>a. Evaluate and determine if conditions are appropriate for Capital Campaign and/or a major special project</li> <li>b. Implement identification of major prospects and solicitation tasks for major gifts for:               <ul style="list-style-type: none"> <li>i. Health and Wellness Center</li> <li>ii. Communications Complex</li> <li>iii. Develop strategy to determine succeeding priorities</li> </ul> </li> </ul>	Advancement and Development	<ul style="list-style-type: none"> <li>• Evaluation results are implemented by 2012</li> <li>• Sufficient gifts are on hand for construction start-up for the Health and Wellness facility by 2015</li> </ul>
5.2 Implement a comprehensive plan for land development	<ul style="list-style-type: none"> <li>a. Develop a list of possible land development projects and present to the Board of Trustees</li> <li>b. Hire a consultant/urban planner to review/study land development plan and make recommendations</li> <li>c. Hire a staff person to serve as industry lead person to build relationships with organizations (i.e. NASA, Redstone Arsenal)</li> <li>d. Conduct public meetings to present land development plan for community feedback</li> <li>e. Follow-up on Board review and approval of the land development concept developed by the Property Assessment Committee (PAC) (comprised of two subcommittees: Facilities Usage Committee and Land Development Committee).</li> </ul>	Advancement and Development	<ul style="list-style-type: none"> <li>• Board approved list is available by April 2011</li> <li>• Consultant is hired by December 2012</li> <li>• Staff person is hired by July 2013 and generating prospects for future contracts and development projects</li> <li>• A consensus report from the community is received, signaling go-ahead for start-up of designated projects</li> <li>• Completion of at least 1-2 income generating, state of the art, environmentally friendly projects representing Oakwood's core values and providing services to the community by June 2015</li> </ul>
5.3 Generate revenue for the institution	<ul style="list-style-type: none"> <li>a. Achieve Capitol Fund Raising targets</li> <li>b. Achieve Scholarship Fund Raising targets               <ul style="list-style-type: none"> <li>i. Running for Scholarships -- \$500,000 goal</li> </ul> </li> </ul>	Office of the President Advancement and Development	<ul style="list-style-type: none"> <li>• Achievement of annual fund-raising goals beginning December 2012</li> <li>• A self-sustaining student scholarship assistance plan is established by 2011</li> <li>• First scholarships are disbursed Spring 2011</li> </ul>

**Table 6: Institutional Relations**

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

Initiative	Strategies	Responsibility	Outcomes/Assessment
<p>6.1 Strengthen the link between Oakwood’s education programs and Huntsville economic development programs and workforce training needs</p>	<p>a. Create a committee that would develop a strategy to oversee developing and strengthening the University’s relationships with industry, contracts, and community organizations</p> <p>b. Conduct a study to identify current and future internship and job opportunities</p> <p>c. Conduct pre- (2010-11) and post- (2014-15) surveys to determine the status of Oakwood’s community/industry partnerships</p>	<p>Advancement and Development Academic Affairs</p>	<ul style="list-style-type: none"> <li>• Committee formed by June 2011</li> <li>• The number of grants and contracts generated increases by at least 100% (baseline 2) by June 2011</li>   <li>• Internships and job opportunities increase by at least 100% (baseline 15)</li>   <li>• Stronger public relations between Oakwood University and the community is demonstrated by post-survey results by June 2011</li> </ul>
<p>6.2 Strengthen the relationship of the University with its alumni</p>	<p>a. Create an alumni regeneration council (ARC) with the purpose of improving relations between the University and its Alumni</p>	<p>Advancement and Development</p>	<ul style="list-style-type: none"> <li>• ARC is created by June 2011</li> <li>• On-line and written surveys demonstrate improved relationship between the University and Alumni</li> <li>• Revenue from Alumni chapters and individual alumni increases by at least 10%</li> </ul>
<p>6.3 Strengthen the quality of customer relations/customer service</p>	<p>a. Promote quality customer care</p> <p style="padding-left: 20px;">i. Develop a Comprehensive Institutional Plan for customer service</p> <p>b. Increase customer service training that focuses on being proactive rather than reactive and incorporates the key elements of responsibility</p> <p>c. Develop a tracking system to evaluate customer satisfaction</p>	<p>Office of the President Office of the Provost</p>	<ul style="list-style-type: none"> <li>• Plan is developed by June 2011</li> <li>• A measurable program for detecting, resolving and improving customer service is created by June 2012</li>   <li>• At least one seminar/workshop in customer relations is provided annually</li>   <li>• Customer satisfaction surveys demonstrate annual improvement in customer service</li> </ul>

Initiative	Strategies	Responsibility	Outcomes/Assessment
	Develop an institutional knowledge bank <ol style="list-style-type: none"> <li>i. Survey employees for expertise/ gifts/talents that can be shared campus-wide</li> <li>ii. Organize feedback in a brochure and/or an electronic format</li> </ol>		<ul style="list-style-type: none"> <li>• A Knowledge Bank is available by December 2012</li> </ul>
6.4 Facilitate institutional enhancement	<ol style="list-style-type: none"> <li>a. Develop a communication network plan               <ol style="list-style-type: none"> <li>i. Develop comprehensive communication/update program</li> <li>ii. Develop plan to provide new linkages with faculty, staff, students</li> </ol> </li> <li>b. Promote Board of Trustees development by providing:               <ol style="list-style-type: none"> <li>i. Training and Evaluation</li> <li>ii. A BOT Retreat</li> </ol> </li> <li>c. Provide assistance for the Oakwood Academy building project               <ol style="list-style-type: none"> <li>i. Assist a feeder institution in achieving a goal of construction of an educational facility</li> </ol> </li> </ol>	Office of the President	<ul style="list-style-type: none"> <li>• Measurably increase stakeholder awareness of institutional developments (Focus group assessment)</li> <li>• At least two training and evaluation sessions are provided increasing Board of Trustees awareness and continuous self-improvement</li> <li>• At least one BOT Retreat is provided emphasizing board fellowship and strategic planning</li> <li>• Increase the student capacity of OU feeder institution</li> </ul>

**Table 7: Technology Leadership**

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

<b>Initiative</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Outcomes/Assessment</b>
7.1 Improve campus communication systems	<ul style="list-style-type: none"> <li>a. Use web technologies to better communicate events &amp; important dates.</li> <li>b. Make significant dates/events from departments on campus available from the Oakwood University front page.</li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>• A more visible and accessible web based calendar that can be viewed from Oakwood's front-page is available by fall 2010.</li> </ul>
7.2 Provide technology training for staff	<ul style="list-style-type: none"> <li>a. Offer staff training for a fee in the use of technology                             <ul style="list-style-type: none"> <li>i. CARS EX</li> <li>ii. Microsoft Office</li> </ul> </li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>• At least two staff training opportunities are offered annually</li> </ul>
7.3 Develop campus telecast infrastructure for television broadcast	<ul style="list-style-type: none"> <li>a. Create a media center                             <ul style="list-style-type: none"> <li>i. Identify location by July 2010</li> <li>ii. Hire 2 full-time staff by October 2010</li> </ul> </li> <li>b. Provide A/V support campus-wide                             <ul style="list-style-type: none"> <li>i. Classroom multimedia equipment</li> <li>ii. Residence hall CATV</li> </ul> </li> <li>c. Install production and video automation equipment</li> <li>d. Collaborate with Communications Dept. to produce campus program contents for broadcasting</li> <li>e. Utilize channel 38 to broadcast</li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>• Media Center is staffed and functional by December 2010</li> <li>• Multimedia equipment campus-wide is supported by A/V technicians</li> <li>• Equipment is purchased by 2012 to facilitate broadcast</li> <li>• Professionally produced programs are available for broadcast to the public via the air waves by 2012</li> <li>• Beginning 2012, Campus program contents are inserted into channel 38 schedule</li> </ul>
7.4 Develop outdoor wireless network infrastructure	<ul style="list-style-type: none"> <li>a. Install outdoor access points across campus at specific location(s) to be determined</li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>• Locations on campus for outdoor access points are determined by December 2010</li> <li>• Wireless devices are able to receive internet services outdoors at pre-determined locations by 2012</li> </ul>
7.5 Provide life safety and security system network infrastructure	<ul style="list-style-type: none"> <li>a. Collaborate with Public Safety to implement campus-wide life safety and security system</li> </ul>	Financial Affairs/ Information Technology	<ul style="list-style-type: none"> <li>• Campus-wide network is installed and supported by Information Technology and monitored by Public Safety by 2012</li> </ul>
7.6 Upgrade the campus email system	<ul style="list-style-type: none"> <li>b. Purchase and install new software to upgrade the campus email system</li> </ul>	Information Technology	<ul style="list-style-type: none"> <li>• New email system completed by June 2011</li> </ul>