Table 1: Spiritual Vitality

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

Initiative	Strategies	Responsibility	Outcomes/Assessment
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	Academic Affairs	• Each student participates in 3 or more outreach projects per year • Students are equipped with skills for service when they leave Oakwood. • Student missionary participation increases by 50% (10% increments per year through 2015)(baseline 14 undergraduate student missionaries)
	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). e. Identify personnel to coordinate and facilitate service activities on campus. f. Develop assessment measures to track and evaluate participation in outreach by employees and students.	Student Services	
	g. Develop and implement strategies to promote community service for OU employees	Office of the Provost	

1.2 Increase spiritual formation building activities	a. Facilitate campus-wide Bible study utilizing small groups
	b. Identify and train small group leaders
	c. Implement a Sabbath School program designed specifically for university students
		Student Services	• More active participation of students in spiritual formation building activities, including:
			  o At least ___ students participating in small group Bible studies
			  o An average attendance of at least ___ students at University Sabbath School

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: • Instruction	a. Conduct workshops on collaborations b. Provide training in interdisciplinary instruction	Academic Affairs	• Total enrollment increase of 3% annually • Total increase in graduation rate of 2.5% annually
• Fund Raising	c. Identify resources to write grants for Academic needs d. Develop guidelines for Academic department fundraising activities	Academic Affairs Advancement and Development	
• Retention/Advising System	e. Create appropriate infrastructure for University-wide retention/advising system f. Develop plans for personalizing advising (including mentorship)	Academic Affairs Student Enrollment Services	
• Community Relationships	g. Strengthen internship experiences for students Strengthen/expand service opportunities and relationships	Academic Affairs Student Services	
2.2 Expand Academic Programs • Undergraduate • Graduate • Distance Learning	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	• Proposals are approved for at least 2 new programs
2.3 Develop a research emphasis	a. Develop and expand research infrastructure to support academic research	Academic Affairs	• At least 25% increase in funded research by the end of the 2014-15 academic year
2.4 Complete and implement a revised general education (GE) curriculum	b. Assessment tools identified Spring 2010 c. Faculty development plan completed summer 2010 and implemented Fall 2010 d. Course development/course syllabi completed and approved by Spring 2011	Academic Affairs	• New GE curriculum implemented Fall 2011 • First assessment of the new GE curriculum is completed Spring 2014
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	• 2% annual increases in graduate school and employment rates are realized

Initiative	Strategies	Responsibility	Outcomes/Assessment
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	Academic Affairs	• At least 70% of faculty have terminal degrees in their discipline

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
		Office of the President Student Enrollment Services	• 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).
			• 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):
			  o Undergraduate 1900/1825
			  o Graduate 45/30
			  o LEAP 100
			  o AP4 30
			• An incremental increase in the annual graduation rate of at least 2.5%
			• Term-to-term persistence rate of at risk students increases by at least 2.5% annually

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	• 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)

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
	  i. Provide a lecture series with notable speakers that addresses political, social and cultural subjects currently being discussed
	  ii. Re-design chapels and assemblies
	  iii. Provide seminars and workshops on life-skills, personal growth and development, current events, and interdisciplinary conversations
		Student Services	• Students express higher level of satisfaction on Student Satisfaction Inventory (baseline for Student Centeredness 4.07)

Initiative	Strategies	Responsibility	Outcomes/Assessment

2.10 Increase emphasis on the mission of the University	a. Provide Strategic Plan leadership
	   i. Facilitate plan maintenance and objective achievement
	
	b. Facilitate the Reaffirmation process
	   i. Provide administrative leadership and facilitate assignment completion
	
	c. Promote institutional mission/goals
	   i. Widespread sharing of Mission, Aim, Motto, Vision
	
	d. Promote healthful lifestyle
	   i. Presidents Running club
	   ii. Employee Wellness emphasis
	   iii. Student Health and Safety emphasis
		Office of the President	• Semi-annual reports demonstrate a well managed plan with documentation and accountability
			
			• All preparatory work is done for a successful visit
			
			• Measurable increase in employee awareness of OU purpose
			
			• Established programs with measurable targeted outcomes in each area

Table 3: Nurturing Environment

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

Initiative	Strategies	Responsibility	Outcomes/Assessment

3.1 Upgrade student housing facilities	a. Give attention to long-standing infrastructure challenges, including
	   i. Plumbing in Edwards Hall
	   ii. Replacing toilets in Carter Hall to be more energy and maintenance efficient
		Student Services	• New plumbing is installed in Edwards Hall by Fall 2012
			• Energy and maintenance efficient toilets are installed in Carter Hall by Fall 2013

3.2 Improve support services for students	a. Study to determine an adequate student center location
	b. Identify a location for a community student lounge and locker service
	c. Complete a feasibility study by 2012 of how to provide
	   i. on-campus business center functions
	   ii. meeting rooms and places for group practices
	   iii. an auditorium for university and guest performances
		Student Services	• A re-located student center is provided by June 2012
			• A community student lounge and locker service are provided on campus by Fall 2012
			• On-campus business center capabilities are provided by Fall 2012
			• Locations for meetings and group practices are identified by Fall 2012
			• An auditorium is provided by Fall 2015
			• Student satisfaction with support services improves (1 point decrease in gap score on SSI)

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	• Peer review process is established by _____ • 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]
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	• At least 100% increase in full participation in the wellness program (baseline 2)

Table 4: Operational Efficiency

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

Initiative	Strategies	Responsibility	Outcomes/Assessment
4.1 Monitor and evaluate the Master Plan for Student Enrollment Services (SES) Category: Need & Excelling	a. Annually review and evaluate effective functioning of the plan during first three years of implementation b. Develop a system of cross-training between student enrollment support services 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 d. Provide a facility that centralizes the location of departments within the SES unit	Office of the President Student Enrollment Services Academic Affairs Financial Affairs Student Services	• The Master Plan for Enrollment Services is reviewed/evaluated annually during May • A plan for cross-training between student enrollment support services is developed by July, 2010 • An electronic information delivery system with 24-hour accessibility is functional by July, 2011 • SES unit has a centralized location by Fall 2010 • The importance/satisfaction gaps for the recruitment/financial aid & registration scales on the Student Satisfaction Inventory decrease at least 1.0 point by Fall 2014 (baselines 2.25 & 2.97)
4.2 Develop a Quality Assessment Plan for Energy and Facilities Management	a. Implement the comprehensive plan for energy assessment and management that addresses: lighting, painting, doors, windows and HVAC b. Develop a Master Landscaping/Parking/Road Plan to include: watering, gardening, zoning, greening, hardscapes, outdoor living areas, erosion control and dirt/soil analysis 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 d. Implement/evaluate the Master Maintenance Plan	Financial Affairs	• A comprehensive plan for energy assessment and management is implemented throughout 2010-2015 and evaluated annually • A Master Landscaping Plan is developed by October, 2010 • A Learn, Live, Labor Custodian Plan is completed by July, 2010 • The Master Maintenance Plan is implemented throughout 2010-2015 and evaluated annually

Initiative	Strategies	Responsibility	Outcomes/Assessment

4.3 Support campus construction/ renovation projects	a. Set annual construction target goals for:
	  i. Health and Wellness Building
	  ii. Communication Building
	  iii. Physical Plant Relocations
	  iv. Facility/land improvement
		Office of the President
		Financial Affairs
			a. Accomplishment of annual construction targets

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	• 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	• All officers are APOSTC certified by 2015:
			  o 30% by December 2010
			  o 45% by December 2011
			  o 60% by December 2012
			  o 75% by December 2013
			  o 90% by December 2014
			  o 100% by June 2015

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 5 years beginning in 2010

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 is use or not used to capacity
	b. Renovate/repair designated buildings, including:
	  i. Cunningham Hall (Phases I and II)
	  ii. Peterson Hall
	  iii. OUI (4920)
	  iv. Blake Center
	  v. Market Square
		Financial Affairs	• Plan is completed _____
			• Buildings are utilized by 2015
			  o Cunningham Phase I: Fall 2010
			  o Cunningham Phase II: January 2012

4.8 Develop and implement an Accounts Receivable collections plan aimed at collecting 100% of tuition and fees	a. Develop 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
			  o 97% in 2010-11
			  o 98% in 2011-12
			  o 99% in 2012-13
			  o 100% by 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	a. Evaluate and determine if conditions are appropriate for Capital Campaign and/or a major special project
	
	b. Implement identification of major prospects and solicitation tasks for major gifts for:
	  i. Health and Wellness Center
	  ii. Communications Complex
	  iii. Develop strategy to determine succeeding priorities
		Advancement and Development	• Evaluation results are implemented by ____
			
			• Sufficient gifts are on hand for construction start-up by _____

5.2 Implement a comprehensive plan for land development	a. Hire a consultant/urban planner to review/study land development plan and make recommendations b. Hire a staff person to serve as industry lead person to build relationships with organizations (i.e. NASA, Redstone Arsenal) c. Conduct public meetings to present land development plan for community feedback d. 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).	Advancement and Development	• Consultant is hired by December 2010 • Staff person is hired by July 2011 and generating prospects for future contracts and development projects • A consensus report from the community is received, signaling go-ahead for start-up of designated projects • 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
5.3 Generate revenue for the institution	a. Achieve Capitol Fund Raising targets b. Achieve Scholarship Fund Raising targets i. Running for Scholarships -- $1 million goal	Office of the President Advancement and Development	• Achievement of annual fund-raising goals • A self-sustaining student scholarship assistance plan is established by _____

Table 6: Institutional Relations

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

Initiative	Strategies	Responsibility	Outcomes/Assessment
6.1 Strengthen the link between Oakwood's education programs and Huntsville economic development programs and workforce training needs	a. Create a committee that would develop a strategy to oversee building and strengthening the University's relationships with industry and community organizations b. Conduct a study to identify current and future internship and job opportunities c. Conduct pre- (2010-11) and post- (2014-15) surveys to determine the status of Oakwood's community/industry partnerships	Advancement and Development Academic Affairs	• The number of grants and contracts generated increases by at least 100% (baseline 2) • Internships and job opportunities increase by at least 100% (baseline 15) • Stronger public relations between Oakwood University and the community is demonstrated by post-survey results
6.2 Strengthen the relationship of the University with its alumni	a. Create an alumni regeneration council (ARC) with the purpose of improving relations between the University and its Alumni	Advancement and Development	• ARC created by December 2010 • On-line and written surveys demonstrate improved relationship between the University and Alumni • Revenue from Alumni chapters and individual alumni increases by at least 10%

6.3 Strengthen the quality of customer relations/customer service	a. Promote quality customer care
	  i. Develop a Comprehensive Institutional Plan for customer service
	
	b. Increase customer service training that focuses on being proactive rather that reactive and incorporates the key elements of responsibility
	
	c. Develop a tracking system to evaluate customer satisfaction
	
	d. Develop an institutional knowledge bank
	  i. Survey employees for expertise/ gifts/talents that can be shared campus-wide
		Office of the President
		Office of the Provost
			• A measurable program for detecting, resolving and improving customer service is created by June 2012
			
			• At least one seminar/workshop in customer relations is provided annually
			
			• Customer satisfaction surveys demonstrate annual improvement in customer service
			
			• A Knowledge Bank is available by December 2012

Initiative	Strategies	Responsibility	Outcomes/Assessment
	ii. Organize feedback in a brochure and/or an electronic format		

6.4 Facilitate institutional enhancement	a. Develop a communication network plan
	  i. Develop comprehensive communication/update program
	  ii. Develop plan to provide new linkages with faculty, staff, students
	
	b. Promote Board of Trustees development by providing:
	  i. Training and Evaluation
	  ii. A BOT Retreat
	
	c. Provide assistance for the Oakwood Academy building project
	  i. Assist a feeder institution in achieving a goal of construction of an educational facility
		Office of the President	• Measurably increase stakeholder awareness of institutional developments (Focus group assessment)
			
			• <mark>At least two training and evaluation sessions are provided increasing</mark> Board of Trustees awareness and continuous self-improvement
			• <mark>At least one BOT Retreat is provided emphasizing</mark> board fellowship and strategic planning
			
			• Increase the student capacity of OU feeder institution

Table 7: Technology Leadership

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

	Initiative	Strategies	Responsibility	Outcomes/Assessment
7.1	Improve campus communication systems	a. Use web technologies to better communicate events & important dates. b. Make significant dates/events from departments on campus available from the Oakwood University front page.	Information Technology	• A more visible and accessible web based calendar that can be viewed from Oakwood's front-page is available by fall 2010.

7.2	Provide technology training for staff	a. Offer staff training for a fee in the use of technology
		  i. CARS EX
		  ii. Microsoft Office
			Information Technology	• At least two staff training opportunities are offered annually

7.3	Develop campus telecast infrastructure for television broadcast	a. Install production and video automation equipment b. Collaborate with departments to produce campus program contents for broadcasting c. Utilize channel 38 to broadcast	Information Technology	• Equipment is purchased by 2012 to facilitate broadcast • Professionally produced programs are available for broadcast to the public via the air waves by 2012 • Beginning 2012, Campus program contents are inserted into channel 38 schedule
7.4	Develop outdoor wireless network infrastructure	a. Install outdoor access points campus-wide	Information Technology	• Wireless devices are able to receive internet services campus-wide by 2012
7.5	Provide life safety and security system network infrastructure	a. Collaborate with Public Safety to implement campus-wide life safety and security system	Information Technology	• Campus-wide network is installed and supported by Information Technology and monitored by Public Safety by 2012