

Oakwood University  
**STRATEGIC PLANNING SUMMIT**  
Colonial Bank Boardroom  
June 10, 2009

*Minutes*

**Introductory Activities**

Reading of the preparation document: Michele Solomon

Dr. Baker asked for volunteers to share what they would you like to see accomplished today:

- Sylvia Germany – oneness of mind
- Jan Newborn - When we finish, to feel so good about what we have accomplished that we will feel encouraged about the possibilities
- Ephraim Anderson - More focus on school motto... Enter to Learn, Depart to Serve
- Marcia Burnette- Cohesive plan that we can focus on and work toward a positive outcome

Helps to the process were shared by various individuals as follows:

- Everyone shows respect
- Staying focused
- Stepping out of your own department and thinking about broad corporate needs
- Compelling goal or two that will seize us
- Developing a team spirit

Opening Prayer & Devotion: Dr. Baker: The Bible speaks on planning:

The wisdom of the ages teaches us to plan. The wisdom literature of the Bible (Proverbs) teaches us to plan.

- Creation... in the beginning (a very detailed strategic plan)
- Moses... Jethro's plan for managing the children of Israel.
- Joshua... was given a blue print to follow to complete the task
- Nehemiah... he came in with the vision to rebuild the wall. At night he went out by himself to observe the weaknesses of the wall and plan came to him
- David... example of conflict strategic planning
- Ellen White and her son Edson... strategy for the black work in the South.
- Jesus Christ... four things Jesus knew (John 4:13): Purpose, Timing, Authority, People

**Prayer:** James Hutchinson

**What we want to accomplish:** John Anderson

- Review the plan for next year.
- Main assignment: focus on five years from next year; lay out a plan for 2010 – 2015.
- Prepare a document for BOT consideration and input (at October and April BOT meetings)
- Thoughts should center on what OU should look like by the end of the five year period. We should not be bound by what it looks like today, what was or was not achieved under the current plan. We are free to look to our God inspired imaginations to come up with the next five year plan. We have no parameters limiting us except our Mission, Vision, Values, and Strategic Goals. For example, within the Kevin Story we got an idea of what OU should like at the end of the current plan.

**Things that stop strategic planning:** Dr. Baker

1. You don't plan
2. No evaluation and review process
3. No adequate planning method to be sure that what you are doing can actually happen
4. No specific measurable action plan
5. Failure to be sure that this plan is properly exposed, planned and shared

**Overview of the Agenda:** Jan Newborn

- Review of the Effectiveness Report & Recommendations
- Vote to accept the recommendations from the Effectiveness Report (committee members only)
- Strategic Planning process
  - Brief review of Environmental Scan from the consultants
  - Go through the process of strategic plan development (items A – D) as a large group
  - Break up into smaller groups to accomplish item E (1 - 2 initiatives to address the goal)
  - Come back together and report to the larger group for input

**Effectiveness Report and Recommendations**

Dr. Baker & Jan read outcomes and results from the Institutional Effectiveness Report for 2008-09, with recommendations for the Institutional Action Plan for 2009-10.

- Voted to develop an initiative for property management committee and include it in the Institutional Action Plan for 2009-10 under item 5.3.

**Voted:** To accept the Institutional Action Plan for 2009-10 with changes as noted.

**Guiding Values (refer to gold handout)**

- Motioned to accept the Values distributed for consideration by constituent groups for input. Include a brief description under each value. Be sure to include “diversity.” After discussion, motion was withdrawn.

- Motioned to accept Education, Excellence, Eternity as our values.
- Amended motion to include unity as a value.
- Voted not to include unity as a value. Noted that as we continue to work on values that we include “Unity” and “Diversity” in the description.
- Voted to accept the following Values as distributed, but to include a brief description with each:
  - Some values inherent to the Oakwood University mission and vision include:
    - Christian commitment
    - Excellence in teaching and learning
    - Healthful living
    - Leadership in service
    - Responsible citizenship

**Minutes:** Voted to accept Minutes from May 11, 2009.

**Personal Visions/Outcomes for Oakwood 2015:** Dr. Baker requested that each of us take time to write down and submit 1 -2 visions that we would like to see realized for Oakwood University by 2015. Items submitted will be compiled.

**Blessing of food:** Dr. Warren

**Lunch and review of consultants’ document:** During lunch, various committee members read the recommendations for each goal from the Bermultinational Summary of Recommendations for Oakwood University

**Silence:** Group reconvened in the Board room and Dr. Baker led us in an exercise of 5 minutes of silence

**Strategic Planning overview:** Jan Newborn

- Guiding Values are important to us as an institution and should always be functioning some place in our minds as we derive initiatives
- Strategic thinking looks at the big picture about the institution; is not limited to one specific area
- Benchmarking is determining what we can learn from other institutions
- GAP Analysis compares where we want to be in 2015 with where we are now and evaluates what it will take to get there

Dr. Baker asked each group to determine the level addressed by each initiative developed:

- Need
- Maintenance
- Excellence

**Group Work:** The committee separated into seven groups, each assigned to develop 1-2 initiatives related to a specific University goal.

**Group Reports:** When the committee reconvened as a whole, each group reported on the initiatives developed.

### **Group 7 - Technology Leadership**

Initiative 1: Technology to improve internal communication (Need)  
Strategies: Blogging, Twittering, Podcasting

Initiative 2: Staff training in use of technology (Need)  
Strategies: Encourage staff participation and track by linking to personnel evaluation

### **Group 6 – Institutional Relations**

Initiative 1: Strengthen link between Oakwood’s education programs and Huntsville’s economic development programs and workforce training needs (Need/ Maintenance)  
Strategy: Appoint a staff person to chair committee to oversee building and strengthening of Relationships

Initiative 2: Create alumni regeneration council with the purpose of major fundraising from newly established Alumni Chapters (Need/Maintenance)  
Strategy: Establish system of accountability with built in rewards system  
Increase customer service training that is proactive  
Establish quarterly newsletter  
More involvement with alumni section of OU website

### **Group 5 – Resource Development**

Initiative 1: Review, refine and implement an integrated development plan  
Strategy: Evaluate and determine if conditions are appropriate for a Capital Campaign

Initiative 2: Implement land and facilities development plan

### **Group 4 – Operational Efficiency**

Initiative 1: Create master plan for enrollment services that guides student from application to graduation (Need/Excelling)  
Strategy: Develop structure that (admission, advising, student accounts, financial aid)  
Strategy: Develop plan for location  
Strategy: Establish committee  
Strategy: Redesign enrollment application  
Strategy: On-line  
Strategy: Cross training  
Strategy: Electronic delivery system that enables

Initiative 2: Create quality assessment plan for energy and facility management  
Strategy: Complete and implement a master labor plan

**Group 3 – Nurturing Environment**

Initiative 1: Encourage student participation in at least 3 outreach projects per year  
(Excelling)

Initiative 2: Develop a lecture series of notable speakers that address social, cultural,  
(Excelling)

**Group 2 – Educational Excellence**

Initiative 1: Establish partnerships in areas of instruction, fundraising, retention and  
advising system, community relationships (Need)

Strategy: Workshops on collaboration

Strategy: Develop interdisciplinary courses

Strategy: Develop policies for interdisciplinary instruction

Initiative 2: Expand academic programs undergrad, grad, distance learning (Excelling)

Strategy: Strengthen academic program review process

Strategy: Phase out programs

Strategy: Develop criteria for creation of academic program

Strategy: Develop benchmarks for academic success

**Group 1 – Spiritual Vitality**

Initiative 1: Add Intro to Service class to train students on how to serve and work as  
part of the General Education Curriculum (Need)

Initiative 2: Campus wide Bible study for faculty, staff and students participation  
(Need/Excelling)

**Conclusion:** Dr. Baker

**Closing Prayer:** Karen Smith, Ephraim Anderson, Dr. Anderson

**Adjournment:** Meeting adjourned at 4:30