

OAKWOOD UNIVERSITY
Institutional Effectiveness Report for 2008-2009

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.

Goals	Initiatives	Outcomes	Responsibility	Assessment Results	Use of Results
<p>Goal 1: Spiritual Vitality: Promote a Christ-centered, Seventh-day Adventist worldview</p>	<p>1.1 Enrich spiritual life</p>	<ul style="list-style-type: none"> • 30% of students are involved in some form of outreach, missions, or community service • Chaplain meets with area pastors at least once per semester to review Office of Spiritual Life calendar and solicit input and support for programming • Implementation of Spiritual Master Plan continues <ul style="list-style-type: none"> ○ Spiritual Life Committee re-established ○ Assignment of responsibility for master plan objectives ○ Plan review/ assessment is established 	<p>Student Services</p>	<ul style="list-style-type: none"> • At least 10-15% of the students can be documented as involved in outreach. • Not met; Chaplain meets with OU Church pastor, but not all area pastors. • Progress toward implementation includes: <ul style="list-style-type: none"> ○ Spiritual Life Committee is re-established and meeting regularly ○ Assignment of responsibility scheduled for April 2010 ○ Also scheduled for April 2010 	<ul style="list-style-type: none"> • A better reporting mechanism is needed; Student Services and Academic Affairs will collaborate to develop a reporting process that will address both initiatives 1.1 and 1.4. Option: year-end survey that captures service activities • Re-evaluate value of meeting with all area pastors.

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Goal 1 (con't): Spiritual Vitality: Promote a Christ-centered, Seventh-day Adventist worldview	1.2 Develop a publishable rationale for the institutional and spiritual standards of behavior	Rationale developed by April 1, 2009	Student Services	Not met	Review and re-evaluate; Re-set target date for January 11, 2010
	1.3 Increase average institutional worship attendance by 10% annually (baseline 40)	<ul style="list-style-type: none"> • Institutional worship attendance increases at least 10% annually to attain an average attendance of 53 by 2009-2010 <ul style="list-style-type: none"> ○ minimum average attendance of 48 in 2008-2009 • Tracking mechanism is developed by December 2008 	Office of the Provost	<ul style="list-style-type: none"> • Attendance has improved to average of about 52 weekly, surpassing projected 48 for 2008-09 • Periodic headcount taken 	<ul style="list-style-type: none"> • Build on results to continue growth by meaningful devotionals and "incentives" like periodical appreciation gifts to attendees; new target is 57 (10%). • Continue unobtrusive count; maintain voluntary attendance
	1.4 Integrate faith and learning activities with service learning projects	<ul style="list-style-type: none"> • Student involvement in community service activities increases by at least 5% annually (___% for 2008-09) over a 5-year period (2007-2008 baseline year) • Tracking mechanism is developed Fall 2008 • Spiritual mentoring program continues to be implemented 	Academic Affairs	Unable to measure due to insufficient data	Important objective; need to identify a person responsible for encouraging and measuring community service (see also 1.1).
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"> • New GE curriculum completed and approved 2008-2009 <ul style="list-style-type: none"> ○ First draft of the general education (GE) curriculum completed ○ Faculty Development Plan completed ○ Revisions and second draft of GE curriculum completed ○ Approval process for the GE curriculum initiated 	Academic Affairs	Draft of GE curriculum completed	Submit GE curriculum draft to faculty for vote fall 2009; Faculty Development Plan, revisions/second draft, final approval targeted for June 30, 2010.

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Goal 2 (con't): Educational Excellence: Demonstrate academic excellence in teaching and learning	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 3.1% to reach a headcount enrollment goal of 2000 by Fall 2010 (FA06 Baseline: headcount 1771): <ul style="list-style-type: none"> 1883 headcount Fall 2008; average annual FTE of 1629 (Fall 1670; Spring 1588) 1941 headcount Fall 2009 2000 headcount Fall 2010 Enrollment targets for LEAP, AP4, and MAPS are developed by Enrollment Management by January 1, 2009 	Student Services	<ul style="list-style-type: none"> Highest enrollment (1865) in history but projected goal not reached. Financial Affairs tracks the following: Overall FTE increased from an average of 1635 in 2008 to 1658 in 2009 or 1.4%. Increase 2004 to 2009 was from 1580 to 1658 or 4.9% Enrollment targets for LEAP: 36, AP4: 20 (possibly 25), MAPS: 22 	<ul style="list-style-type: none"> Increase efforts to strengthen recruitment and retention. VP of Student Services to re-study outcome in light of current state of economy and campus readiness for larger enrollment. Budgeted FTE is set for 1626 for 2009-2010. However to maintain 5% increase goal would need to be set @1659 Targets for Fall 2009: LEAP-maintain at 36; AP4-25; MAPS-consider scholarship program to increase target
	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%) Term to term persistence rate of at-risk students increases by 15% per year, beginning Fall 2005. At risk students are defined as: 	Academic Affairs Financial Affairs Student Services	<ul style="list-style-type: none"> First graduation of 2004 cohort was in 2008; 4-year graduation rate was 22.2%; 2009 statistics to be reported in 2010 (comparing 2009 with 2008) Fall 2008 Persistence rates: 2005 Cohorts: a) 14%, b)77%, c)43% 	<ul style="list-style-type: none"> Continue initiative for comparison of current results with five-year graduation rate next year (data available by late summer 2009). Further study needed to determine: 1) What are we doing to improve retention and

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Goal 2 (con't): Educational Excellence: Demonstrate academic excellence in teaching and learning		a) academically challenged <2.0 GPA, b) high achievers >3.3 GPA, and c) males.		2006 Cohorts: a) 29%, b)79%, c)61% 2007 Cohorts: a) 56%, b)81%, c)61%	reach these goals? 2) Are the goals realistic? 3) How does student satisfaction impact retention?
	2.4 Increase enrollment	<ul style="list-style-type: none"> Incoming class (freshmen and transfer students) of 565 is realized Fall 2008 (6.2% increase annually over FA06 incoming class of 501) [Incoming class of 600 or more new students (freshmen and transfer) is attained by Fall 2009] 	Student Services	Goal achieved; Fall 2008 incoming class headcount was 579, a 15.6% increase over FA06.	Work toward achievement of 600 by FA2010
	2.5 Increase graduate school and/or employment rates	A 5% annual increase in the number of Spring 2009 graduates who obtain admittance to grad school and/or employment at the time of graduation is realized (approximately 50% reported acceptance to grad school or a job in their chosen profession on the 2006 Graduate Exit Information Questionnaire, 257 graduates participating).	Student Services Academic Affairs	The percent of students admitted to graduate school and/or employment is 54%, an increase of 4%	There is a need for an institutionally coordinated approach to job placement services
	2.6 Develop and implement at least one graduate program	First baseline data for graduate program assessment is collected Summer 2008	Academic Affairs	Assessment document pending; currently collecting assessment data	Will submit assessment document to SACS September 2009
	2.7 Develop an on-going distance learning curriculum	One academic program enriched with a distance learning component is developed and implemented by Fall 2008	Academic Affairs	Organizational Management program has distance learning component	Faculty are now focusing on developing distance learning general education courses; further study is needed to determine how to make the program more competitive.

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Goal 2 (con't): Educational Excellence: Demonstrate academic excellence in teaching and learning	2.8 Review Faculty Remuneration Plan funding	Implementation of the Faculty Remuneration Plan (FRP) is resumed in Fall 2008	Office of the President Academic Affairs Financial Affairs	A review of the Faculty Remuneration Plan was completed. Revised Plan was implemented on October 12, 2008. Plan is based on a four year implementation schedule	The FRP will be reviewed annually to adjust implementation schedule based on institutional priorities and budget. It will be reinstated as soon as the Budget contingency plan is accomplished; will consider continuing plan for 2010-2011.
	2.9 Relocate library computer lab	<ul style="list-style-type: none"> The library computer lab is relocated to the main floor (to current location of museum) and the museum is relocated to the lower level (to current location of computer lab) during 2008-09. 	Academic Affairs	No action taken this year; still in planning phase	First need to evaluate heating and cooling needs. Completion anticipated in 2010-2011.
	2.10 Open a day care center	<ul style="list-style-type: none"> A day care center is opened at the Family & Consumer Sciences Laboratory Center on Bethany Lane during 2008-09. 	Academic Affairs	No action taken	Deferred for further study on feasibility.
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	Bathrooms in Edwards Hall are renovated in preparation for single occupancy residence by Summer 2008	Student Services	No action taken; single occupancy no longer a part of the plan for Edwards Hall	Heating and cooling system scheduled to be replaced in the summer of 2009; plan to continue improving other aspects of the facilities.
	3.2 Develop a nurturing living environment in residence	<ul style="list-style-type: none"> A program for honors housing is developed by May 15, 2009 Unified criteria for acceptance into honors housing is completed by May 15, 2009 Single parent social support services (New Beginnings) are staffed and funded Fall 2008 	Student Services	<ul style="list-style-type: none"> Not achieved No report 	<ul style="list-style-type: none"> Program/criteria will be developed by Spring 2010. Continue for 2009-10.

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Goal 3 (con't): Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents		<ul style="list-style-type: none"> Issues related to televisions in freshman dorm rooms are resolved by Student Services Fall 2008 		<ul style="list-style-type: none"> Became a non-issue as a result of cable and internet access; now a matter of student choice. Some cable channels are blocked (MTV, BET), some added (HOPE, 3ABN) 	<ul style="list-style-type: none"> Review/revise policy as necessary.
	3.3 Ensure accessibility to campus-wide facilities for all students	Complete infrastructure for student access from Cooper Complex to BCBLC and Moseley	Financial Affairs	Sidewalk and road system from Cooper Complex to BCBLC and Moseley completed Summer 2008; also corrected railings around campus; automated doors installed in Peters Hall; Estimated less than 1% improvements	Complete scheduled ADA enhancements to meet required legal compliance, including: handicap bathrooms in Blake, Edwards, Library and Cooper; enhanced ramp at Blake Center. Review for ease of accessibility.
	3.4 Reduce student health risk behavior	<ul style="list-style-type: none"> Health Enrichment Survey is conducted Spring 2008 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 to <26%; vigorous exercise to >51.8% Violence: fighting in 12 months to <12%; carrying a gun to <3.5% Drug use and abuse: marijuana use to <7%; alcohol to <12%; cocaine use to <1.2% Sexual behavior: current sexual activity to <13.5% 	Student Services President's Office	<ul style="list-style-type: none"> Survey was not administered in 2008-2009 Health and Counseling Services provides consultation services to assist with reduction of student health risk behaviors 	<ul style="list-style-type: none"> Conduct Health Enrichment Survey in Fall 2009.

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Goal 3 (con't): Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents		<ul style="list-style-type: none"> ○ Depression and suicide ideation: suicide to <7.6%. 			
	3.5 Create a more culturally and ethnically diverse community	<ul style="list-style-type: none"> • At least 10,000 bilingual application packets are distributed for Fall 2008 • Recruitment teams visit at least 10 Hispanic churches and/or events during 2008-2009 • An international student club is developed Spring 2009 • At least one diversity training session for faculty and staff is conducted during 2008-2009 through a collaboration of Academic Affairs, Human Resources, and Student Services 	Student Services President's Office	<ul style="list-style-type: none"> • 10,000 bilingual packets were distributed. • Designated recruiter has currently visited 7 Hispanic events • Not achieved • Not achieved 	<ul style="list-style-type: none"> • Continue efforts to nurture and develop Hispanic market. 10 recruitment visits anticipated by end of summer. • Plan to host a town Hall meeting with International Students in the Fall of 2009. • Re-evaluate initiative; refer to Administration for the development of a comprehensive plan for a culturally and ethnically diverse community.
	3.6 Develop and implement an institutional wellness program for employees	<ul style="list-style-type: none"> • Survey reveals that all employees participating in the institutional wellness program have improved in one or more of the targeted areas, such as: cholesterol levels, weight, blood pressure, blood sugar, and/or regular exercise • Employees express at least 80% satisfaction with the overall wellness program 	Office of the Provost	<p>Survey was not done.</p> <p>Attendees at health screenings and seminars have expressed high levels of satisfaction.</p> <p>Unofficially, employees continue to express satisfaction with the overall operation of the program and its concept.</p>	Distribute survey at Colloquium 2009. Continue this initiative.
	3.7 Upgrade administrative office areas	<ul style="list-style-type: none"> • Accounting and Institutional Effectiveness are enclosed for greater security and renovated <ul style="list-style-type: none"> ○ Accounting by 9-30-08 	Office of the President Academic Affairs Financial Affairs	<ul style="list-style-type: none"> • Accounting met its target • IE is in progress; IE partnered with 	Renovations should be complete by June 30, 2009. Sprinkler system is currently being updated.

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Goal 3 (con't): Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents		<ul style="list-style-type: none"> ○ Institutional Effectiveness (IE) by 11-15-08 ● Blake Center administrative offices are renovated to be more pleasing to customers and employees <ul style="list-style-type: none"> ○ President's Office by 10-30-08 ○ Academic Affairs by 1-31-09 		Academic Affairs to maintain office functions during renovations of both areas. <ul style="list-style-type: none"> ● President's Office is nearly complete. 	Anticipated completion date is Aug 30, 2009.
	3.8 Upgrade dining facilities	<ul style="list-style-type: none"> ● A decision is made by October 31, 2008, to renovate existing facilities or construct new dining facilities ● Renovation/new construction commences by June 30, 2009 	Student Services Financial Affairs President's Council	<ul style="list-style-type: none"> ● Decision was made April 20, 2009, to renovate the current facilities. ● Renovation began May 11, 2009 	Projected renovation completion date is Aug 30, 2009.
	3.9 Upgrade Library facilities	<ul style="list-style-type: none"> ● Phase I: Air Conditioning system is upgraded by June 30, 2009 	Academic Affairs	Phase I not achieved; inadequate funding available to address all issues	Continue in 2009-10; Currently mapping HVAC ductwork and developing plans to replace units over a 3-5 year period.
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 per turn-around strategy are reached and maintained ● Adequate annual budget for healthcare insurance is provided 	Office of the President Financial Affairs	Working capital goals met for 07/08. Oakwood is currently on Target to achieve \$1,150,000 increase in working capital	Working capital goal for 2008-2009 set for \$1,783,346
	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	Phase V of the Long-term Action Strategy is implemented July 1, 2008	Financial Affairs	Phase V of the Long-Term Action Strategy was implemented for 2008-2009. Oakwood has met 9 of the 14 targets	Maintain achieved targets and work toward completion of the remaining five targets which include: FTE 2010-1691, Student A/R Collections Rate 97%, FTE Employees – 315, and <1% of departments in variance

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Goal 4 (con't): Operational Efficiency: Ensure efficient service and resource management	4.3 Increase working capital and savings	Working capital increases according to schedule to reach 20% of current operating expenses by 2010: <ul style="list-style-type: none"> \$1,150,000 in 2008-2009 	Financial Affairs	Working capital goals met for 2007-08. Oakwood is currently on target to achieve \$1,150,000 increase in working capital for 2008-09	Working capital goal for 2008-2009 set for \$1,783,346
	4.4 Review and restructure employee benefit plan	Benefit rate cap is set at 48% in the 2008-2009 budget	Financial Affairs	Benefits rate was reviewed and cap was set at 50%	Maintain benefits rate at 50% or below
	4.5 Develop a plan to reduce energy costs	Energy costs reduced at least 5% by June 30, 2009 (After adjustment for rate increases)	Financial Affairs	While energy management systems were installed (all are not operable), rising energy costs, new buildings, and usage patterns based on weather have resulted in a estimated 30% net increase in utility cost	Continue implementing the energy management systems across campus to help mitigate the rising cost of utilities
	4.6 Achieve a higher rate of return on endowment and investments	Rate of return outperforms selected market indices by 2% by June 30, 2009	Financial Affairs	Ending rate of return is estimated for fiscal 2009 is projected to be a negative amount based on the current state of the national economy	New target will be set and based on outperforming selected market indices by 2%
	4.7 Increase rate of collections in Accounts Receivable	Collections rate of 97% is maintained through June 30, 2009	Financial Affairs	Rate of Collections for Fall 2008 was approximately 95%. Rate is estimated between 95% and 97% for fiscal 2008/2009 (96% as of April 30, 2009)	Review collections policies to determine if entrance fee needs to be increased from 70% to 75% based on final 2008-2009 numbers
	4.8 Improve maintenance of campus facilities and grounds	<ul style="list-style-type: none"> Plan for general maintenance and plumbing is completed by April 2009; whether to outsource custodial is determined by April 2009 	Financial Affairs	<ul style="list-style-type: none"> Comprehensive Maintenance Plan should be completed by May 31, 2009. 	<ul style="list-style-type: none"> Begin Implementation of Maintenance Plan Fall 2009

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Goal 4 (con't): Operational Efficiency: Ensure efficient service and resource management		<ul style="list-style-type: none"> Annual satisfaction survey is conducted and results are used to establish baselines for future targets 		<ul style="list-style-type: none"> Annual Survey will be developed by June 30, 2009 	<ul style="list-style-type: none"> Conduct survey during Colloquium 2009
	4.9 Restructure Accounts Payable (A/P) system	<ul style="list-style-type: none"> Plan to restructure A/P System is completed by December 2007 A/P clerk and Accounting employees attend 1-2 professional A/P training seminars during 2008-2009 	Financial Affairs	<ul style="list-style-type: none"> Completed Bill Payment Philosophy Statement and Plan. Plan is currently be implemented Payroll and Accounts Payable will complete one professional training by June 30, 2009; Chief Accountant has completed NADCUBO seminar. All Staff completing software update training 	<ul style="list-style-type: none"> Continue to implement Bill Payment Philosophy Continue annual training of the Accounting Staff
	4.10 Ensure compliance with Risk Management guidelines	Fire alarm installation is completed in Moran Hall, Green Hall, and Peters Hall by June 2009	Financial Affairs	Fire Alarms installed in 3 Cooper Buildings and Blake Center.	Moran, Peters, and Green to be completed during Summer 2009; begin installation of fire alarms in Ford, Anna Knight, and Burrell
	4.11 Strengthen the quality of customer relations/customer service	<ul style="list-style-type: none"> A comprehensive quality assurance plan, with definitive qualitative goals from each division, is implemented December 2008 At least one seminar/workshop in customer relations is provided annually 100% of employees are evaluated every year 	Office of the Provost Office of the President	<ul style="list-style-type: none"> Comprehensive quality assurance program in process Two seminars provided 2008-09 100% of employees evaluated 	<ul style="list-style-type: none"> Pull together various segments of program already operational Continue to provide seminars, varying themes according to assessed needs Achieved

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Goal 4 (con't): Operational Efficiency: Ensure efficient service and resource management		<ul style="list-style-type: none"> Comprehensive, institution-wide customer satisfaction surveys are developed during 2008-2009 Customer satisfaction surveys (seniors, parents, freshmen) demonstrate annual improvement in customer service (beginning 2009-2010) 		<ul style="list-style-type: none"> Not yet attained Customer satisfaction survey development in process 	<ul style="list-style-type: none"> Accelerate completion Once completed, surveys will be made available to various OU patrons
	4.12 Achieve a higher standard of accountability	Criteria for institutional accountability are implemented by September 2008	Office of the President	Accomplished—the President is using the PC to accomplish the accountability purpose.	VPs give strategic plan updates to be informed of division progress.
	4.13 Relocate Physical Plant	<ul style="list-style-type: none"> Complete design by December 31, 2008 Begin construction of pre-fab building by February 2009 to house Grounds, Custodial Services, and Maintenance 	Financial Affairs	<ul style="list-style-type: none"> Not met; funds redirected to cafeteria renovations 	Reassess.
Goal 5: Resource Development: Provide sufficient financial resources to support all aspects of the institution	5.1 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"> Program plan with goals, objectives, timelines, and budget, is completed, approved, and implemented during 2008-2009 <p>(Baseline \$2.54M 2006-07)</p>	Advancement and Development	In Progress. Development and Administration have met to consider major elements of plan. Staffing arrangements have been established.	Objective continues 2009-2010. Estimated completion Fall 2009.
	5.2 Explore new income sources for the University	<ul style="list-style-type: none"> A land development program is established by June 30, 2009 	Office of the President Advancement and Development	<ul style="list-style-type: none"> In Progress. Administration has formed a Land Development committee comprised of faculty and staff from a cross section of the campus. 	<p>Develop an outline of plan to be completed by end of the year.</p> <p>Continue objective FY 09-10. Land Development Committee scheduled to meet midsummer to begin</p>

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Goal 5 (con't): Resource Development: Provide sufficient financial resources to support all aspects of the institution		<ul style="list-style-type: none"> Consultant reports are reviewed for potential implementation 		<ul style="list-style-type: none"> Not Completed. 	process of developing program proposal. Continue objective FY 09-10. Consultant reports will come after Land Development meets.
	5.3 Develop a strategic plan for the capital campaign	<ul style="list-style-type: none"> Plan has been completed, approved and implemented including <ul style="list-style-type: none"> Health and Wellness Center: <ul style="list-style-type: none"> architectural design by 7-1-08 site preparation (waterways, bridge, and landscape berm) by 10-31-08 Communication Building: building programming and architectural design by April 2009 Scholarship and maintenance endowments are developed in conjunction with fund-raising initiatives 	Advancement and Development Office of the President Student Services Financial Affairs	<ul style="list-style-type: none"> In Progress. Administration has decided to postpone Capital Campaign until next Quinquennium, but will continue to seek major donors for capital needs as identified. In Progress. Running for Students campaign re-named as a Scholarship Endowment. No progress was made on establishment of a maintenance endowment. 	<ul style="list-style-type: none"> Objective continues FY 09-10. A & D staff collaborate with the President to continue to develop prospects and proposals for major gifts, and endowments. Objective continues FY 09-10 for Scholarship Endowment only. Maintenance endowment modified to be developed in conjunction with capital building projects implemented.
	5.4 Develop, implement, monitor and continuously improve systems, reporting mechanisms and data infrastructure to	<ul style="list-style-type: none"> Endowment reports are distributed annually to constituents and 100% acknowledgements are provided according to industry practices 	Advancement and Development	<ul style="list-style-type: none"> Completed. Hiring of full time database Coordinator has enabled distribution of year-end statements to scholarship endowment holders 	<ul style="list-style-type: none"> Objective maintained FY 09-10 with modification to show statements distributed yearly instead of semi-annually.

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Goal 5 (con't): Resource Development: Provide sufficient financial resources to support all aspects of the institution	support stewardship and stakeholder relations	<ul style="list-style-type: none"> Continuous training is provided for the Development team with improvement measured by customer satisfaction surveys 		and provided acknowledgements to all donors in a timely manner. <ul style="list-style-type: none"> In Progress. Development staff has undergone several training sessions on utilization and implementation of new database software, however annual survey has not been conducted. 	<ul style="list-style-type: none"> Training for Database Coordinator and Development staff will continue FY 09-10, and re-scheduled survey for distribution and analysis in Fall 09-10.
	5.5 Improve efficiency and profitability of Oakwood's economic development initiatives	<ul style="list-style-type: none"> 10% annual increase in revenue growth for Oakwood Memorial Gardens 	Advancement and Development	Completed. Oakwood Memorial Gardens exceeded the growth projection by producing a 68% increase in gross revenue over 2008.	OMG will be advertised more aggressively to maintain 10% sales increase. OU Industries objective to be removed from Strategic Plan.
Goal 6: Institutional Relations: Enhance the reputation and relationships of the institution	6.1 Develop an integrated multiyear marketing plan	<ul style="list-style-type: none"> Implementation of Oakwood's brand framework continues (internally and externally) in 2008-2009 Phase II of state of the art marketing collaterals developed during 2008-2009 	Advancement and Development and President's Office	<ul style="list-style-type: none"> Development of Oakwood's brand framework in progress. Still compiling logo samples as well as branding standards. Phase II of marketing collaterals not completed. This objective dependent on new logo and branding standards 	<ul style="list-style-type: none"> Objective continues FY 09-10 with cooperative efforts between A & D and President's Office. <p>Recommendation: new committee and/or firm deadline</p> <ul style="list-style-type: none"> Objective postponed until decision reached regarding logo and branding specs.

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Goal 6 (con't): Institutional Relations: Enhance the reputation and relationships of the institution		<ul style="list-style-type: none"> Marketable logo developed by PR by December 31, 2008 Style Handbook is completed, approved, and implemented by June 30, 2009 		<p>above.</p> <ul style="list-style-type: none"> Marketable logo not completed. This objective dependent on new logo and branding standards above. Style Handbook not completed. This objective dependent on new logo and branding standards above. 	<ul style="list-style-type: none"> Objective postponed until decision reached regarding logo and branding specs. Objective postponed until decision reached regarding logo and branding specs.
	6.2 Facilitate the name change from college to university in tandem with the transition to graduate programs	Follow-up name change activities continue	Advancement and Development	<p>Letter/Decal information changed on Public Safety Vehicles. Marquee updated. Copy Center secured letterhead, business cards, and envelopes with Oakwood University for all departments (paid for by President). Legal certification of new University seal and name completed as well as all major items completed.</p>	Objective complete. Some minor name change items will continue (IE. re-lettering and decal change on bus and shuttles, awnings, school song, interstate signage, etc)
Goal 7: Technology Leadership: Maintain a technologically progressive campus	7.1 Maintain 99.999% reliability for IT Data Services	<ul style="list-style-type: none"> Semi-annual reports of reliability are submitted to administration in June and December Network security systems upgraded by 2008-2009 	Information Technology	<ul style="list-style-type: none"> No report to administration in December Network security systems upgrade completed 	<ul style="list-style-type: none"> June report will cover 12 months Maintain

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Goal 7 (con't): Technology Leadership: Maintain a technologically progressive campus		<ul style="list-style-type: none"> Phase I of CARS operating system upgrade to EX is completed by June 30, 2009 		<ul style="list-style-type: none"> CAR EX upgrade was launched late in this fiscal year. Completion date postponed to June 30, 2010. 	<ul style="list-style-type: none"> Continue with CAR EX upgrade in 2009-2010.
	7.2 Expand and integrate Data, Video, Telephone applications into the Fiber Optics Network infrastructure	<ul style="list-style-type: none"> Fiber optics based telephone system fully implemented and switches upgraded to support VOIP CATV network is expanded to include OUI; Wade Hall-December 2008; Carter Hall-May 2009; and Edwards Hall in 2009-10 	Information Technology	<ul style="list-style-type: none"> The campus Telephone PBX system is fully upgraded to support VOIP. CATV signal delivered to all academic buildings and residential halls, including OUI (4920), with the exception of Edwards Hall. 	<ul style="list-style-type: none"> Continue to install VOIP phones in areas where traditional phones cannot be used. Continue to provide CATV programming campus-wide. Edwards Hall by June 2010.
	7.3 Establish wireless communication on campus	Wireless access points are implemented in at least 10 buildings by June 30, 2009	Information Technology	125 wireless access points were installed in 30 buildings campus-wide.	Install additional wireless access points in Wade and Carter Halls. Complete by September 30, 2009.
	7.4 Collaborate with Academic Affairs to facilitate web based instruction	<ul style="list-style-type: none"> Technology for distance education support is available 2008-2009 Expand the Campus Internet bandwidth from 20mb to 30mb to support instruction for the new distance education and D2L online learning programs. (requires additional \$30,000 annually) 	Information Technology Academic Affairs	<ul style="list-style-type: none"> Technology support has been provided for the current distance education requirements. Campus Internet bandwidth expanded to 30mb. 	<ul style="list-style-type: none"> Continue to engage with Academic Affairs to ensure that distance education technology meets requirements. Continue to evaluate the Internet bandwidth performance.
	7.5 Establish an on-going computer replacement plan	<p>Plan is implemented in each division contingent on their computer purchase budget</p> <ul style="list-style-type: none"> Academic areas are regulated by Academic Affairs Non-academic areas are regulated by Information Technology 	Information Technology Academic Affairs	Computer replacements have been implemented by Academic Affairs for academic computers and Information Technology for all non-academic computers.	Completed; system established; continue to implement computer replacement plan.

Goals	Initiatives	Outcomes	Responsibility	Assessment Results	Use of Results
Goal 7 (con't): Technology Leadership: Maintain a technologically progressive campus	7.6 Implement campus-wide computerized timekeeping system	<ul style="list-style-type: none"> All timekeepers are trained on the system by Payroll during Fall Semester 2008 Timekeeping system is evaluated by June 30, 2009 	Information Technology Financial Affairs	<ul style="list-style-type: none"> Evaluation is complete; Timekeeping system is operational. Training is ongoing, however full integration into the CARS systems is still in progress 	<ul style="list-style-type: none"> Continue to use the electronic time system to keep track of all personnel time; Achieve full integration with CARS system by January 1, 2010
	7.7 Update website with enhancements/ revisions on a regular schedule	<ul style="list-style-type: none"> Departmental sites are reviewed and/or updated at least quarterly Calendar of important events (homepage) is updated monthly 	Information Technology	<ul style="list-style-type: none"> Department websites and calendar of important events have been regularly updated (not necessarily quarterly, but within 24 hours of submission) on OU website. 	<ul style="list-style-type: none"> Continue to communicate with departments and Public Relations to provide current information for the OU website.