

OAKWOOD UNIVERSITY
Institutional Action Plan for 2009-10

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
Goal 1: Spiritual Vitality: Promote a Christ-centered, Seventh-day Adventist worldview	1.1 Enrich spiritual life	<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 	Student Services
	1.2 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 	Office of the Provost
	1.3 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 (15% in 2008-09) over a 5-year period • Spiritual mentoring program continues to be implemented 	Academic Affairs
Goal 2: Educational Excellence: Demonstrate academic excellence in teaching and learning	2.1 Complete and implement a revised general education curriculum	<ul style="list-style-type: none"> • New General Education curriculum approved 2009-2010 <ul style="list-style-type: none"> ○ Faculty Development Plan completed ○ Revisions and second draft of GE curriculum completed ○ Approval process for the GE curriculum completed 	Academic Affairs
	2.2 Enhance the recruitment and retention programs	<ul style="list-style-type: none"> • The college attains an average annual enrollment increase of at least 3.1% to reach a headcount enrollment goal of 2000 by Fall 2010 (FA06 Baseline: headcount 1771): <ul style="list-style-type: none"> ○ 1941 headcount Fall 2009 <ul style="list-style-type: none"> ○ Undergraduate: 1836 (Budgeted FTE: 1626) ○ Graduate: 35 (Budgeted FTE: 22) ○ LEAP: 50 (Budgeted FTE: 36) ○ AP4: 25 (Budgeted FTE: 20) ○ 2000 headcount Fall 2010 	Student Enrollment Services

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Goal 2 (con't): Educational Excellence: Demonstrate academic excellence in teaching and learning	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: a) academically challenged <2.0 GPA, b) high achievers >3.3 GPA, and c) males. Gap scores between importance and satisfaction on the Student Satisfaction Inventory are decreased a minimum of 1.0 since the last administration. 	Academic Affairs Financial Affairs Student Enrollment Services
	2.4 Increase enrollment	<ul style="list-style-type: none"> Incoming class of 600 or more new students (freshmen and transfer) is attained by Fall 2009 	Student Enrollment Services
	2.5 Increase graduate school and/or employment rates	<ul style="list-style-type: none"> A 5% annual increase in the number of graduates who obtain admittance to grad school and/or employment at the time of graduation is realized (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
	2.6 Develop and implement at least one graduate program	<ul style="list-style-type: none"> First comprehensive assessment of the MAPS program is conducted during 2009-2010 	Academic Affairs
	2.7 Develop an on-going distance learning curriculum	<ul style="list-style-type: none"> General Education distance learning courses are developed during 2009-10. 	Academic Affairs
	2.8 Review Faculty Remuneration Plan funding	<ul style="list-style-type: none"> Year 2 of the 4-Year Faculty Remuneration Plan (FRP) is not funded in 2009-2010 (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 FRP in 2010-2011) 	Office of the President Academic Affairs Financial Affairs
	2.9 Relocate library computer lab	<ul style="list-style-type: none"> Phase 1: evaluate heating and cooling needs. 	Academic Affairs

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Goal 3: Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents	3.1 Upgrade student housing facilities through renovation and addition of new housing	<ul style="list-style-type: none"> • Heating and cooling system in Edwards Hall is replaced in the summer of 2009 	Student Services
	3.2 Develop a nurturing living environment in residence	<ul style="list-style-type: none"> • A program for honors housing is developed by Spring, 2010 • Unified criteria for acceptance into honors housing is completed by Spring, 2010 • Single parent social support services (New Beginnings) are staffed and funded Fall 2009 • Policies related to televisions in freshman dorm rooms are reviewed and revised by Student Services Fall 2009 	Student Services
	3.3 Ensure accessibility to campus-wide facilities for all students	<ul style="list-style-type: none"> • Complete infrastructure for student access from Cooper Complex to and McKee B&T 	Financial Affairs
	3.4 Reduce student health risk behavior	<ul style="list-style-type: none"> • Health Enrichment Survey is conducted Spring 2010 • 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 <25%; vigorous exercise to >53.8% ○ Violence: fighting in 12 months to <10%; carrying a gun to <2% ○ Drug use and abuse: marijuana use to <5%; alcohol to <8%; cocaine use to <1% ○ Sexual behavior: current sexual activity to <10% ○ Depression and suicide ideation: suicide to <7%. 	Student Services President's Office
	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 2009 • Recruitment teams visit at least 10 Hispanic churches and/or events during 2009-2010 • The international student club is functioning 2009-2010 <ul style="list-style-type: none"> ○ Club effectiveness is assessed Spring 2010 • A town Hall meeting with International Students is hosted in the Fall of 2009. 	Student Enrollment Services Student Services

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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"> A comprehensive plan for a culturally and ethnically diverse community is developed during 2009-2010 	President's Office Student Enrollment Services
	3.6 Develop and implement an institutional wellness program for employees	A satisfaction survey for the wellness program is conducted during colloquium 2009: <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
	3.7 Upgrade dining facilities	<ul style="list-style-type: none"> Renovation is completed by Aug 30, 2009. 	Student Services Financial Affairs President's Council
	3.8 Upgrade Library facilities	<ul style="list-style-type: none"> Phase II library renovations are completed by Fall 2009: <ul style="list-style-type: none"> HVAC ductwork is mapped Plans are developed to replace HVAC units over a 3-5 year period. 	Academic Affairs
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; working capital goal for 2008-2009 set for \$1,783,346 Adequate annual budget for healthcare insurance is provided <ul style="list-style-type: none"> Contingency fund is established to manage years with upswing in costs 	Office of the President Financial Affairs
	4.2 Implement 5-year phase-in plan to reset the budget: to accommodate fluctuations in enrollment, reduction in tuition increases, and rising medical costs; to reduce dependence on donations/subsidies	<ul style="list-style-type: none"> Targets of the Long-term Action Strategy are monitored and adjusted in the following areas: <ul style="list-style-type: none"> Unrestricted giving Number of employees (315) Health-care costs Collection on student accounts receivables (97%) Cash margin 	Financial Affairs

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Goal 4 (con't): Operational Efficiency: Ensure efficient service and resource management	4.3 Increase working capital and savings	<ul style="list-style-type: none"> Working capital increases according to schedule to reach 20% of current operating expenses by 2010: <ul style="list-style-type: none"> \$1,783,346 in 2009-2010 	Financial Affairs
	4.4 Review and restructure employee benefit plan	<ul style="list-style-type: none"> Benefit rate cap is set at 48% in the 2009-2010 budget 	Financial Affairs
	4.5 Develop a plan to reduce energy costs	<ul style="list-style-type: none"> Energy costs are maintained at the 2008- 2009 level (After adjustment for rate increases) 	Financial Affairs
	4.6 Achieve a higher rate of return on endowment and investments	<ul style="list-style-type: none"> Rate of return outperforms selected market indices by 2% by June 30, 2010 	Financial Affairs
	4.7 Increase rate of collections in Accounts Receivable	<ul style="list-style-type: none"> Collections rate of 97% is maintained through June 30, 2010 	Financial Affairs
	4.8 Improve maintenance of campus facilities and grounds	<ul style="list-style-type: none"> Plan for general maintenance is developed by July 30, 2009; Annual satisfaction survey is conducted during Colloquium 2009 and results are used to establish baselines for future targets 	Financial Affairs
	4.9 Ensure compliance with Risk Management guidelines	<ul style="list-style-type: none"> Fire alarms are installed in Moran Hall, Green Hall, and Peters Hall by June 2010 Installation of fire alarms in Ford, Anna Knight, and Burrell Halls is begun during 2009-10 	Financial Affairs
	4.10 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 Comprehensive, institution-wide customer satisfaction surveys are implemented during 2009-2010 Customer satisfaction surveys (seniors, parents, freshmen) demonstrate annual improvement in customer service beginning 2010-2011 	Office of the Provost Office of the President

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<p>Goal 4 (con't): Operational Efficiency: Ensure efficient service and resource management</p>		<ul style="list-style-type: none"> • Communication with students is improved in the following areas: <ul style="list-style-type: none"> ○ Accessing information about individual student accounts ○ Maintaining current accounts ○ Loan processing • Training is provided for student accounts personnel and student helpers on courtesy and telephone etiquette 	Student Enrollment Services
	4.11 Achieve a higher standard of accountability	<ul style="list-style-type: none"> • Criteria for institutional accountability continue to be implemented in 2009-2010 • Vice Presidents give midyear (early March) strategic plan updates of division/division departments' operating plan progress to the Institutional Effectiveness Committee 	Office of the President
	4.12 Create a new division for Student Enrollment Services (SES) that serves students from application to graduation	<ul style="list-style-type: none"> • An executive director is appointed July 1, 2009, to oversee the development of a Master Plan for Student Enrollment Services • A plan is completed by September 30, 2009, for combining student enrollment support functions (The Center for Academic Success, Enrollment Management, Financial Aid, and Student Accounts) into a single unit under an executive director <ul style="list-style-type: none"> ○ The plan for the new unit is implemented on a trial basis October 2009 ○ The first evaluation of the plan and its implementation is completed by June 30, 2010 • A Student Enrollment Services Committee including the Vice Presidents for Academic Affairs, Financial Affairs, and Student Services is established by July 1, 2009, to assist in the development of the new unit • A revised enrollment application is completed by October 1, 2009, to capture all the information a student will need to complete the registration process • An enhanced on-line processing system is implemented by June 30, 2010, to ensure ease of use for students • A plan is completed by October 30, 2009, to move student enrollment support functions into one building 	Office of the President Student Enrollment Services Academic Affairs Financial Affairs Student Services

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<p>Goal 5: Resource Development: Provide sufficient financial resources to support all aspects of the institution</p>	<p>5.1 Implement recommendations of the integrated Development Plan for the University's Annual Fund and Oakwood to Oakwood.</p>	<ul style="list-style-type: none"> • Integrated Development Plan is completed Fall 2009 • Student scholarships are increased by 10% as a result of the Annual fund by 2010. • Oakwood to Oakwood has reached the 75% level of participation by 2010. 	<p>Office of the President Advancement and Development</p>
	<p>5.2 Continue to seek major donors for capital needs as identified.</p>	<ul style="list-style-type: none"> • A & D staff collaborates with the President to continue to develop prospects and proposals for major gifts and endowments. 	<p>Office of the President Advancement and Development</p>
	<p>5.3 Develop, implement, monitor and continuously improve systems, reporting mechanisms and data infrastructure to support stewardship and stakeholder relations</p>	<ul style="list-style-type: none"> • Endowment reports are distributed annually to constituents and 100% acknowledgements are provided according to industry practices • Continuous training is provided for the Development team with improvement measured by customer satisfaction surveys conducted in Fall 2009-10 	<p>Advancement and Development</p>
	<p>5.4 Monitor land/property development options to maximize utilization and investment opportunities</p>	<p>Property Assessment Committee (PAC) monitors property development through two subcommittees:</p> <ul style="list-style-type: none"> • Land Development Subcommittee: develops opportunities to maximize investment opportunities through land usage <ul style="list-style-type: none"> ○ Land Development Plan completed by October 2009 ○ Land Development Plan implementation begins 2009-10 and generates: <ul style="list-style-type: none"> ▪ New income streams ▪ Beautification projects ▪ Improved parking areas, roads, and walkways ▪ Better utilization of under-utilized areas of campus • Facilities Assessment Subcommittee: develops a plan to utilize all unused facilities on campus including: OUI (4920), Cunningham Hall, Peterson Hall, and the old radio station <ul style="list-style-type: none"> ○ Facilities Usage Plan completed by October 2009 ○ Facilities Usage Plan implementation begins 2009-10 	<p>Advancement and Development Financial Affairs Office of the President</p>

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Goal 5 (con't): Resource Development: Provide sufficient financial resources to support all aspects of the institution	5.5 Expand the Oakwood Memorial Gardens grounds services.	<ul style="list-style-type: none"> Re-formation of "garden" layout increases plot purchases by 10% by 2010. Marketing efforts increase public knowledge and information about Oakwood Memorial Gardens by 2010. 	Advancement and Development
Goal 6: Institutional Relations: Enhance the reputation and relationships of the institution	6.1 Implement an approved Marketing and Public Relations plan.	<ul style="list-style-type: none"> Logo, stylebook and branding specifications are developed by December, 2009. Logo and related documents are reviewed and refined by April 2010 and ready for Board approval. The new Oakwood University logo improves overall image of the University's printed materials and web presence by June 2010. The number and quality of the University printed materials increases by 10% by June 2010. 	Advancement and Development
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 <ul style="list-style-type: none"> Up-time/down-time of network servers is monitored/tracked Phase II of CARS operating system upgrade to EX is completed by December 31, 2010 Back-up electrical systems installed to support vital network equipment by 2009-2010 <ul style="list-style-type: none"> Phase I: air conditioning in Blake Center data-rooms Phase II: air conditioning in Library data-rooms Phase III: air conditioning in McKee data-rooms 	Information Technology
	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 VOIP implemented in administrative offices on a trial basis CATV network is expanded to include Edwards Hall in 2009-10 	Information Technology
	7.3 Establish wireless communication on campus	<ul style="list-style-type: none"> Wireless access points are implemented in at least 10 additional buildings by June 30, 2010 	Information Technology
	7.4 Collaborate with Academic Affairs to facilitate web based instruction	<ul style="list-style-type: none"> Campus Internet bandwidth is monitored and annually assessed for adequacy to support instruction in distance education and D2L online learning programs. 	Information Technology

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Goal 7 (con't): Technology Leadership: Maintain a technologically progressive campus	7.5 Establish an on-going computer replacement plan	<ul style="list-style-type: none"> IT regulates computer replacement plan implementation in each division, with the exception of Academic Affairs, contingent on the computer purchase budget 	Information Technology Academic Affairs
	7.6 Implement campus-wide computerized timekeeping system	<ul style="list-style-type: none"> Timekeeping system is fully integrated with CARS system by January 1, 2010 	Information Technology Financial Affairs
	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