Oakwood University Strategic Planning Committee

STRATEGIC PLANNING SUMMIT
June 10, 2009
Colonial Bank Boardroom
Huntsville, Alabama

The Oakwood University Strategic Planning Committee met June 10 for a full-day planning summit to begin drafting the 2010-2015 Strategic Plan. Since some committee members could not be present because of vacations and other previous commitments, several other persons were invited to attend in order to maintain adequate representation of the various constituent groups. In all, 32 people participated in the summit, including all six chief administrators, 4 faculty members, 18 staff members representing all divisions, 2 students, and 2 community members.

The committee used as resources: the 2008-2009 Institutional Effectiveness Report, which provided a progress report on the current strategic plan; the Environmental Scan completed by the consulting firm Bermultinational, including several recommendations for the strategic planning process; examples from other institutions; and other strategic planning guidelines.

During the creative phase of the summit, the committee was divided into smaller groups of 4 or 5 people. Each group was responsible for developing 1-2 initiatives supporting one of the university's seven goals, in general, related to their job assignment or area of interest. Tables 1-7 show the results of the work of these groups. This is a preliminary step in the strategic planning process and will be followed with further review by the committee and other interested parties.

Table 1: Spiritual Vitality

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

Patricia Stewart Daniel, Facilitator

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)

1.1 Recommend an addition to the GE Curriculum that emphasizes service
 	
Category: Need
	• Add an Intro to Service class to the General Education requirements.
	  o Teach how to serve at work, school and the world.
	  o Include a service learning project. Students can organize drives for food/clothes or organize a variety of ministries.
	  o Learn how to start a 501-C-3.
	
	• Place visual aids on campus that remind students of service (Christian art).
		• Students will be participating in ministry, and will be equipped with skills for service when they leave Oakwood.	• Year 1 (We would like to see this change take place immediately since the GE requirements are currently under review.)

1.2 Campus-wide Bible study Category: Need & Excelling	• During one Chapel per month, students will participate in small group Bible studies. The Bible studies would take place in various locations on campus. Attendance would be taken because it is a part of the Chapel service. o Establish a committee of faculty, staff and student leaders to facilitate groups of 15-20	• More active participation in the Chapel worship services.	• Implemented within 3 years

Table 2: Educational Excellence

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

John Anderson, Facilitator

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)
2.1 Establish partnerships in the areas of: • Instruction • Fund Raising • Retention/Advising System • Community Relationships Category: Need	• Workshops on collaborations • Develop interdisciplinary courses • Develop policies for interdisciplinary instruction • Identify resources to write grants for Academic needs • Develop guidelines for Academic department fundraising activities • Create appropriate infrastructure for University-wide retention/advising system • Develop plans for personalizing advising (including mentorship) • Strengthen internship experiences for students • Strengthen/expand service opportunities and relationships	• Total enrollment increase of _____ • Total increase in graduation rate	
2.2 Expand Academic Programs • Undergraduate • Graduate • Distance Learning Category: Excelling	• Strengthen the Academic program review process • Develop specific criteria for identifying programs to phase out • Develop specific criteria for creating new programs • Develop benchmarks for program's success	• An increase of _____ new programs • An enrollment increase of _____ students	

Table 3: Nurturing Environment

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

Patricia Stewart Daniel, Facilitator

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)
3.1 Outreach participation Category: Excelling	• Encourage student participation in outreach projects through residence halls and departments. • Residence halls and departments should create service groups to organize community service projects.	• Each student participates in 3 or more outreach projects per year • Student missionary participation increases by 50% (10% increments per year through 2015)	• Years 1-5
3.2 Lecture series Category: Excelling	• Develop a lecture series with notable speakers that addresses political, social and cultural subjects currently being discussed (spawned from success of Dr. Michael Dyson's visit)	• 50 – 60% student attendance at lecture series programs starting 2010 and increasing each year	• Years 1-5

Table 4: Operational Efficiency

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

Sabrina Cotton, Facilitator

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)
4.1 Monitor and evaluate the Master Plan for Enrollment Services Category: Need & Excelling	• Annually review and evaluate effective functioning of the plan during first three years of implementation • Develop a system of cross-training between student enrollment support services • 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	• 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 • The gap between importance and satisfaction on the Student Satisfaction inventory for items related to Enrollment Services decreases at least 1.0 point (an average of 0.2 points/year)	Years 1and 2 Year 1 Year 2 Year 5

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)
4.2 Develop a Quality Assessment Plan for Energy and Facilities Management	• Implement the comprehensive plan for energy assessment and management that addresses: lighting, painting, doors, windows and HVAC	• A comprehensive plan for energy assessment and management is implemented throughout 2010-2015 and evaluated annually	Years 1-5
	• Develop a Master Landscaping Plan to include: watering, gardening, zoning, greening, hardscapes, outdoor living areas, erosion control and dirt/soil analysis	• A Master Landscaping Plan is developed by October, 2010	Year 1
	• Design a Learn, Live, Labor Custodian Plan to achieve a desired standard of cleanliness for areas where patrons and employees Learn, Live and Labor	• A Learn, Live, Labor Custodian Plan is completed by July, 2010	Year 1
	• Implement/evaluate the Master Maintenance Plan	• The Master Maintenance Plan is implemented throughout 2010-2015 and evaluated annually	Years 1-5

Table 5: Resource Development

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

Tim McDonald, Facilitator

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)
5.1 Review, refine and implement an integrated Development Plan	•Update existing policies and procedures regarding fundraising, stewarding, reporting and processing of gifts using best practices as standards	• Updated and approved Policy Manual available in hard copy and on-line	2011
	•Establish a Task Force to clarify roles, eliminate tension and enhance collaboration between the University and Oakwood Alumni Association	• Survey results show improved institution/alumni relations	2012
	•Evaluate and determine if conditions are appropriate for Capital Campaign	• Implement as per results of evaluation	2011

	•Implement identification of major prospects and solicitation tasks for major gifts for:
	  – Health and Wellness Center
	  – Communications Complex
		• Sufficient gifts are on hand for construction start-up	2015

5.2 Implement a comprehensive plan for land development	• Development of an office complex • Development of a campus based industry (i.e. solar farm, business incubator) • Investigate construction/renovation of a hotel franchise • Construction of golf course • Hire a staff person to serve as industry lead person to build relationships with organizations (i.e. NASA, Redstone Arsenal)	• Completion of income generating, state of the art, environmentally friendly building representing Oakwood's core values and providing services to the community • Staff person is hired and generating prospects for future contracts and development projects	2015

Table 6: Institutional Relations

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

Michele Solomon, Facilitator

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)
6.1 Strengthen the link between Oakwood's education programs and Huntsville economic development programs and workforce training needs Category: Need & Maintenance	• Appoint a staff person to chair a committee that would oversee building and strengthening industry relationships among community organizations	• Stronger public relations between Oakwood University and the community • More revenue is generated • Internships and job opportunities increase by at least 35%	• 2010–2015 (5-year plan)
6.2 Strengthen the relationship of the University with its alumni Category: Need & Maintenance	• Create an alumni regeneration council (ARC) with the purpose of major fundraising from newly established Alumni Chapters. • Establish a system of accountability that incorporates incentives and awards for faculty and staff who exemplify good customer service • Increase customer service training that focuses on being proactive rather that reactive and incorporates the key elements of responsibility • Establish quarterly alumni newsletter • Facilitate greater input from alumni in the development of an alumni section on the OU website	• On-line and written surveys between Alumni Weekend and Commencement • A pull-out survey in the centerfold of the Alumni Weekend issue of Oakwood University Magazine (collected during Alumni Weekend and Commencement Activities)	ARC in 2010

Table 7: Technology Leadership

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

Mervyn Warren, Facilitator

Initiative	Strategies	Outcomes/Assessment	Timeline (Year 1 – 5)
7.1 Improve internal campus-wide communication systems Category: Need	Explore and utilize available technology for internal communication such as: • Blogging • Twittering • Podcasting	• Better and more quickly informed campus as measured by analyzing data from these sites	
7.2 Provide staff training in use of technology Category: Need	Link training and improved capabilities to personnel evaluation	• Improvement in job performance as acknowledged by staff supervisor on personnel evaluation	