### Table 1: Spiritual Vitality

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

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<tr>
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<th>Responsibility</th>
</tr>
</thead>
</table>
| 1.1 Strengthen emphasis on outreach and service | • Integrate faith and learning activities with service learning projects (instructional).  
• Develop an Introduction to Service class as a General Education requirement:  
  o Model 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, short-term mission trips, disaster relief  
  o Learn how to start a 501-C-3.  
• Organize community service projects as part of residential life.  
• Encourage, recognize, and reward service activities of faculty and staff.  
• Place visual aids on campus that remind students of service (Christian art).  
• Identify personnel to coordinate and facilitate service activities on campus  
• Develop assessment measures to track and evaluate participation in outreach by employees and students | • 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 undergraduates) | Student Services  
Academic Affairs  
Office of the Provost |
| 1.2 Increase spiritual formation building activities | • Facilitate campus-wide Bible study utilizing small groups  
  o Identify and train small group leaders  
• Implement a Sabbath School program designed specifically for university students | • 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 | Student Services |
### Table 2: Educational Excellence

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

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</thead>
</table>
| 2.1 Establish partnerships in the areas of:  
  • Instruction  
  • Fund Raising  
  • Retention/Advising System  
  • Community Relationships |  
  - 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 | Academic Affairs  
  Advancement and Development  
  Student Enrollment Services  
  Student Services |
| 2.2 Expand Academic Programs  
  • Undergraduate  
  • Graduate  
  • Distance Learning |  
  - 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  
  - Expand library capacity |  
  - An increase of at least 2 new programs  
  - An enrollment of at least 30 students in new programs | Academic Affairs |
| 2.3 Develop a research emphasis |  
  - Develop and expand research infrastructure to support research |  
  - At least ___% increase in funded research by the end of the 2014-15 academic year | Academic Affairs |
| 2.4 Complete and implement a revised general education (GE) curriculum |  
  - Assessment tools identified Spring 2010  
  - Faculty development plan completed summer 2010 and implemented Fall 2010  
  - Course development/course syllabi completed and approved by Spring 2011 |  
  - New GE curriculum implemented Fall 2011  
  - First assessment of the new GE curriculum is completed Spring 2014 | Academic Affairs |
| 2.5 Increase graduate school and employment rates |  
  - Using Clearinghouse data, track graduate school admittance rates  
  - Using departmental records, track job placement rates |  
  - 2% annual increases in graduate school and employment rates are realized | Academic Affairs  
  Student Services |
<table>
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</table>
| 2.6 Maintain an adequate and qualified faculty | • Recruit well-qualified faculty  
• Provide funding for faculty development  
• Identify and implement practices that support retention of qualified faculty  
• Review Faculty Remuneration Plan funding annually | • 70% of faculty have terminal degrees in their discipline | Academic Affairs |
| 2.7 Increase enrollment | • Recruit qualified students  
• Provide the support services necessary to foster student success  
• Seek funds to enhance scholarship offerings  
• Track retention and make adjustments as necessary to increase the number of students retained through graduation/course completion | • 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 | Student Enrollment Services |
| 2.8 Improve the overall registration process for incoming students | • Centralize and streamline in-person options  
• Enhance on-line options | • 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) | Student Enrollment Services |
| 2.9 Develop and implement a coherent, comprehensive co-curricular program | • Develop a rationale for a co-curricular program  
• Develop a plan for the co-curricular program  
  o Provide a lecture series with notable speakers that addresses political, social and cultural subjects currently being discussed  
  o Re-design chapels and assemblies  
  o Provide seminars and workshops on life-skills, personal growth and development, current events, and interdisciplinary conversations | • Students express higher level of satisfaction on Student Satisfaction Inventory (baseline for Student Centeredness 4.07) | Student Services |
<table>
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</table>
| 2.10 Increase emphasis on the mission of the University | - Provide Strategic Plan leadership  
  o Facilitate plan maintenance and objective achievement  
- Facilitate the Reaffirmation process  
  o Provide administrative leadership and facilitate assignment completion  
- Promote institutional mission/goals  
  o Widespread sharing of Mission, Aim, Motto, Vision  
- Promote healthy lifestyle  
  o Presidents Running club  
  o Employee Wellness emphasis  
  o Student Health and Safety emphasis | - 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 | Office of the President |
### Goal 3: Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents.

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</table>
| 3.1 Upgrade student housing facilities | • Give attention to long-standing infrastructure challenges, including  
  o Plumbing in Edwards Hall  
  o Replacing toilets in Carter Hall to be more energy and maintenance efficient | • New plumbing is installed in Edwards Hall by __________  
  • Energy and maintenance efficient toilets are installed in Carter Hall by ____ | Student Services |
| 3.2 Improve support services for students | • Study to determine an adequate student center location  
  • Identify a location for a community student lounge and locker service  
  • Provide an on-campus business center  
  • Provide meeting rooms and places for group practices  
  • Provide an auditorium for university and guest performances | • A re-located student center is provided by ____  
  • A community student lounge and locker service are provided on campus by ____  
  • An on-campus business center is created by ____  
  • Locations for meetings and group practices are identified by ____  
  • An auditorium is provided  
  • Student satisfaction with support services improves (SSI) | Student Services |
| 3.3 Enhance student leadership skills | • Create a task force to consider the establishment of an honor code, honor committee, and student-led judicial board  
  • Follow-up on task force findings and recommendations | • 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] | Student Services |
| 3.4 Enhance the institutional wellness program for employees | • Develop additional incentives to increase participation  
  • Provide additional options for obtaining seminar credits to accommodate scheduling conflicts  
  • Provide classes, instructors, and facilities for exercise classes at worker-friendly times | • At least 100% increase in full participation in the wellness program (baseline 2) | Office of the Provost |
**Goal 4: Operational Efficiency: Ensure efficient service and resource management.**

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<thead>
<tr>
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<tbody>
<tr>
<td>4.1 Monitor and evaluate the Master Plan for SES</td>
<td>• Annually review and evaluate effective functioning of the plan during first three years of implementation&lt;br&gt;• Develop a system of cross-training between student enrollment support services&lt;br&gt;• 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&lt;br&gt;• Provide a facility that centralizes the location of departments within the SES unit</td>
<td>• The Master Plan for Enrollment Services is reviewed/evaluated annually during May&lt;br&gt;• A plan for cross-training between student enrollment support services is developed by July, 2010&lt;br&gt;• An electronic information delivery system with 24-hour accessibility is functional by July, 2011&lt;br&gt;• SES unit has a centralized location by Fall 2010&lt;br&gt;• The importance/satisfaction gaps for the recruitment/financial aid &amp; registration scales on the Student Satisfaction Inventory decrease at least 1.0 point by Fall 2014 (baselines 2.25 &amp; 2.97)</td>
<td>The President’s Office Student Enrollment Services Academic Affairs Financial Affairs Student Services</td>
</tr>
<tr>
<td>4.2 Develop a Quality Assessment Plan for Energy and Facilities Management</td>
<td>• Implement the comprehensive plan for energy assessment and management that addresses: lighting, painting, doors, windows and HVAC&lt;br&gt;• Develop a Master Landscaping/Parking/Road Plan to include: watering, gardening, zoning, greening, hardscapes, outdoor living areas, erosion control and dirt/soil analysis&lt;br&gt;• Design a Learn, Live, Labor Custodian Plan to achieve a desired standard of cleanliness for areas where patrons and employees Learn, Live and Labor&lt;br&gt;• Implement/evaluate the Master Maintenance Plan</td>
<td>• A comprehensive plan for energy assessment and management is implemented throughout 2010-2015 and evaluated annually&lt;br&gt;• A Master Landscaping Plan is developed by October, 2010&lt;br&gt;• A Learn, Live, Labor Custodian Plan is completed by July, 2010&lt;br&gt;• The Master Maintenance Plan is implemented throughout 2010-2015 and evaluated annually</td>
<td>Financial Affairs</td>
</tr>
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<td>Initiative</td>
<td>Strategies</td>
<td>Outcomes/Assessment</td>
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<td>4.3 Support campus construction/renovation projects</td>
<td>Set annual construction target goals for:</td>
<td>● Accomplishment of annual construction targets</td>
<td>Office of the President Financial Affairs</td>
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<tr>
<td></td>
<td>● Health and Wellness Building</td>
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<td></td>
<td>● Communication Building</td>
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<td></td>
<td>● Physical Plant Relocations</td>
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<td></td>
<td>● Facility/land improvement</td>
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<td>4.4 Achieve budget management targets</td>
<td>● Provide Presidential leadership to facilitate accomplishment of financial objectives</td>
<td>● Achievement of annual financial goals</td>
<td>Office of the President Financial Affairs</td>
</tr>
<tr>
<td>4.5 Achieve fully operational law-enforcement agency status</td>
<td>● Finance APOSTC (Alabama Peace Officers Standard and Training Commission) certification for all officers</td>
<td>● All officers are APOSTC certified by 2015:</td>
<td>Financial Affairs</td>
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<td></td>
<td></td>
<td>● 30% by December 2010</td>
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<td></td>
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<td>● 45% by December 2011</td>
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<td></td>
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<td>● 60% by December 2012</td>
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<td>● 75% by December 2013</td>
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<td>● 90% by December 2014</td>
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<td>● 100% by June 2015</td>
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<td>4.6 Implement a master security plan</td>
<td>● In collaboration with other divisions, implement a master security plan through the development of life-safety and security systems</td>
<td>● Plan is implemented over 5 years beginning in 2010</td>
<td>Financial Affairs</td>
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<td>4.7 Develop and implement a strategic plan for vacant and under-utilized structures</td>
<td>● Develop a plan for the use of structures currently not in use or not used to capacity</td>
<td>● Plan is completed ____</td>
<td>Financial Affairs</td>
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<td>● Renovate/repair designated buildings, including:</td>
<td>● Buildings are utilized by 2015:</td>
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<td></td>
<td>○ Cunningham Hall (Phases I and II)</td>
<td>○ Cunningham Phase I: Fall 2010</td>
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<td></td>
<td>○ Peterson Hall</td>
<td>○ Cunningham Phase II: January 2012</td>
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<td></td>
<td>○ OUI (4920)</td>
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<td></td>
<td>○ Blake Center</td>
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<td></td>
<td>○ Market Square</td>
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<td>4.8 Develop and implement an Accounts Receivable collections plan aimed at collecting 100% of tuition and fees</td>
<td>● Develop plan</td>
<td>● Plan is developed by Fall 2010</td>
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<td>● Implement plan beginning with the 2010-11 academic year</td>
<td>● Collections rate minimum is maintained at</td>
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<td>● 97% in 2010-11</td>
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<td>● 98% in 2011-12</td>
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<td>● 99% in 2012-13</td>
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<td>● 100% by 2015</td>
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**Table 5: Resource Development**

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

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</table>
| 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  
• Evaluate and determine if conditions are appropriate for Capital Campaign and/or a major special project  
• Implement identification of major prospects and solicitation tasks for major gifts for:  
  o Health and Wellness Center  
  o Communications Complex | • Updated and approved Policy Manual available in hard copy and on-line  
• Implement as per results of evaluation  
• Sufficient gifts are on hand for construction start-up | Advancement and Development |
| 5.2 Implement a comprehensive plan for land development | • Hire a consultant/urban planner to review/study land development plan and make recommendations  
• Hire a staff person to serve as industry lead person to build relationships with organizations (i.e. NASA, Redstone Arsenal)  
• Conduct public meetings to present land development plan for community feedback  
• 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). | • 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 | Advancement and Development |
| 5.3 Generate revenue for the institution | • Achieve Capitol Fund Raising targets  
• Achieve Scholarship Fund Raising targets Running for Scholarships--$1 million goal | • Achievement of annual fund-raising goals  
• A self-sustaining student scholarship assistance plan is established | Office of the President |
| 5.4 Update institutional signage | • Work with appropriate government agencies to update external signage  
• Implement plan to update internal signage | • All road signs correctly identify Oakwood University by 2012  
• Campus signage clearly identify locations by 2012 | Advancement and Development |
### Table 6: Institutional Relations

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

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</table>
| 6.1        | Strengthen the link between Oakwood’s education programs and Huntsville economic development programs and workforce training needs | - Appoint a staff person to chair a committee that would oversee building and strengthening the University’s relationships with industry and community organizations  
- Conduct a study to identify current and future internship and job opportunities  
- Conduct pre- and post-surveys to determine the status of Oakwood’s community/industry partnerships | - 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 | Advancement and Development |
| Category: Need & Maintenance | | | |
| 6.2        | Strengthen the relationship of the University with its alumni | - Create an alumni regeneration council (ARC) with the purpose of improving relations between the University and its Alumni  
- Visit universities with proven track records in alumni relations  
- Establish quarterly alumni newsletter  
- Facilitate greater input from alumni in the development of an alumni section on the OU website | - 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%  
- A report detailing visitations of 2-3 universities is prepared by June 2011  
- A quarterly newsletter is distributed electronically to Alumni database beginning by July 2011  
- The Alumni section of the website is developed and operational by June 2012 | Advancement and Development |
| Category: Need & Maintenance | | | |
| 6.3        | Strengthen the quality of customer relations/customer service | - Promote quality customer care  
- Develop a Comprehensive Institutional Plan for customer service | - A measurable program for detecting, resolving and improving customer service is created by ____________ | Office of the President Office of the Provost |
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<td></td>
<td>• Increase customer service training that focuses on being proactive rather than reactive and incorporates the key elements of responsibility</td>
<td>• At least one seminar/workshop in customer relations is provided annually</td>
<td>Office of the President</td>
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</tbody>
</table>
|            | • Review performance evaluation form  
  o Explore use of electronic format  
  o Include evaluation of job-skill development | • Revised performance evaluation is implemented by July 2012 | |
|            | • Track customer satisfaction through surveys, including:  
  o Student Satisfaction Inventory  
  o Registration Survey  
  o First Impressions Survey  
  o Graduate Opinion Survey | • Customer satisfaction surveys demonstrate annual improvement in customer service | |
|            | • Develop an institutional knowledge bank  
  o Survey employees for expertise/gifts/talents that can be shared campus-wide+  
  o Organize feedback in a brochure and/or an electronic format | • A Knowledge Bank is available by December 2012 | |
| 6.4        | • Develop a communication network plan  
  o Develop comprehensive communication/update program  
  o Develop plan to provide new linkages with faculty, staff, students | • Measurably increase stakeholder awareness of institutional developments (Focus group assessment) | |
| Facilitate institutional enhancement | • Promote Board of Trustees development by providing:  
  o Training and Evaluation  
  o A BOT Retreat | • Board of Trustees awareness and continuous self-improvement  
  • BOT fellowship and strategic planning | |
|            | • Provide assistance for the Oakwood Academy building project  
  o Assist a feeder institution in achieving a goal of construction of an educational facility | • Increase the student capacity of OU feeder institution | |
### Table 7: Technology Leadership

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

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<tr>
<td>7.1 Improve internal campus-wide communication systems</td>
<td>● Explore and utilize available technology for internal communication such as: ○ Blogging ○ Twittering ○ Podcasting ○ Virtual private network</td>
<td>● Better and more quickly informed campus as measured by analyzing data from these sites</td>
<td>Information Technology</td>
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<tr>
<td>7.2 Enhance staff technology skills</td>
<td>● Provide staff training in use of technology ○ CARS EX ○ Microsoft Office</td>
<td>● At least two staff training opportunities are provided annually</td>
<td>Information Technology</td>
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<tr>
<td>7.3 Develop campus telecast infrastructure for television broadcast</td>
<td>● Install production and video automation equipment ● Collaborate with departments to produce campus program contents for broadcasting ● Utilize channel 38 to broadcast</td>
<td>● Equipment is purchased by ____ to facilitate broadcast ● Professionally produced programs are broadcast to the public via the air waves ● Beginning ____ Campus program contents are inserted into channel 38 schedule</td>
<td>Information Technology</td>
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<tr>
<td>7.4 Develop outdoor wireless network infrastructure</td>
<td>● Install outdoor access points campus-wide</td>
<td>● Wireless devices are able to receive internet services campus-wide</td>
<td>Information Technology</td>
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<tr>
<td>7.5 Provide life safety and security system network infrastructure</td>
<td>● Collaborate with Public Safety to implement campus-wide life safety and security system</td>
<td>● Campus-wide cameras are installed in strategic locations and monitored by Public Safety</td>
<td>Information Technology</td>
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