MINUTES

Members Present:
Anderson, John                              Cotton, Sabrina                              McCracken, Jason
Baker, D.W. (Chair)                          Eakins, Lewis                                McDonald, Timothy
Benjamin, Finbar                             Germany, Sylvia                              Newborn, Janis
Blake, John                                   Gurley, Melonie (Recorder)                    Robinson, Marjorie
Bushner, Rupert                               Hutchinson, James                            Stewart-Daniel, Patricia
Cartwright, Roengsak                          Johnson, Paulette                            Warren, Mervyn

Members Absent:
Flood, Flora                                  Mbyirukira, James                            Tomlin, Eaton
Henry, Pamela (Recorder)                      Solomon, Michele                             Wilson, Cheri

Welcome                                      D.W. Baker
Devotional Thought                           Mervyn Warren “The Plan Behind the Plan” Genesis 3:8-15
Prayer                                        Finbar Benjamin
Minutes                                       Voted, to accept the minutes of August 11, 2009

Review of Incomplete Initiatives/Summit Suggestions

Goal 2 Educational Excellence
2.7 Increase enrollment
   Voted at last meeting to carry this initiative over to the new plan. See changes on handout.

Goal 4 Operational Efficiency
4.2 Develop a Quality Assessment Plan for Energy and Facilities Management
   This initiative is to carry over to the new plan.

4.3 Strengthen the quality of customer relations/customer service
   Delete bullet “Establish a system of accountability”
   Delete bullet “All employees evaluated every year”
   Add Office of Financial Affairs to collaborating divisions

Goal 7 Technology Leadership
7.1 Attain 99.999% reliability for the network
   Completed. Do not carry to new plan. At maintenance stage only.
Additional Initiatives

**Goal 2**
**Educational Excellence**

2.7 Increase Enrollment
Departments responsible for the strategies as follows:
Bullet 1. Enrollment Management responsibility
Bullet 2. CAS responsibility
Bullet 3. Financial Aid responsibility
Bullet 4. Retention responsible
Edit Outcomes:
Bullet 1. Incoming first-time freshman and transfer students increase at least 3% annually; (Note: baseline # to be calculated by taking average percentage headcount of first time freshman over the last 5 years)
Bullet 2. Enrollment increase of at least 2.5%; Change headcount/FTE goal for Undergraduates to 1900/1825
Bullet 4. Term-to-term persistence rate of at risk students increase by at least 2.5% annually

**Goal 4**
**Operational Efficiency**

4.1 Monitor and evaluate the Master Plan for Student Enrollment Services
Under Strategies add a bullet:
“Provide facility that houses departments of new unit to centralize Student Enrollment Services by 2014.”

4.4 Revenue generation
Move Fund Raising piece to Goal 5: Resource Development
Move Running for Scholarships - $1 million goal to initiative 5.1
Construction projects should remain with Goal 4: Operational Efficiency
Create new initiative numbered 4.5 for Budget Management; include Financial Affairs in collaboration

4.6 Have a fully functional law enforcement agency
Strategy 1: All officers are APOSTC Certified
Outcomes: 15% by 2010; 35% by 2011; 45% by 2012; 65% by 2013; 85% by 2014; 100% by 2015

4.7 Implementation of a Master Security Plan through the development and installation of life safety and security system (in collaboration with other divisions)
Outcome: Plan implementation being over a 5-year period beginning 2010

4.8 Develop and implement strategic plan for vacant and under-utilized campus structures
Strategy: specifically targeting Peterson Hall, Cunningham Hall, 4920, Blake Center, Market Square
Outcome: Buildings are utilized by 2015

4.9 Develop and implement Accounts Receivable Collection Plan aimed at collecting 100% of tuition and fees
Outcomes: 97% by 2010; 98% by 2011; 99% by 2012
5.3 Institution Enhancement
Move construction projects to Goal 4: Operational Efficiency
Completion dates on all bulleted projects is 2015
Under Strategies change Oakwood Academy to Oakwood Adventist Academy
Add bullet to capture knowledge bank information on staff and faculty;
It was suggested that it could be used to create a on-line speakers bureau
   brochure used to communicate to the community
Add Office of Financial Affairs to collaborating divisions

5.4 Institutional Signage (internal/external)
Collaboration between Adv/Dev and Financial Affairs
Dr. McDonald to finalize wording with Janis Newborn

VOTED 2.9, 4.4, 5.1, 5.3 (with changes as noted).

VOTED 4.5, 4.6, 4.7, 4.8, 4.9, 5.4.

6.1 Strengthen the link between Oakwood’s education programs and Huntsville…
In collaboration with Academic Affairs and Student Services
Edit Outcomes as follows:
1. The number of grants/contracts generated increase by 100% (from 2 to 4)
   (baseline year June 30, 2009)
2. Internships and job opportunities increase by at least 100% (from 15 to 30)

6.2 Strengthen the relationship of the University with its alumni
Edit Outcomes:
1. Add baseline number before the Strategic Plan is voted by the Board;
   baseline year June 30, 2009

6.3 Give Oakwood University a Facebook presence

VOTED 6.1, 6.2, 6.3.

7.1 Improve internal campus-wide communication systems
The purpose of this initiative is to improve communications with campus and
constituents. Roengsak Cartwright was asked to study proposed strategies.

7.2 Provide staff training in use of technology
This initiative will be separated. Roengsak Cartwright will explore use of
technology with training. Sylvia Germany to look into using technology with
the personnel evaluation process (on-line options).

7.3 Develop campus telecast infrastructure for television broadcast
Roengsak Cartwright has talked with 3ABN. They encourage that we insert
local programming by using our on-campus tower.

7.4 Develop outdoor wireless network infrastructure
This is phase-2 of the wireless process. It would take 2-3 years to complete.
The first area of consideration would be the open field between Wade Hall,
Cooper Complex and the Library. This initiative would not require any
additional bandwidth, but would involve securing a broadcasting antenna.
7.5 Provide camera surveillance system network infrastructure
This initiative involves collaboration with Public Safety to implement a
campus-wide life safety and security system network. Contract and master
plan to include lighting, surveillance, barriers, access control, fire, alarm
system. This will run on a separate network from the data system.

VOTED 7.1, 7.2, 7.3, 7.4, 7.5.

Action Items
Janis Newborn to talk with Dr. Anderson about “adding the improvement of overall
Registration Process” as a Goal to the Strategic Plan.

Janis Newborn will make revisions and post the Working Document on the website
for input from University family. Deadline for feedback is September 9, 2009.

Dr. Baker will have a surprise for all Committee members who review and mark
changes on the Working Document for the next meeting on September 10th.

Closing Prayer
The Mizpah

Adjournment
4:05 p.m.