

**Strategic Planning Committee Meeting
Cooper Complex Boardroom
August 25, 2009**

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

**Goal 5
Institution
Enhancement**

- 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.

**Goal 6
Institutional
Relations**

- 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.

**Goal 7
Technology
Leadership**

- 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.