

Missions, Enrollment Services, and Retention

**Priority 1**

The Division of Mission, Enrollment Services, and Retention will increase student enrollment and engage internal and external stakeholders through exceptional, innovative, and collaborative services to enhance spiritual development and drive student success.

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
1. Develop an individualized plan with students that focuses on their spiritual development.	Increased engagement and student satisfaction in co-curricular spiritual life programming	<p><b>A. Taskforce</b></p> <ul style="list-style-type: none"> <li>• Identify an active taskforce to review and enhance co-curricular spiritual life programming in order to meet current trends, anticipate future trends and promote spiritual growth (2017-2018)</li> <li>• The taskforce is to offer a report to the president including proposed improvements and a timeline for implementation (2018-2019)</li> <li>• Equip faculty and staff with discipleship training (2018- 2019)</li> <li>• Develop thirty (30) e-Chapels (devotionals) annually for online delivery (2018-2019)</li> </ul>	<p>Participant Surveys (LifeCore survey)</p> <p>Co-Curriculum Program Evaluations</p> <p>Taskforce President Reports</p> <p>Spiritual Master Plan</p>	<p>1. Life Core survey (faculty, staff &amp; students every other year)</p> <p>2. Spiritual Master Plan</p> <p>3. Existing Resources</p> <p>4. Spiritual Life Committee</p> <p>5. Student interviews</p> <p>6. Student focus group</p> <p>7. Student Services</p> <p>8. School of Religion</p> <p>9. Oakwood University Church</p> <p><b>Responsible staff:</b></p> <ul style="list-style-type: none"> <li>• Senior Chaplain</li> <li>• OSLM Staff</li> <li>• Student Life Committee</li> </ul>	<p>LifeCore Spring 2019 survey conducted</p> <p>Chapel services were recorded and loaded for students and faculty viewing</p>
	Increased student engagement, spiritual leadership on campus within the Seventh-day Adventist Church and the local community.	<p><b>B. Spiritual Plan</b></p> <ul style="list-style-type: none"> <li>• A working team consisting of the OSLM Staff, faculty members, student services staff, and student representatives will research and develop a spiritual plan that focuses on spiritual development, professional growth, intellectual excellence and global citizenship (2017-2018)</li> </ul>	<p>Spiritual Plan complete</p> <p>Report of Spiritual Plan implementation</p>	<p>1. Existing Resources benchmarking, visits, research and other needs</p> <p>2. Student Services</p> <p>3. Academic Administration</p> <p>4. Information Technology</p> <p>5. Additional matriculation fee of \$50 per student (\$150,000) in order to cover:</p> <p>a. Transportation needs (bussing students).</p>	<p>Launched Spiritual Life tracks. Students were able to receive credit for missions work, missions meetings, community service, leadership meetings. This has helped to increase worship attendance. Data is still being analyzed.</p>

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				b. Software/Hardware needs. c. Hiring additional student workers. d. Expand community service/outreach opportunities. 6. Offer conferences and retreats for each track.  Responsible Staff: • Senior Chaplain • OSLM Staff • Spiritual Life Committee	
	1. Off campus students will feel more engaged spiritually with campus community 2. OSLM staff will have the resources to respond to off campus emergencies and needs	<b>C. Spiritual and Career Aptitudes</b> • Develop visitation plan to engage off campus students (2017-2022) • Develop a community Bible study plan (2017- 2022) • Access basic spiritual needs of students to help in spiritual development (2017-2022) • Develop partnerships within the community (2017-2022) • Evaluate and enhance programs to better assist students in need (2017-2022)	Off-Campus Visitation Plan  Community Bible Study Plan  Partnership contracts  Report of program survey results	• Chaplains and Chaplains Assistants • Local Pastors • SDA community service partnership • \$10,000 for emergency fund • Non-profit Organizations  Responsible Staff: • VP, • Mission Enrollment Services and Retention, Senior Chaplain, • OSLM staff, • SDA community partnership, • Local pastors	Greater communication with Student Services division has led to increase in off-campus care. Every off-campus student was contacted via email or text and some were visited as needed.

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<p>2. Develop community service, service learning, and mission opportunities which includes a signature services project.</p>	<p>i. Increased student community involvement            ii. Increased student missions project participation            iii. Established missions endowment fund            iv. Increased student short term missions participation</p>	<p>A. The OSLM staff and task force will identify the needs within the community that will provide students hands on learning experience, community engagement, local service learning opportunities (2018-2019)            B. This service project will engage youth through health, education, and service (2018-2019)            C. Chaplain Mann has been appointed as new Service Project coordinator (2018-2019)            D. Create an online service portal to organize, analyze and develop spiritual programing (2018-2019)            E. Develop a model for sustainability to include fund raising, promotion and student participation (2017- 2018)            F. Develop partnerships with Adventist Disaster Relief Association (ADRA), Adventist Community Services (ACS), and North American Division Chaplaincy (2017-2018)            G. Develop a mission/ service learning class (2018- 2019)            H. Establish and grow an international missions donor base of at least 2,500 donors towards a total of \$250,000. (2017-2018)</p>	<p>Participation Reports             Program Evaluations             Participation survey results</p>	<p>1. Existing Resources            2. \$10,000 fundraising campaign established baseline for national mission trips.            3. Service Learning funding University and Community funding \$55,000            4. Career pathways            5. Student Services            6. Academic Administration            7. Fundraising            8. Research and Faculty Development Division</p> <p>Responsible staff:            • Senior Chaplain            • Assistant Chaplain            • Service Learning Committee            • OSLM Staff</p>	<p>2 campus specific service learning projects were submitted to PC for approval.</p> <p>Agape Day Committee also serves as the Service Learning Committee and will continue to meet throughout the year.</p> <p>According to survey and attendance records collected by Survey Monkey and Eventbrite registration, overall school participation (to include faculty &amp; staff) went up by 78%*see BOT report for numbers.</p> <p>Partnerships with ADRA, ACS, and NAD Chaplaincy have been established. Chaplains participated in meetings and conference calls with above referenced entities.</p> <p>Collaborated with NAD Student Missions, and Records using the Co-curricular transcript module to award the following:            20 Green &amp; Sky Blue Graduation Cords given</p>

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					<p>out for participation in service learning through mission trips. 17 White Leadership Medallions given out for community/ministry service. Service Learning Nominee names gathered through campus wide survey.</p>
<p>3. Improve the culture of the campus experience.</p>	<p>i. Improved student, faculty, staff relationships as a result of our improved functional spaces  ii. A functional space for innovation, collaboration, and spiritual growth  iii. Improve cross campus communication and collaborative relationships</p>	<p>A. Evaluate ways to create more warm spaces for student connections and spiritual development (2017-2018)  B. Advance a Holistic Technology Plan to increase efficiency and improve the student experience on campus and online (2018-2019)  C. Develop spiritual spaces (facilities and technology) across campus (2017-2022)  D. Develop a working taskforce consisting of the OSLM Staff, Healthy Campus 2020 staff, STANDOUT staff, and student representatives that will research campus spaces and strategies that will facilitate collaboration and spiritual wellbeing (2018-2019)  E. Develop Innovation Lab</p>	<p>Participation Survey results</p> <p>Holistic Technology Plan</p>	<p>1. Information Technology  2. Financial Administration  3. Advancement &amp; Development  5. OSLM Staff  6. Healthy Campus 20/20 STANDOUT  7. Partnership Adventist Health-Florida Hospital Innovation lab \$200,000  a. Ideation Lab  b. Maker Lab  c. Technology Lab  8. President’s Office  9. Student Services  10. \$100K to be used during the 5 years to create spiritual spaces around campus.  <b>Responsible staff:</b>  VP,  Mission,  Enrollment Services, and Retention  • Senior Chaplain  • OSLM staff</p>	<p>Cunningham Hall Chapel is used by students, staff, and faculty for multiple purposes.</p> <p>Spiritual gathering spaces are still included in the Health &amp; Wellness design.</p> <p>Worked with KPS to develop a Fly through video for the Health &amp; Wellness Center to show case our future student space</p>

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4. Develop plans to grow student enrollment	<p>i. Increased customer engagement and minimize barriers to entry for potential customers.</p> <p>ii. Increased customer touch points</p>	<p>A. Increase communications with prospective and current students</p> <p><b>2018-2019</b></p> <ul style="list-style-type: none"> <li>• Personalized communication</li> <li>• Communicate events and services to the campus community in an inclusive way.</li> <li>• Campus-wide enrollment guide with contact information</li> <li>• Online Enrollment Webinars</li> </ul> <p><b>2019-2020</b></p> <ul style="list-style-type: none"> <li>• Phone Queue System implemented</li> </ul> <p><b>2020 – 2022</b></p> <ul style="list-style-type: none"> <li>• Continue to optimize our enrollment process</li> </ul>	<p>Participant Survey Results</p> <p>Program Evaluation Results</p> <p>Phone Queue System Use Report</p>	<p>1. Public Relations  2. Marketing  3. IT  4. Media Center  5. Academic  6. Student Accounts  7. MAPS  8. LEAP  9. Student Enrollment Services</p> <p>a. Phone Queue System - annual cost \$25,000.  b. 12 Laserfiche Licenses: \$10,000  c. Office/Reception Area Furniture - \$100,000  d. SES Joint Training:</p> <p><b>Responsible staff</b></p> <ul style="list-style-type: none"> <li>• Asst VP Enrollment Services</li> <li>• Recruitment</li> <li>• Admissions</li> <li>• Financial Aid</li> <li>• Registrar</li> <li>• Marketing</li> <li>• Public Relations</li> <li>• IT</li> </ul>	<p>2018-2019</p> <p>Currently, we have 1,093 accepted students which is an increase of 123 students over last year at this time in May.</p> <p>Currently we have packaged 1,038 students which is 886 students over last year in May</p> <p>Custom and personalized text messaging's using texting platform Signal Vine in partnership with Project Success to engage prospective students and parents in a more effective way.</p> <p>We were able to Communicate events and services to campus in an inclusive way by using a plethora of media outlets such as Signal Vine, Facebook, and Instagram to inform students about FAFSA registration, and on the spot acceptances location.</p> <p>Enrollment Webinars Followed-up with inquiries using SMS and direct Mailing by</p>

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					creating a communication plan which tracked inquired students from initial contact to accepted stage.
	i. Increased enrollment ii. Increased customer touch points	B. Increase the quality of on- and off-campus visits.  <ul style="list-style-type: none"> <li>• Public High School and non-SDA Christian Academy Outreach</li> <li>• Offer on-the-spot conditional acceptances</li> </ul> <b>2018-2019</b> <ul style="list-style-type: none"> <li>• Transfer Student Fairs</li> <li>• International Online Student Forums</li> <li>• Student Tour Guides</li> <li>• Workshops &amp; STEM Programs</li> <li>• Online Enrollment Webinars</li> </ul>	Participant survey results  Focus groups	<ol style="list-style-type: none"> <li>1. Public Relations</li> <li>2. Marketing</li> <li>3. IT</li> <li>4. Media Center</li> <li>5. Academic</li> <li>6. Student Accounts</li> <li>7. MAPS</li> <li>8. LEAP</li> <li>9. SES</li> <li>10. Faculty</li> </ol> <p><b>Responsible staff:</b></p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Admissions</li> <li>• Financial Aid</li> <li>• Registrar</li> <li>• Marketing</li> <li>• Public Relations</li> <li>• IT</li> <li>• Media Center</li> <li>• Faculty</li> </ul>	Increase the quality of on-campus visit by partnering with departments to create what we entitled the “Golden Walk” which included face-to-face time with department chairs and students. We also purchased a “tour-booking” application which allowed for prospective tour attendees to book their online.  Created Camp Chemistry for grades 1-8 to garner interest from students in lower grades interested in STEM programs. Continued revisions on Application, and International student policies.  Developed a weekly scrub meeting to review all enrollment activities with key internal stakeholders to remove barriers that would keep students from

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					returning and enrolling at OU
	i. Increased traditional customer touch points ii. Increased engagement with Adventist partners	<b>C. Enhance recruitment results at SDA events and programs.</b>  <b>2018-2019</b> <ul style="list-style-type: none"> <li>• Sponsor activities during SDA Conference /Union /Division events for youth</li> </ul> <b>2019-2020</b> <ul style="list-style-type: none"> <li>• Partner with Conference, Union, and Division Youth Directors</li> <li>• Pastoral partnership</li> </ul> <b>2020-2021</b> <ul style="list-style-type: none"> <li>• Offer college ready and affordability workshops</li> </ul>	Participant survey results  Focus groups	1. Public Relations 2. Marketing 3. IT 4. Media Center 5. Academic 6. Student Accounts 7. MAPS 8. LEAP 9. SES a. Enhanced Campus Tours i. 5 Student Workers: \$5,878 - \$8532/ per student b. Events (Transfer Student Fairs, Public High Schools, and non- SDA Christian Schools): \$30,000 c. Summer Programs/Camps: \$10,000 10. Faculty  <b>Responsible staff:</b> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Admissions</li> <li>• Financial Aid</li> <li>• Registrar</li> <li>• Marketing</li> <li>• IT</li> <li>• Media Center</li> <li>• Faculty</li> <li>• Assistant to the President for Diversity and Inclusion</li> </ul>	Increased commitment by offering On the Spot an Acceptance at all major Oakwood University events. Hosted our first ever Robotics competition. Partnered with South Central, Central States, and Southern California Youth Directors to enhance recruitment results in their area and sponsored two youth retreats.
	i. Stable enrollment about 2,000	<b>D. Build relationships with the leadership, military &amp; law enforcement and guidance counselors of high schools and community colleges.</b>  <b>2018-2019</b>	Program Evaluations	1. Public Relations 2. Marketing 3. IT 4. Media Center 5. Academic 6. Student Accounts	Started communication with ROTC program and currently host onsite ROTC personnel to foster and plan onsite program

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		<ul style="list-style-type: none"> <li>• Create a communication plan for the leadership of high schools and community colleges.</li> <li>• Develop workshops for guidance counselors.</li> <li>• Establish articulation agreements</li> </ul>		7. MAPS 8. LEAP 9. Student Enrollment Services – a. COOP Budget Increased: \$30,000 b. Call Center Staff: \$11,700/annually per person for 8 people working 25 hours per week c. Computer Setup: \$30,000 (Estimated cost based on IT) d. Professional Development/ Conferences: \$18,000 e. Promotional Materials (Including Printing): \$40,000 10. Faculty	
		E. Implement strategies for targeted growth leading to a robust enrollment over 2,000 (headcount) <ul style="list-style-type: none"> <li>• Identify and activate taskforce to revise enrollment strategies and campus cultural in order to reach the enrollment goal of over 2,000 (2017- 2018)</li> <li>• Taskforce is to offer a report to the President by April 9, 2018 including proposed initiatives and timeline for implementation (2017- 2018)</li> <li>• Increase diversity by targeting diverse groups.</li> </ul> <b>2017-2018</b>	Program Evaluations  Presidential Taskforce Report  Diversity enrollment report	1. Public Relations 2. Marketing 3. IT 4. Media Center 5. Academic 6. Student Accounts 7. MAPS 8. LEAP 9. SES a Computer Setup: \$30,000 (Estimated cost based on IT) b International Travel to support diversity initiatives: \$45,000 c New Branded Luggage/Travel Containers: \$5,000	



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		<ul style="list-style-type: none"> <li>- Target American Latino students and those abroad.</li> <li>- Target transfer students <b>2019-2020</b></li> <li>- Target Veterans</li> <li>- Target Cuban-Haitian entrants</li> <li>- Target Polynesian/Asian students</li> </ul>		<p>d Four wall mounted iPad Kiosk - For people to apply online -\$3,000</p> <p>e 18 iPads for Recruitment to travel with (3 each) - \$9,000</p> <p>f 3 Additional PowerFAIDS Licenses: \$7,260</p> <p>g CampusLogic (Award Letters, Net Price Calculator, etc.): \$30,000</p> <p>10. Faculty</p> <p>11. Administration</p> <p>12. Advancement &amp; Development</p> <p><b>Responsible staff:</b></p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Admissions</li> <li>• Financial Aid</li> <li>• Registrar</li> <li>• Center for Student Success</li> <li>• Student Accounts</li> <li>• OSLM</li> <li>• Faculty</li> <li>• Administration</li> <li>• Assistant to the President for Diversity and Inclusion</li> <li>• IT</li> <li>• Media Center</li> <li>• Assistant to the President for Diversity and Inclusion</li> </ul>	
	<p>i. Increased enrollment</p> <p>ii. Improve brand image of OU with parents and alumni</p>	<p>F. Increase partnership with OU marketing, public relations, and information technology. <b>2018-2019</b></p>	<p>Student Enrollment report from 2018-2022</p>	<p>1. Public Relations</p> <p>2. Marketing</p> <p>3. IT</p> <p>4. Media Center</p> <p>5. Academic</p>	

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	iii. Increased customer engagement and minimize barriers to entry for potential customers. iv. Increased customer touch	<ul style="list-style-type: none"> <li>• Focus on quality assurance and user-friendliness for digital marketing.</li> <li>• Develop printed promotional materials for prospective students and parents.</li> <li>• Implement an online referral network</li> </ul>	Customer Service Analytics Report	6. Student Accounts 7. MAPS 8. LEAP a. SES Promotional Materials (Including Printing): \$40,000 b. Digital Marketing (including Geo-fencing): \$50,000 9. Faculty  <b>Responsible staff:</b> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Admissions</li> <li>• Financial Aid</li> <li>• Registrar</li> <li>• Marketing</li> <li>• IT</li> <li>• Media Center</li> <li>• Faculty</li> <li>• Assistant to the President for Diversity and Inclusion</li> </ul>	
5. Retention increase from 5%	Increase retention of all students	A. Student outreach and programming informed by data B. Increase in 1st to 2nd year retention rates by 5% <b>2018-2019:</b> Collect and review data on current trends <b>2019-2020:</b> Prioritize most effective and impactful events. <b>2020-2021:</b> Adopt and expand. <b>2021-2022:</b> Maintain and Revise	Student school records baseline 2016, following years till to 2022. Increased retention by 5%  Retention Committee  Minutes and Attendance of Participants to meetings  Enrollment Services report  Attendance sheets and student	1. Student Services (Summer Bridge Program \$62,500); 2. CPGEM/UNCF \$124,800; 3. Enrollment Services 4. Effectiveness  <b>Responsible staff:</b> <ol style="list-style-type: none"> <li>1. Dean of Student Success</li> <li>2. Student Services (Summer Bridge Program \$62,500);</li> <li>3. CPGEM/UNCF \$124,800;</li> <li>4. Enrollment Services</li> <li>5. Institutional Effectiveness</li> </ol>	Retention as of Fall 2016 was 70.3 Fall 2017 was at 70.9 Fall 2018 will be reported in September of 2019  We have re-doubled our in-reach efforts to current students and out-reach to withdrawn in good standing students who have left.  Established a Scrub Meeting to review student financial challenges and greater

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			<p>satisfaction at CSS events</p> <p>Meeting notes of meetings with Residential Hall Deans &amp; CSS</p>		<p>collaboration to discuss financial issues.</p> <p>Reviewed enrollment and retention data with Deans and Department Chairs as well as share list of students on academic probation by department.</p> <p>CSS staff have reached out to Faculty to learn more of how advising is done across the campus.</p> <p>Student Satisfaction with workshops is at 85% (e.g. Time Management, Stress Reduction, Financial Literacy, Study Skills, etc.)</p> <p>According to Noel Levitz reports for 2018 Advising at OU is well received by students (e.g. knowledge, approachability)</p>
	<p>i. Increased persistence of freshmen from fall to spring</p> <p>ii. Increased use of relevant services (e.g. peer mentoring, career connections services, tutoring services)</p>	<p>C. Enhance First Year Experience</p> <p>Develop a New Student Orientation (NSO) that is both concise and comprehensive</p> <p>D. Create new programs in collaboration with various university offices that empower students to develop skills</p>	<p>New Student Orientation Participation Rates</p> <p>New Program Report</p>	<ol style="list-style-type: none"> <li>1. CSS Staff</li> <li>2. Student workers</li> <li>3. Student surveys</li> <li>4. Student focus groups</li> <li>5. FYE staff</li> <li>6. Career Pathways to Gainful Employment Grant (CPGEM) resources</li> <li>7. Student Activities staff</li> </ol>	<p>Orientation has been 60% revised to ensure it is comprehensive. Student and parent evaluations indicate that most sessions were thorough and questions were effectively answered. During</p>

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	iii. Increased student satisfaction with FYE programming	<p>necessary to succeed at Oakwood and beyond</p> <p>E. Partner with student workers and student organizations to promote, execute and improve programming and services (e.g. Tutoring, New Student Orientation, FYE skill-building programs</p> <p><b>2018-2019:</b> Collect and review data on current programming</p> <p><b>2019-2020:</b> Prioritize most effective and impactful programming.</p> <p><b>2020-2021:</b> Adopt and expand.</p> <p><b>2021-2022:</b> Maintain and Revise</p>	<p>New Student Initiative Reports 2018 – 2022</p> <p>Program IE reports 2018-2022</p>	<p><b>Responsible staff:</b> First Year Experience (FYE) Director</p>	<p>Spring orientation, format was modified in response to Fall New Student Orientation evaluations that indicated students wanted shorter sessions and to learn more about university office locations and functions. Spring NSO evaluation results were over 90% positive, indicating objectives were met.</p> <p>Provided 10 programs: Peer Mentor Training Time Management Workshop Peer Mentor Launch Party Peer Advising Session Fright Night (mid-semester reflective event) Study Skills Workshop Brunchmas (end of semester program evaluation event) Time Management Workshop How to Love (emotional development event) First Year Farewell (end of year reflective event)</p> <p>Services provided by First Year Experience</p>

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					and Retention office. 123 peer mentors, 40 navigators, and representatives from the United Student Movement were all instrumental in promoting and executing the aforementioned programs.
	<p>Decreased percentages of students on academic probation.            Increased contacts (1x week minimum) between CSS and Faculty and Academic Department Staff (F&amp;ADS) regarding students support programs</p>	<p>F. Develop Living Learning Communities (LLC) (greater Access to Advising &amp; Support Services)</p> <ul style="list-style-type: none"> <li>To create a holistic residential experience for freshman residents through a residence hall curriculum that supports academics, social life, and service to the Oakwood University community and others.</li> <li>The Oakwood University Living Learning Experience is a co-curricular residential hall program in which students who share similar academic and professional goals will live and study together in a community.</li> </ul> <p><b>2018-2019:</b> Hold advising and study strategies events in the dorms.  <b>2019-2020:</b> Based on data-prioritize the most effective dorm and campus based events.</p>	<p>Retention Committee             Enrollment Services            Data Report on Retention             Sign-in sheets submitted for full staff of tutors             Baseline of 8 referrals from faculty to CSS (2017-2018)</p>	<p>i. Student Services (Living Learning Community funding \$234,576)            ii. Healthy Campus 20/20,            iii. CP-GEM/UNCF funding</p> <p><b>Responsible staff:</b>            Center for Student Success (CSS) Advisors and Specialists &amp; Residential Hall Deans (RHD)</p>	<p>80% of Tutors hired. We have tutors for 7 subjects. Early Alert System, We had 44 referrals for the Fall of 2018 and 51 for Spring of 2019, which was an 63% increase in referrals!</p>

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		<p><b>2020-2021:</b> Prioritize and share data from the best of the program and challenges with campus.</p> <p><b>2021-2022:</b> Maintain and refine.</p>			
6. Increase graduation rate by 5%	Improved graduation rate	<p>Continued development of reading and writing labs, and testing services to provide academic support based on data sets</p> <p>Year 1: Collect and review data on current services</p> <p>Year 2: Prioritize most effective programs.</p> <p>Year 3: Adopt and expand,</p> <p>Years 4 &amp; 5: Maintain and Revise</p>	<p>Program Evaluations</p> <p>Participant Performance Lab Reports</p> <p>Program Prioritization List</p>	<p>1. Student Services;</p> <p>2. CP-GEM/ UNCF;</p> <p>3. F&amp;ADS;</p> <p>4. Enrollment Services;</p> <p>5. Financial Aid</p> <p><b>Responsible staff:</b></p> <ul style="list-style-type: none"> <li>• Center for Student Success;</li> <li>• F&amp;ADS</li> </ul>	
	<p>i. Increased utilization of CPGEM app</p> <p>ii. Increased day one workshop attendance from Fall 2017, following years till to 2022</p> <p>iii. Student satisfaction data and workshop attendance</p>	<p>Increase the number of advisor/advisee engagements</p> <p>A. Ongoing training for all university advisors on the app and its' features</p> <p>B. Campus wide effort to utilize app for both career and academic advising</p> <p>C. Develop and conduct CSS Workshops tracked by cohort</p> <p><b>2018-2019:</b> Collect data on current utilization across campus</p> <p><b>2019-2020:</b> Prioritize most effective usage.</p> <p><b>2020-2021:</b> Adopt, Revise, and expand usage</p> <p><b>2021-2022:</b> Maintain and Revise</p>	<p>Advisors use app analytics report</p> <p>CSS Workshops Report and Attendance Records</p>	<p>1. Career Connections Center</p> <p>2. Additional two (2) Departmental Advisors (\$50,00 per advisor totaling \$100,000)</p> <p>3. CSS Advisors</p> <p>4. CPGEM/UNCF</p> <p>5. GEMConnect App</p> <p>6. Student Services</p> <p>7. Healthy Campus 20/20</p> <p><b>Responsible staff:</b></p> <ul style="list-style-type: none"> <li>• Center for Student Success;</li> <li>• F&amp;ADS</li> <li>• First Year Experience</li> </ul>	
	i. Increased data collection by each CSS staff member	D. Data Collection for Advisors and Specialists on the services directly provided to students	CSS and Student Services Report	<p>1. Student Services,</p> <p>2. CP-GEM/ UNCF;</p> <p>3. GEMConnect App</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	ii. CSS and F&ADS more informed about student trends who are on academic probation iii. Greater collaboration around the effectiveness of services.	shared with key stakeholders on campus (e.g. Administration, Faculty, Board, Grant Funders, etc.) E. Participate in Data Sharers meetings with Provost F. Data Collection for Advisors and Specialists on the services directly provided to students shared with key stakeholders on campus (e.g. Administration, Faculty, Board, Grant Funders, etc.) G. Participate in Data Sharers meetings with Provost <b>2018-2019:</b> Review and current data collection practices and reporting <b>2019-2020:</b> Prioritize most needed and efficient practices and reports. <b>2020-2021:</b> Adopt and expand. <b>2021-2022:</b> Maintain and Revise	Data Sharers Participation attendance report  Prioritization List  Report of implementation of Prioritization List	4. SES funding a. Computer/Scanner Setup: \$21,000 b. 4 Wall mounted iPad Kiosk - For people to complete FASFA or upload required documents in office \$3,000 c. 3 Additional PowerFAIDS Licenses: \$7,260 d. CampusLogic (Award Letters, Net Price Calculator, etc.): \$30,000  <b>Responsible staff:</b> • Center for Student Success; • F&ADS	

**Educational Excellence**

**Priority 2: Educational Excellence.** Oakwood University’s Division of Academic Administration will ensure academic excellence in teaching and learning informed by a Biblical worldview.

**Responsibility: Dr. Colwick Wilson, Provost & Senior Vice President**

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>1. Expand the delivery of undergraduate and certificate programs.</p>	<p>2018 – 2022 Deliver at minimum three undergraduate programs by the year 2022</p> <p>Target</p> <ul style="list-style-type: none"> <li>a. Non-Traditional Students</li> <li>b. Adult Learners</li> <li>c. Graduate Students</li> <li>d. RNs wanting career/promotion enhancement goals</li> </ul> <p>Projected enrollment in online programs:</p> <ul style="list-style-type: none"> <li>• 2018-2019: 35</li> <li>• 2019-2020: 100</li> <li>• 2020-2021: 125</li> <li>• 2021-2022: 180</li> </ul> <p>Develop one new undergraduate program in 2019-2020</p>	<p>Increased number of undergraduate degree and certificate program offerings</p> <ul style="list-style-type: none"> <li>a. Increase in enrollment</li> <li>b. Increase in retention</li> <li>c. Increase in completion</li> <li>d. Increase in graduation</li> <li>e. Increase in post-graduate placement</li> </ul> <p>Increase the number of undergraduate programs in 2019-2020</p>	<p>SACSCOC Institution of Programs</p> <p>ie: listing of bulletin, annually collected data</p>	<p>PC, VPAA, Faculty, Chairs, Deans, &amp; Online vendor (Hire additional faculty where there are significant increases in enrollment (based on proforma needs) Average cost - \$75K per faculty</p> <p>\$150,00K per year per program</p>	



Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>1.1 Recruit undergraduate faculty to deliver online courses</p>	<p>Faculty will be better trained and equipped to teach online:            1. 90% completion and pass rate for qualified faculty in the online certification program            2. 100% completion of all approved qualified faculty in online certification program            3. Increase in faculty development participation in online program            4. Increase in student engagement and retention</p>	<p>Faculty online teacher certification report</p>	<p>i. RFD, Deans, Chairs            ii. Instructional designer and office set up with hardware, \$75K ID and \$25K set-up            iii. Training resources            iv. Program manager and budget for Office manager</p>	
	<p>1.2 Expand the marketing of undergraduate degree and certificate programs            a. Departments will identify and develop undergraduate degree and certification programs in line with the mission and marketing demands            b. Ensure marketing approaches are consistent with current market needs:            – Social media            – TV/radio            – Alumni            – Billboards            – Magazine</p>	<p>a. Increase enrollment,            b. Increase in retention            c. Increase in graduation            d. Increase in completion</p>	<p>Online advertising materials (brochures, websites, emails)            Communication with organizations</p>	<p>i. IMPR, Office of Graduate Education &amp; Online Learning, Office of Admissions, Enrollment Management, Departments, Faculty, Deans, Chairs, VPAA,            ii. Financial Resources for market analysis and marketing \$50K per degree program</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	c. Collaborate with OU Office of Integrated Marketing				
	1.3 2018 - 2022 Design credit and noncredit certificate offerings to better prepare students for employability post-graduation/completion	<ul style="list-style-type: none"> <li>a. Complete 2 certificates by 80% of students graduating</li> <li>b. Increase in post-graduate employment</li> <li>c. Increase in number of First destination and alumni survey responses</li> <li>d. Increase in number of students with employer related skill competencies</li> </ul>	<p>CP Gem Certificate Report</p> <p>First destination and alumni survey</p>	<ul style="list-style-type: none"> <li>i. Faculty, Chairs, Deans, &amp; Online vendor, CSS, RFD, Alumni Relations, CP-GEM</li> <li>ii. Delivery of credit and noncredit certifications</li> <li>ii. Increase faculty and staff based on pro forma</li> <li>iv. Financial resources for outsourcing of degree and/or certificate programs</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>2. Develop an academic master plan, while considering the following changes in higher education and the professional climate such as work force development:</p> <ul style="list-style-type: none"> <li>– Diversity: Advocate for a respectful setting in which cultural competencies are cultivated to enable successful navigation of today’s multicultural society</li> <li>– Technology</li> <li>– Collaboration &amp; Partnerships</li> </ul>	<p>2.1</p> <ul style="list-style-type: none"> <li>a. Embed Cultural Awareness competencies into the curriculum.</li> <li>b. Expand ACA program footprint</li> <li>c. Collaborate with Office of Spiritual Life on student missionary opportunities</li> </ul>	<ul style="list-style-type: none"> <li>a. Increase in cultural awareness for students</li> <li>b. Increase in number of students participating in ACA study abroad and student missionary opportunities</li> </ul>	<p>Cultural Awareness GE Data</p> <p>ACA student participation report and student missionary report</p>	<ul style="list-style-type: none"> <li>i. Deans, Chairs, Faculty, PC, SES, HR, IE, IMPR</li> </ul>	<p>Registrar’s office</p> <p>Created Cultural Awareness rubric</p> <p>Revised GE Curriculum</p>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>Technology: Collaborate with the office of Information Technology to integrate technology into learning modalities across the university</p>	<p>2.2</p> <ul style="list-style-type: none"> <li>a. Enhance Infrastructure</li> <li>b. Acquire cloud-based library management system (201</li> <li>c. Purchase software to support academic, managerial, and accreditation needs of each program.</li> <li>d. End user instructional hardware is updated every 3 years</li> <li>e. Create an academic environment conducive to technology use.</li> <li>f. Facilitate technical proficiency through ongoing technical training</li> <li>g. Assist AA in creating a data driven culture</li> </ul>	<ul style="list-style-type: none"> <li>a. Increase in the number of computer laboratory upgrades annually</li> <li>b. Increase in library usage</li> <li>c. Increase in the number of smart classrooms</li> <li>d. Increase in number of offices with hardware updates</li> </ul>	<p>Completed SMART classrooms</p> <p>IT Office update report</p>	<ul style="list-style-type: none"> <li>i. IT, IE, VPFA, VPAA, CIO, CSS, Registrar, Deans, Chairs, Faculty, Librarian</li> <li>ii. Expand Capital Budget for the upgrade of three computer labs per year \$150K (25 computers)</li> <li>iii. Update faculty, administrative, and frontline staff hardware on an update cycle of every 3-5 years \$100K</li> <li>iv. Convert all instructional space to smart classrooms by 2020</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>Collaboration &amp; Partnerships: Expand Partnerships for effective collaboration between the university and its constituency.</p>	<p>2.3</p> <ul style="list-style-type: none"> <li>a. Create partnerships with feeder and secondary schools for advanced placement (AP) courses.</li> <li>b. Establish internships for Oakwood students with major suppliers</li> <li>c. Expand on mentoring and shadowing opportunities for students through alumni and professional networks. (GEM-CONNECT)</li> <li>d. Expand consortium agreements</li> </ul>	<ul style="list-style-type: none"> <li>a. Increase in the number of collaborative partnerships</li> <li>b. Increase in the number of signed articulation agreements</li> <li>c. Increase in the number of student internships</li> </ul>	<p>Collaboration Report</p> <p>MOU/ articulation Report</p> <p>Internship Report</p>	<p>Dean, Chairs, Faculty, VPAA, VPFA, VFPD, HR, Community Partners, Alumni Relations, Universities, Industry, Government Agencies</p>	



Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
4. Diversify graduate degree program offerings.	2018-2019 a. Expand graduate council and online learning committee efforts and develop institutional graduate school and online learning  b. Create a proposed table of programs for graduate instruction to include one for each academic department	4.1 a. Transition into a School of graduate and professional studies  b. Development of graduate policies  Development of online learning policies	Institutional Organizational Chart   Graduate Policy Manual   Online Policies and Procedures Manual	i. Provost, Assoc Provost, Asst Provost, Deans, Chairs and faculty  ii. FTE Support Staff \$37,000K  iii. Operating expenses \$7,500K	Graduate policies are currently under review – will be placed on agenda for final approval August 2019, and go to faculty September 2019, and BOT October 2019   Online policies are currently under review - will be presented to faculty for review/approval September 2019, BOT October 2019
	2019-2020 Re-evaluate current school's organizational structure of enrollment, registration, admissions, degree completion and graduation requirements	4.2 Explore organizational structure to include a School of Graduate and Professional Studies	Institutional Organizational Chart	President, Provost, Assoc Provost, Asst Provost, Deans, Chairs, Program Coordinators, Admissions, Enrollment, Registrar	Proposed organizational chart for Graduate/Online Education presented to administration – awaiting approval
	2018-2019 Determine School/departmental graduate coordinators for proposed graduate programs.	4.3 Assign graduate program coordinators	Program Coordinator Table	Provost, Assoc Provost, Deans, Chairs	MAPS/Urban Ministry Program Director Appointed  Search underway for MBA Program Director  Interim MPH Program Director appointed

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>2018-2019</p> <p>a. Build a sustainable OOU infrastructure to support online delivery of degree and certificate programs</p> <p>– Infrastructure through the creation of the Office of Graduate Education and Online Learning</p> <p>b. Enhance incentives for returning alumni and for continuous matriculation from undergraduate to graduate programs, including but not limited to traineeships, assistantships, fellowships, counting of UG courses towards the master’s degree</p>	<p>4.4</p> <p>Development of Office of graduate and online learning infrastructure:</p> <p>a. Increase number of graduates entering graduate programs</p> <p>b. Increase in enrollment</p> <p>c. Increase in retention</p> <p>d. Increase in completion</p> <p>e. Increase in OU footprint</p> <p>f. Increase revenue for each delivery program</p> <p>g. Increased funding for student scholarships</p>	<p>Completed OOU infrastructure</p> <p>Enrollment Report</p> <p>Retention Report</p> <p>Revenue Report</p>	<p>i. VPAA, VPFA, Enrollment, Admissions, Scholarship Committee, Faculty Senate, Faculty Assembly, Deans, Chairs, Faculty, Online Vendor</p> <p>ii. Financial resources for the OOU office \$300,000 per year for 2-5 years (to build capacity)</p> <p>iii. Financial resources for expansion of the OOU office</p> <p>iv. Financial resources for outsourcing of degree and/or certificate programs (profit sharing agreement -52% - 48% split)</p>	<p>Organizational structure presented to administration and awaiting decision</p> <p>Scholarship proposal that includes incentives for alumni enrollment currently under development</p>



Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
5. Increase traditional and online degree and certificate program enrollment	2018-2019 a. Increase Traditional Degree Program Enrollment: b. Hire Enrollment Specialists in the Office of Admissions and Recruitment c. Increase departmental recruitment efforts and improve marketing efforts and materials d. Direct marketing to local business and government organizations for the LEAP program	5.1 a. Increase in enrollment b. Increased funding for graduate scholarships	Institutional Enrollment Report	i. Director, Assistant Director, VPAA Hire one enrollment Specialist for graduate programs. ii. Deans, Chairs, Faculty, IMPR, Admissions Financial	
	2018-2020 a. Expand Dual enrollment options for high schools b. Submit SACSCOC Prospectus for dual enrollment programs by Spring 2020	5.2 a. Completed SACSCOC prospectus b. Increase in dual enrollment c. Increase in completion		Deans Chairs, Registrar, Office of Admissions, VPAA, IE	
	Increase certifications available • Develop Evening Certifications Programs	5.3 a. Increased non-traditional certifications available by 10% each year. b. Increased enrollment c. Increased completion rate		Deans, Chairs, Faculty, LEAP	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>6. Employ qualified faculty who model and support the mission of Seventh-day Adventist education.</p>	<p>Retention:</p> <ul style="list-style-type: none"> <li>a. Survey long-term departmental mentorship</li> <li>b. Encourage professional development through memberships in professional organizations and attendance and participation in conferences and workshops of SDA Association</li> <li>c. Reinforce a system of continuous formative faculty evaluation</li> <li>d. Collect survey data from newly-hired faculty after one year of employment, and from all faculty upon exit from employment.</li> </ul>	<p>6.1</p> <ul style="list-style-type: none"> <li>a. Continuously assess faculty satisfaction by 2018-2019</li> <li>b. Determine the attrition rate by 2019</li> <li>c. Increase in scholarly activities among faculty by 10%, by 2020</li> </ul>		<ul style="list-style-type: none"> <li>i. Department Chairs and existing faculty</li> <li>ii. Establishment of departmental line item of \$600/faculty per year for travel and accommodations; and line item for professional memberships per year</li> <li>iii. Institutional funds of \$50,000 annually</li> <li>iv. Institutional funds, \$250/per faculty</li> <li>v. Department Chairs and Deans</li> <li>vi. Increased line item for contract hire where possible</li> <li>vii. Department Chairs and Human Resources Office</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
7. Create a culture of Academic Technology usage.	<ul style="list-style-type: none"> <li>a. Train faculty in the usage of the Learning Management System (LMS)</li> <li>b. Establish an online Helpdesk for students and faculty</li> <li>c. Build an Academic Technology Training Classroom Laboratory (ATTCL)</li> <li>d. Remain current in all academic technologies</li> </ul>	<ul style="list-style-type: none"> <li>a. Increase faculty usage of the LMS</li> <li>b. Increase faculty satisfaction with the LMS</li> <li>c. Support the infrastructure and delivery of the Online programs</li> <li>d. Establish a digital classroom training laboratory for faculty and student teachers.</li> </ul>	<ul style="list-style-type: none"> <li>a. LMS Usage Reports</li> <li>b. Fully functioning Online Helpdesk</li> <li>c. Completion of the ATTCL</li> </ul>	<ul style="list-style-type: none"> <li>i. Academic Technology Specialist – July 2019</li> <li>ii. Institutional Budget</li> <li>iii. Title II Budget</li> <li>iv. Contract D2L Helpdesk support</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>8. Improve key performance indicators (KPIs) relative to the mission of the institution including Career Pathways Initiative:</p> <ul style="list-style-type: none"> <li>- Enrollment Rate</li> <li>- Persistence Rate</li> <li>- Retention Rate</li> <li>- Graduation Rate</li> <li>- Completion Rate</li> <li>- Employment Rate</li> <li>- Graduate School Placement Rate</li> </ul>	<p>Implement 4-6-week Summer Bridge Program (2019) to transition high school graduates to college ready learning</p>	<p>8.1</p> <ul style="list-style-type: none"> <li>- Improvement in student academic performance after fall semester</li> <li>- Decrease # of students on academic probation after first semester</li> <li>- Increase in retention</li> <li>- Increase in persistence</li> <li>- Increase number of students who are 13<sup>th</sup> grade ready at time of matriculation</li> </ul>		<ul style="list-style-type: none"> <li>i. Academic Departments involved in programming</li> <li>ii. Essential non-academic support services</li> <li>iii. Student Services division</li> <li>iv. Library and OSL</li> </ul>	
	<p>Collaborate with Recruitment office in implementing a student recruitment model</p>	<p>8.2</p> <ul style="list-style-type: none"> <li>a. Increased # of prospective students</li> <li>b. Increased engagement of upper-class students (impacts social integration/ retention)</li> <li>c. Increased engagement of current students</li> <li>d. KPI: Increase the conversion rate from accepted to enrolled by 2% per year over 5 years. Baseline: 36% <ul style="list-style-type: none"> <li>• 2018: 38%</li> <li>• 2019: 40%</li> </ul> </li> </ul>	<p>Recruitment Model Complete</p>	<ul style="list-style-type: none"> <li>i. Academic Departments</li> <li>ii. Admissions/Recruitment</li> <li>iii. SES</li> <li>iv. Student Employment</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
		<ul style="list-style-type: none"> <li>• 2020: 42%</li> <li>• 2021: 44%</li> <li>• 2022: 46%</li> </ul>			
	<p>Increase Enrollment rate</p> <p>a. Improve collaborations between Offices of Admissions, Office of Enrollment and Career Services, the Center for Student Success, to increase enrollment rate in Office of Financial Aid and the Academic departments</p> <p>b. Hire full-time support staff for academic departments to improve operational efficiency</p>	<p>8.3</p> <p>a. Increase enrollment rate - smooth transition from high school to college</p> <p>b. Improve persistence: FR to SO to JR to SR to graduation</p> <p>c. Increase traditional new student enrollment by 5%. Base yr. Fall 2016: 463</p> <p>d. Increase LEAP enrollment by 22% for 2017 and 5% annually thereafter</p> <p>e. Increase MAPS enrollment by 5% to 37 students by 2021</p> <p>f. KPI:</p> <ul style="list-style-type: none"> <li>• 2017: Traditional (486); LEAP (158)</li> <li>• 2018: Traditional (510); LEAP (166)</li> <li>• 2019: Traditional (535); LEAP (174)</li> <li>• 2020: Traditional (562); LEAP (183)</li> <li>• 2021: Traditional (590); LEAP (192)</li> </ul>		<ul style="list-style-type: none"> <li>i. Admission/ Recruitment</li> <li>ii. SES</li> <li>iii. HR</li> <li>iv. Career Services</li> <li>v. CSS</li> <li>vi. Hire support</li> <li>vii. Staff as needed to support</li> </ul>	
	<p>8.4</p> <p>a. KPI- Increase persistence between classification by 3%</p> <p>b. KPI – Increase six yr. cohort graduation rate by</p>	<p>Increase Persistence to Graduation Rates:</p> <ul style="list-style-type: none"> <li>• Through CSS, CP-GEM Initiative and Departmental efforts</li> </ul>		<ul style="list-style-type: none"> <li>i. CSS</li> <li>ii. Academic Department</li> <li>iii. Academic Technology</li> <li>iv. IT</li> <li>v. Peer Mentors</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	3% [Avg. 6-yr rate: 42%]			vi. Increase financial support (tutors, videos online services) \$\$ to be determined	
	<p>Increase Completion/Graduation Rates</p> <p>a. Through early career exploration/assessments for new and potential students, utilization of GemConnect, use of BEACON; use academic progress forecasting program/system [shows where students are on road to graduation/completion]</p> <p>b. Collaboration with Research and development to submit grant proposal for TRIO to the Dept. of Ed for funding at-risk students</p> <p>c. Incorporate the 8 NACE competencies in all programs and embed certifications in all programs</p>	<p>8.5</p> <p>a. KPI – 75% of enrolled students will utilize GemConnect]</p> <p>b. Increase in the number of students completing degrees and certifications</p> <p>c. 5% cohort completion time within 4 years</p> <p>d. TRIO Grant submitted Spring 2018 completion on time within 4 years</p> <p>e. Baseline data</p>		<p>i. Career Services</p> <p>ii. Academic Departments</p> <p>iii. CSS</p> <p>iv. Registrar’s Office</p> <p>v. SES</p> <p>vi. Research and Faculty Development</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>Increase Placement Rates</p> <p>a. Establishment of baseline data for employment &amp; graduate school</p> <p>b. Utilization of various methods to increase response rate of graduates with First Destination survey i.e. LinkedIn, student clearinghouse</p> <p>c. Partnership with Alumni Relations to better connect with graduates</p> <p>d. Expand advisory committees per department/schools</p>	<p>8.6</p> <p>a. Employment rate baseline established</p> <p>b. Achieve 75% response rate to NACE First Destination survey by 2021. Baseline: 28%</p> <p>c. KPI:</p> <ul style="list-style-type: none"> <li>• 2017: 38%</li> <li>• 2018: 48%</li> <li>• 2019: 58%</li> <li>• 2020: 68%</li> <li>• 2021: 75%</li> </ul> <p>Increase networking and job opportunities</p>		<p>i. Career Services</p> <p>ii. SES</p> <p>iii. Registrar</p> <p>iv. Alumni Relations</p> <p>v. Department</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
9. Monitor continuous compliance to regional and denominational accreditation standards	<ul style="list-style-type: none"> <li>• Attend accreditation workshops/training</li> <li>• Inform administration of changes to accreditation standards</li> <li>• Inform faculty and staff on changes in accreditation standards</li> <li>• Promote practices that adhere to accreditation standards</li> </ul>	Maintain positive accreditation status	Accreditation Status Report  Training Reports  Status Reports from Campus Labs	i. Institutional Effectiveness Director  ii. Institutional Effectiveness Coordinator  iii. Institutional Effectiveness Office Manager  iv. Professional Development \$6K annually	
10. Facilitate the University's Planning and Assessment Process	<ul style="list-style-type: none"> <li>• Conduct Annual Assessment Retreat</li> <li>• Conduct Semi-Annual Assessment Meeting</li> <li>• Update IE/Compliance software</li> </ul>	Maintain a robust and relevant planning and assessment process  Increase use of University compliance software to 75%	Assessment Retreat  75% of required personnel using compliance software	i. IE Retreats \$10K annually  ii. University compliance software \$50K annually	



## Learning Supportive Environments

**Priority 3: Learning-Supportive Environments.** Oakwood University’s Division of Student Services will facilitate a safe and nurturing environment that is sensitive to the needs of students and supportive of the academic mission of the institution.

**Responsibility: David Knight, Vice President for Student Services**

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
1. Strengthen a collaborative and supportive relationship between Academic Administration and Student Services through the curriculum and co-curriculum experience.	1.1 Reduce number of students on academic probation by 50% 1.2 Increase the teaching appointment of Student Services personnel 1.3 Develop a mental health awareness initiative 1.4 Students be able to articulate the characteristics of an Oakwood Man/Woman 1.5 Develop an Oakwood Men/Woman passport by 2019 school year	<ul style="list-style-type: none"> <li>- Collaboration between the academic division, Office of Spiritual Life and Missions and USM to create a template for the Oakwood Man/Oakwood Woman</li> <li>- Provide Adventist Youth Ministries spiritual growth seminars</li> <li>- Include cross-cultural interactive programming.</li> <li>- Establish off-campus opportunities for outreach</li> <li>- Facilitate student research and study into the “Oakwood Experience,” through evaluation of the Oakwood Man/Woman via biennial LifeCore research questions.</li> <li>- Add Student Services representatives on academic committees and Faculty Senate</li> <li>- Support academic excellence of all student leaders by partnership with</li> </ul>	Academic Progress Report from Center for Student Success  Documented Personnel Requisitions  Complete Mental Health Initiative  Life Core Research to reach 90% by 2020  Completion of Oakwood Woman/Man Passport by June 31, 2019	i. Student leaders ii. Community leaders iii. Residential life staff iv. Office of Spiritual Life and Missions v. Student Activities vi. Office of Spiritual Life vii. LifeCore Research Center viii. Office of Institutional Effectiveness ix. Academic Administration  \$6,000	1.2 Increase from 3 to 5 teaching appointments.  1.3 Completed- Mental Health First Aid Training during the 2017-2018 school Year. Mental Health presentations is on going in the residence halls. An initiative to form a Peer to Peer Counseling Hotline in conjunction with Health and Counseling Services an USM.  1.4 LifeCore given results not published to date.  1.5 Not met-  Restricted Student Athletes from playing or traveling if mid-term grades/attendance doesn’t position the student for success. Athletes below 2.5 are assigned to Center for Student Success where

		<p>the Center for Student Success for any student leader whose GPA is below 2.5</p> <ul style="list-style-type: none"> <li>- All syllabi should include the dress code and Oakwood Values</li> <li>- Host tutorial sessions within the residence halls and invite off-campus students– rotate faculty at least once a month</li> <li>- Partner with academic departments in the coordination of specialized co-curricular experiences (e.g. Red Cross simulation of a health crisis)</li> <li>- Educate faculty about Student Services and how to accommodate the needs of student leaders and athletes</li> <li>- Host relationship (first year students) and premarital seminars</li> <li>- Increase cultural awareness by calendarizing cultural events across campus</li> <li>- Implement a Behavioral Intervention Team (BIT)</li> </ul>			<p>tutoring is provided and follow up with professors are made intentional.</p> <p>Formed an International Engagement Committee-Part of the committee function centers around academic concerns and preparedness</p> <p>Residence hall deans receive lists from CSS of students on Academic Probation. Newbeginning operates a student centered enrichment and internship program. Student training entrepreneurial program; taught how to write grants/proposals and how to apply for financial assistance.</p>
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Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>2. Implement a Student Leadership Academy certificate program to support student career placement goals.</p>	<p>2.1 90% of all student leaders will attend three sessions of Student Leadership Academy</p> <p>2.2 Student leaders who attend all programs will be granted a Student Leadership Academy certificate at the end of each school year</p>	<p>Implement monthly student leadership meetings/programs during Fall 2014.</p> <ul style="list-style-type: none"> <li>- Expose students to different leadership theories via guest speakers and workshops.</li> <li>- Improve leadership skills/abilities and decision making through faculty/staff mentorship.</li> <li>- Make training available on D2L</li> <li>- Students will develop a module for leadership training prior to certification</li> </ul>	<p>Attendance taken at sessions</p> <p>Certificate conferral list</p>	<ul style="list-style-type: none"> <li>i. President’s Office</li> <li>ii. Title 3</li> <li>iii. Student Activities and Student Services</li> <li>iv. Research and Faculty Development (OU Leadership)</li> <li>v. Office of Spiritual Life and Missions</li> <li>vi. Academic Administration</li> <li>vii. Human Resource Management \$15,000</li> </ul>	<p>Unmet- albeit leadership training is on going, it is not structured as a certificate granting program. Adjusted hours to accommodate students with evening classes.</p>
<p>3. Oakwood University Dining services will offer healthy dietary options consistent with Stand Out principles.</p>	<p>Increase in student satisfaction with campus dining services</p>	<ul style="list-style-type: none"> <li>- Establish a Nutrition Advisory Board (an Advisory Board for the Oakwood University [OU] food service provider).</li> <li>- Provide menus via website</li> <li>- 2013-Assess menu offerings, in light of SDA health principles and teachings</li> </ul>	<p>Report from Nutrition Advisory Board</p>	<ul style="list-style-type: none"> <li>i. Oakwood University food service provider (currently Thompson Foods Group)</li> <li>ii. Student Services</li> <li>iii. OU Department of Nutrition and Dietetics</li> <li>iv. Academic Administration</li> <li>v. Healthy Campus 20/20</li> </ul>	<p>Food Committee meets once a month. Student reps consist of two USM officers, a student from Nutrition and Dietetics, two faculty members and two from Thompson Hospitality’s management team.</p> <p>Oakwood University Nutrition Advisory Board but has been inactive.</p> <p>Created a new survey based on the National Association of Colleges</p>

					<p>and University Food Services (NACUFS) survey. This allows us to better compare data against national norms. Past surveys had to be scrub which resulted in lengthy delays.</p> <p>333 accessed the survey  245 identified as students  145 completed most of Dining Hall  117 completed most of Market</p> <p>62% satisfaction after protest  44% satisfaction with university response  40% dissatisfaction</p>
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Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
4. Student Services will provide support to online students.	Improved services to include students who utilize online platforms.	Develop access link to E-Chapel  Provide health promotion videos	Tally of website hits	i. Office of Spiritual Life and Missions ii. Student Services ii. Research and Faculty Development (Academic Technology) v. Information Technology Department	Social Media Policy has been vetted by PC and Online personnel. It awaits Board approval.
5. Promote healthy lifestyle:  physically, mentally, socially, and spiritually in support of Healthy Campus 20/20.	60% of students will experience a balanced lifestyle	<ul style="list-style-type: none"> <li>- Residence hall presentation on mental and physical health issues each semester</li> <li>- Video presentations campus-wide promoting a healthy lifestyle</li> <li>- Pamphlets available during the academic school year in all residence halls regarding mental and physical wellness</li> <li>- Mental health First Aid training for campus for faculty, staff and student leaders</li> <li>- Annual collaboration between Health and Counseling Services and Center for Student Success</li> <li>- Track residential students' bed times during a specified time period to gather information on sleep habits</li> <li>- Bring in a sleep professional as part of the first-year experience</li> <li>- Develop a survey to ascertain students' eating habits</li> </ul>	Health Transcripts results/LifeCore	<ul style="list-style-type: none"> <li>i. Health and Counseling Services</li> <li>ii. Research and Faculty Development</li> <li>ii. Physical Education Department</li> <li>v. Wellness Committee</li> <li>v. Nursing Department</li> <li>vi. Nutrition and Dietetics Department</li> <li>ii. Office of Spiritual Life and Missions</li> <li>ii. Information Technology Department</li> <li>x. Center for Student Success</li> <li>x. Health Ambassadors</li> </ul>	Surveys results not yet published.

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
		<ul style="list-style-type: none"> <li>- Develop a food pantry resource list</li> </ul>			
<p>6. Develop a First and Second Year Experience co-curricular program as a part of residential life, in collaboration with the Center for Student Success/academic schools.</p>	<p>Increase residence hall retention over the previous year.</p>	<ul style="list-style-type: none"> <li>- Implement a First- and Second-Year Experience Program. (Fall 2014)</li> <li>- Each year, deans will assist students with adjustment to college life to boost/promote persistence from one semester to the next.</li> <li>- An 11:00pm curfew for students on academic probation, with the exception of 22-year-old students</li> <li>- Match students in the residence halls based on lifestyle similarities</li> <li>- Develop a GPA competition program by floor within each residence hall</li> </ul>	<p>CP-GEM First and Second Year attendance ABODE</p>	<ul style="list-style-type: none"> <li>i. Residential Life will take the lead on the 2<sup>nd</sup> year Experience project. \$3,000</li> <li>ii. Office of Spiritual Life and Missions</li> <li>iii. Academic Administration</li> <li>iv. Center for Student Success</li> <li>v. CP GEM</li> <li>vi. Peer Mentors</li> </ul>	<p>First Year and Second-Year Program Experience-Second Year Program Experience: met with Freshmen moving up to becoming Sophomores during the last month of school.</p>

**Priority 4: Research and Faculty Development.** Oakwood University’s Research and Faculty Development Division (RFD) will facilitate the expansion of our grants and research infrastructure and will assure exceptional performance of faculty and staff through the utilization of best-in-class professional development in support of the strategic mission of the University.

**Responsibility: Prudence Pollard, PhD, Vice President for Research and Faculty Development**

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
<p>1. Develop research and scholarship infrastructure to support faculty and student productivity and to provide assurance of compliance with University policies and state and federal guidelines.</p>	<p>1a. Statement from each faculty academic department/school.</p>	<p>1a. By May 2019 all academic departments will deliver statements on the <i>Meaning of Research and Scholarship Within the Disciplines</i></p>	<p>1a. “Annual Activities Report” Statement received (each academic department chairperson) by May 2019 from IE.</p>	<p>Title III grant</p> <p>Institutional IDR</p> <p>Faculty Affairs Committee</p> <p>Research Council</p> <ul style="list-style-type: none"> <li>○ Committee to Protect Human Subjects—IRB</li> <li>○ Committee to Protect Animal Subjects—OUAUCC</li> <li>○ Biosafety Committee</li> <li>○ Research Conduct Committee</li> <li>○ Intellectual Property Committee</li> </ul> <p>Faculty Annual Activities Report from IE.</p>	<ul style="list-style-type: none"> <li>• Capacity increased from 1 FTE to 2 FTE for the Office of Grants</li> <li>• Laserfiche utilization moved paper forms to digitization</li> <li>• OUIT will expand capacity to include a database for the digitized forms</li> <li>• Capacity of Office of Research expanded from “0” to 1 FTE</li> <li>• Expanded Research Council to include a Biosafety Committee and a Committee on Research Misconduct</li> </ul>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>1b. Annual Faculty Research Report showing research activity that is consistent with the <i>Meaning of Research and Scholarship Within the Disciplines</i>— with baseline data from 2018 and showing targeted improvement each year. Targeted improvement to be 5% increase over the baseline for each department.</p>	<p>1b. Monitor and improve faculty research productivity each year.</p>	<p>1b. Annual Faculty Report—summarized by academic administration and received by May each year -- Baseline will be established using 2018-'19 data.</p>	<ul style="list-style-type: none"> <li>• Title III grant</li> <li>• Institutional IDR</li> <li>• Faculty Affairs Committee</li> </ul> <p>Research Council</p> <ul style="list-style-type: none"> <li>• Committee to Protect Human Subjects—IRB</li> <li>• Committee to Protect Animal Subjects—OUAUCC</li> <li>• Biosafety Committee</li> <li>• Research Conduct Committee</li> <li>• Intellectual Property Committee</li> </ul> <p>Faculty Annual Report</p>	



Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>1c. Annual Student Research Report with baseline data from 2018 and showing targeted improvement each year. Targeted improvement to be 5% increase over the baseline for each department.</p>	<p>1c. Establish student research activity reporting system.</p>	<p>1c. Report received each academic department chairperson--- Baseline will be established using 2018-'19 data.</p>	<ul style="list-style-type: none"> <li>•Title III grant</li>   <li>•Institutional IDR</li>   <li>•Faculty Affairs Committee</li>   <li>Research Council <ul style="list-style-type: none"> <li>• Committee to Protect Human Subjects—IRB</li> <li>• Committee to Protect Animal Subjects—OUAUCC</li> <li>• Biosafety Committee</li> <li>• Research Conduct Committee</li> <li>• Intellectual Property Committee</li> </ul> </li>   <li>Faculty Annual Report</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	1d. Generate annual report of assurance that the University complies with all state and federal guidelines for research	1d. Provide annual report of assurance that the University complies with all state and federal guidelines for research.	1d. Annual Report delivered to the Vice President by June 30 and delivered to the external monitoring agencies.	<ul style="list-style-type: none"> <li>•Title III grant</li>   <li>•Institutional IDR</li>   <li>•Faculty Affairs Committee</li> </ul> Research Council <ul style="list-style-type: none"> <li>• Committee to Protect Human Subjects—IRB</li> <li>• Committee to Protect Animal Subjects—OUAUCC</li> <li>• Biosafety Committee</li> <li>• Research Conduct Committee</li> <li>• Intellectual Property Committee</li> </ul> Faculty Annual Report	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
2. Increase research and scholarly activity across the schools and within academic departments	2a. Establish Research Chair by 2020	<p>2a. Target funding to develop a Research Chair by 2020—to attract and retain the best research talent.</p> <p>Monitor faculty research productivity each year.</p>	2a. Plan to fundraise received from Advancement and Development.	<p>Title II grant</p> <p>Institutional IDR</p> <p>Development Officer</p>	<ul style="list-style-type: none"> <li>• Communicated “Meaning of Scholarship in the Disciplines” document to each academic chair and dean. Expectations are for each department to provide their statement to the Director of Research by August 1, 2019.</li> <li>• Expanded the Faculty Development Grant Program (FDGP) to include robust faculty development Lunch &amp; Learn sessions—this year we had 100% departmental participation from the School of Education and Social Sciences.</li> <li>• Provided Research Tools: SPSS &amp; Hanover Research Master Grant Writing Workshop</li> </ul>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>2b. Targeted improvement in research activity within degree programs.</p> <p>Initial baseline data will be obtained for 2018-2019 year and targets established.</p> <p>Improve activity each by 5% above the baseline for undergraduate and graduate programs.</p>	<p>2b. Report on research activity across the University each year.</p>	<p>2b. Annual Research Report by May.</p>	<p>Deans Provost—Assistant Provost for Undergraduate Education Provost—Associate Provost for Graduate Education</p> <p>SPSS annual subscription</p>	
	<p>2c. Report on research activity within degree programs.</p>	<p>2c. Develop an integrated dashboard system for recording and reporting faculty research activity by 2019.</p>	<p>2c. Dashboard-Plan is included in the Provost's 2018-19 plan for data reporting, baseline is identified, and data is reported annually, thereafter.</p>	<p>Provost</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
3. Increase grant funding for externally sponsored activities, expanding the capacity of the Office of Grants	3a. One additional grant funded per year	3a. Increase number of grants and grant submitters by two per quarter and eight per year	3a. Achievement of the target - one award per year and four submissions per year	Institutional IDR Title III grant Hanover Research Grant Writing Support-- \$42,000/yr.	Four new funded grants are added to the grant portfolio of the university: • DoD—Dr. Daryas Patel, • NSF—Dr. Elaine Vanterpool and Dr. Ken LaiHing, and • Magic Johnson Foundation—Dr. Prudence LaBeach Pollard • ADECA—Dr. Lisa Dalrymple
	3b. Support research activity for up to 10% of research faculty.  (The FDGP will support activities that lead to professional growth in teaching and research through increased scholarly writing. These activities may include support to generate preliminary data, analysis of data, or synthesis of the literature that will form the basis of a scholarly publication.)	3b. Provided through the University Faculty Development Grant Program (FDGP), seed money for research, teaching and service-related projects to develop research/scholarly activity.	3b. Participants are equipped to submit for external grants	Institutional Funds Personnel \$38,800  Resources: ???	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>3c. Digitized grant monitoring system.</p> <p>Efficient reconciliation of grant fund accounts</p>	<p>3c. Establish a digital content management system to monitor and reconcile grant funding by Fall 2020</p>	<p>3c. Grants data reporting using system.</p>	<p>Title III grant Personnel \$85,389</p> <p>Need resources:</p> <p>1) FDGP: \$10,000</p> <p>2) Faculty Research Symposium—including Presidential Luncheon and Symposium Luncheon: \$2,500.00</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
4. Disseminate the scholarly activity of faculty through digital and print media.	International Journal of Research published by May 2019.	4a. Publish (print and online versions) an international journal of research by 2019	Journal is published, volume and issue number are noted.	Institutional IDR General Editor—Dr. Benson Prigg Editorial Committee Project Assistant—Candice Davenport Research Publications: \$10k	Each year faculty research published in the OU Magazine • Published the 1st Proceedings of the Faculty Research Symposium—Spring 2018 Future: Library to acquire digital commons software to hold and disseminate research from Oakwood University
	<i>Proceedings</i> published by May 2018.	4b. Publish Proceedings of the annual Faculty Research Symposium each year	Proceedings published.	\$1,500.00	
	<i>Digital</i> publication of research publications.	4c. Publish the <i>digital</i> edition of research publications.	Proceedings published <i>digitally</i> .	Provost Head Librarian \$_____	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
<p>5. Monitor the career pathway system for the 21<sup>st</sup> century student</p>	<p>Transform work-study into <i>Micro Internship Program</i></p> <p>Completion of MOS certification by at least 25% of Cohort 1 (Fall 2017) and 40% for Cohort 2 (Fall 2018).</p> <p>Monitor the development of programs that address job readiness and internship opportunities.</p> <p>Implement Digital Badging to transform the work study program into micro-internships.</p> <p>Development of GEMcity game to gamify career and health.</p>	<p>5a. Coordinate with administrative leaders to implement career enhancement initiatives for students by 2018-19</p> <p>--complete curriculum development to include 21<sup>st</sup> century skills 2019-20</p> <p>--launch job readiness program and internships program 2019-20</p> <p>--create co-curriculum digital badging (RTW and EDL) program 2019-20</p> <p>--develop honors program and gamify career/health for collegiate</p> <p>--continue development of <i>GEMconnect</i> for connection of academic and career advisors (faculty and staff) with advisees</p> <p>EMSI/EQUIFAX</p> <p>Education Design Lab (EDL)</p> <p>Innovation Lab</p>	<p>Receipt of micro internship micro-internship received from CCC.</p> <p>Report of completion of MOS certificates for Cohort 1 and Cohort 2.</p> <p>Report of Program development of job readiness and internship opportunities.</p> <p>Report of completed micro-badging by Spring 2019 showing completion by</p> <p>At least 25% of Cohort 1 and Cohort 2</p> <p>20-25% of the GEMcity game to be conceptualized by Spring 2019 by students.</p>	<p>UNCF-CPI grant funding of \$2.75 million</p>	<p>Submitted Report to the UNCF-CPI on Oakwood University's 3-Pronged Approach to Guided Pathways</p> <ul style="list-style-type: none"> <li>• CPGEM Steering Committee meets monthly to monitor and advance CPGEM</li> <li>• Premier monitoring tool is GEMconnect—OUIT is building out GEMConnect 2.0</li> <li>• Developed Student Technology Lab with 15 students to augment the soon to be launched Honors Program (Fung Honors Program?)</li> <li>• Built out a Community Career Connection Lab at 4920 to facilitate the Ready to Work Program delivered by</li> </ul>



Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>Curriculum updated— Students will obtain digital career badges that demonstrate employer-devised competencies in the following areas: Initiative, Collaboration, Creative Problem Solving, Critical Thinking, Intercultural Fluency, Empathy, Oral Communication, and Resilience.</p> <p>RTW integrated into OU101</p>	5b. Integrate database for monitoring curriculum and career outcomes by 2019	(see Provost’s Strategic Plan)	<p>Institutional funding</p> <p>Equifax dashboard</p> <p>Education Design Lab/Ready to work/College Success Course-OU101</p>	
	(see Provost’s Strategic Plan)	5c. Monitor and receive reports on curriculum and career plans, processes and outcomes each semester, each year, and trends.	(see Provost’s Strategic Plan)	Education Design Lab (Micro-Internship & Badging)	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>Develop GEMConnect to ensure ongoing functionality as students utilize its features to realize their career path.</p> <p>Students will earn certificates that demonstrate their competencies in the following NACE competencies: Communication, Teamwork and Collaboration, Leadership, Creativity and Problem Solving, Professionalism and Productivity, Application of Information Technology, Global Perspective, Career Management.</p>	<p>5d. Develop Communication Plan by 2019 to tell the career success story of Oakwood University and its graduates to internal and external stakeholders.</p>		<p>Updated GEMConnect (Bit Peel) \$10,000 CSS/Assistant Provost/Mission &amp; Enrollment</p> <p>Provost/CSS/OU 101 for integration of <i>The Alabama Ready to Work</i> and the <i>National Career Readiness Certificates</i></p> <p>(see CPGEM Plan)</p> <p>Provost and Executive Director for Information Systems—database integration</p> <p>IMPR—Programming and maintenance of concierge access.</p> <p>Information System—installation and maintenance of Concierge Stations</p>	
	<p>Quality &amp; Annual reports to UNCF CPI –aggregated from reports from officers of the University.</p>	<p>5e. Evaluate CPGEM each year and prepare closeout report in 2022</p>	<p>(See Provost’s Strategic Plan)</p>	<p>IE Data Reports</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
6. Understand the spiritual life of collegiate men and women, the relationship to learning, and disseminate findings.	Integrated database	6a. Develop a database by 2021 that is integrated with the University's database and dashboard system	Survey	Partner Univ. <ul style="list-style-type: none"> <li>• VVU</li> <li>• AUCA</li> <li>• OU</li> </ul> Data Analyst- \$3,500 Report Writer-\$3,500	<ul style="list-style-type: none"> <li>• LifeCore 2019 was revised and administered Spring 2019</li> <li>• Future: Monographs will be prepared by August 2019 and a series of papers will disseminate findings.</li> </ul>
	Promote the LifeCore survey through traditional and social media outlets (flyers, Chapel services, Facebook/Twitter)  Emphasize the incentives for student engagement	6b. Administer the bi-annual <i>LifeCore Survey</i>	Maintain or increase the overall response rate of the students.	Office of Spiritual Life  Student Activities/USM	
	Maintain Survey Response Rate above 50%	6c. Manager/mentor the <i>Student LifeCore Research Team</i>	Overall Response Rate at close of survey		

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	Monograph Reports to stakeholders: --President & President's Council  --Students  --OSL and Residence Hall Deans  --BADA	6d. Analyze and report on findings within 3 months of the <i>Survey</i>	Monograph published  Reports presented to stakeholder groups	Vice President for Mission/OSL  IE Data Analyst  Survey Monkey  SPSS	
	Articles published within 12 months of close of survey	6e. Publish findings from the <i>Survey</i>	Number of articles published	Report writer-\$3,500  IMPR- Marketing	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
7. Develop the <i>Anna Knight Center for Women's Leadership</i> research.	Offices furnished and functioning	7a. Establish administrative office for the <i>Center</i> by 2019.	Docent's role reflected in job description  Minutes of meetings  Coordinator hires, IFTE	Docent for Anna Knight Archives- % time of Archivist  Title III Grant  Center Coordinator 1 FTE- \$35,000	<ul style="list-style-type: none"> <li>• Space acquired April 2019</li> <li>• Staff acquired – 0.5 FTE</li> </ul>
	Website created  Tracker established on website  Constituent groups educated about the Center and its resources	7b. Create a website, promotional items and video library about the life of Ms. Anna Knight and the history and purpose for the <i>Center</i> by 2019.	Website metrics	Institutional Funding - \$7,500	
	Advisory Board	7c. Establish <i>Advisory Board</i> of 5 to 7 members by 2019	Minutes of Meeting(s)	Digital medium for meetings (Zoom)	
	Calendar developed and publicized  Survey database/IE  Report(s) produced	7d. Develop an annual calendar of Women's Leadership events.  --Lecture Series  --Alumni Luncheon  --Periodic <i>Women's Leadership Survey</i> Reports	Calendar of events  Data analyzed  Report distributed	Director for Development  Survey—stand alone, embedded in other surveys, data gathered from archival databases.  Report writers and editors	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
<p>8. Expand Healthy Campus 2020 to include establishment of a Community Health Action Center and Clinic (CHAC) to augment the service-learning and community engagement programs.</p>	<p>Delivery of <i>Health Transcript</i> to each student participating in the annual Student Health Fair.</p> <p>(8a, c) Training of Health Ambassadors each Semester to maintain 1:25 ratio for ambassador to students.</p> <p>(8a, c) Delivery of health programming by Student Health Ambassadors</p> <p>(8a, b, f) Compliance with local, state, and federal regulations.</p> <p>(8a, e) Scoring well on student and employee health and customer care surveys.</p>	<p>8a. Maintain the designation of Oakwood University as a Healthier Campus by monitoring maintenance and expansion of the 23 initiatives across the university each year.</p>	<p>Reports of plans received by Vice President Pollard and the CHAC committee</p>	<p>Title III grant</p> <p>External fundraising of \$1.9 million</p>	<ul style="list-style-type: none"> <li>• Land acquisition and consolidation of parcels—in progress.</li> <li>• Huntsville Hospital agrees to buildout and lease space to operate an HH Clinic on site.</li> <li>• Contract developed with Architect to design the duplex: Clinic and Community Center</li> <li>• MOU signed with American Heart Association</li> <li>• CHAC Advisory includes cross-disciplinary team to support MERS approach to service learning</li> <li>• OU serves on Advisory for the American Cancer Society—to develop comprehensive campus wellness plan for universities.</li> <li>• ADECA grant for HC2020 to partner with OU Farms and 6 low income housing areas for Health Ambassadors to deliver fresh fruits and vegetables and health education.</li> </ul>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>Documented engagement with the community and usage of the CHAC (8a, b, f) Compliance with local, state, and federal regulations</p>	<p>8b. Initiate design and construction of the CHAC by August 2019.</p>	<p>Production of blue-prints for construction of CHAC;</p> <p>Reports of plans received by Vice President Pollard and the CHAC committee</p>	<p>Institutional funding for CHAC-\$1 mill</p> <p>Faculty across the disciplines to work with CHAC and HC2020 staff to meet needs of student and community populations.</p> <p>Funds for personnel, programs, operations, supplies, and equipment</p>	
	<p>(8a, c) Training of Health Ambassadors each Semester to maintain 1:25 ratio for ambassador to students.</p> <p>(8a, c) Delivery of health programming by Student Health Ambassadors</p> <p>(8c, d) Achievement of service-learning objectives for various projects: daily, weekly, monthly, quarterly, etc.</p>	<p>(8c) By Spring 2019, develop a state-of-the-art community service-learning program through the Health Ambassadors program.</p>	<p>Documentation of Program initiative and outline including (1) Health Ambassador Criteria Proposal September 2018; (2) Health Ambassador Certification Criteria</p>	<p>Title III Grant</p> <p>Coordinator for Training &amp; Development, Ms. Sheila Figgins</p>	<p>Students will be identified who fit the expected criteria for admission into the Student Health Ambassador Program, November 2018</p>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	(8c, d) Achievement of service learning objectives for various projects: daily, weekly, monthly, quarterly, etc.	8d. Ensure integration of STANDOUT principles horizontally through the general education program (SLO2) and vertically within degree programs.	(1) GEN ED Curriculum map and Nursing Curriculum map (2) Course syllabus identifying integration of STAND OUT Principles in the class curriculum; (3) Integration of STANDOUT eBook and Garmin Activity Tracker horizontally into GE curriculum for students' practical application and measure of STANDOUT principles; (4) Integration of physical activity movement class and organized facilitated 15-minute activity breaks on each school day vertically within degree programs to introduce students to new activities	Provost/OU  Faculty and Staff	
	(8a, e) Scoring well on student and employee health and customer care surveys.	8e. Disseminate the HC2020 and STANDOUT findings each year.	Publications in OU Magazine, Adventist Review, Inside Oakwood, and scholarly publications/presentations.	HC2020 Office  OU's IMPR	
	(8a, b, f) Compliance with local, state, and federal regulations. (8c, d) Achievement of service learning objectives for various projects: daily, weekly, monthly, quarterly, etc.	8f. Seek additional external funding to support HC2020 each year.	Documentation of submitted applications seeking additional external funding	Office of Grants and Research  Service Learning Director	



<b>Goals across the next 5 years . . .</b>	<b>Expected Outcomes</b>	<b>Strategies (by year)</b>	<b>Means of Assessment</b>	<b>Resources (human and financial)</b>	<b>Assessment Results/ Use of Results</b>
9. Develop a Faculty Exchange Program between the Consortium of Adventist African Universities and Partners (CAAUP) and Oakwood University.	Minutes of the Faculty Exchange Committee—directing the exchange activities of the university and the consortium partners.  Annual Report of the Exchange Program/Committee	9a. Faculty Exchange Committee & Faculty Exchange Program Coordinator as member of Faculty Development Committee	Minutes of meetings  Report from Faculty Exchange Coordinator/ Participants	University Budget  Consortium Residence	<ul style="list-style-type: none"> <li>• Zurcher University—Madagascar</li> <li>• Adventist University of Africa—Kigali, Rwanda</li> <li>• Valley View University—Oyo State, Ghana</li> </ul>
	Establishment of the Exchange Committee guiding the exchange activities of the university and the consortium	9b. Review and maintain communication between the consortium of Adventist African Universities and Partners with OU, including the addition of the newest university-Adventist University of Central Africa in Kigali, Rwanda	Minutes  Report from Chair		
	Minutes—showing implementation and utilization of guidelines and policies that direct the activities of the Faculty Exchange Program.	9c. Revise/ design guidelines and policies for the faculty exchange program.	Policy Guidebook	Faculty Development Committee	
	Evidence of faculty exchange appointments/ assignments and impact of exchange opportunities	9d. Identify and implement faculty exchange opportunities for each year.	Written Quarterly Reports		
		9e. Identify and access external funding for the Faculty Exchange research and other opportunities.		Coordinator for CAAUP  NAD/GC funding	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
10. Monitor learning to generate a SACSCOC approved Quality Enhancement Plan (QEP) to ensure continuous improvement of student learning.	<p>Development of a sustainability plan for the QEP that will be fully implemented and supported with process updates and outcomes trend data to write the 10-year SACSCOC accreditation report.</p> <p>Sustainability Report each year by the Office of QEP Quality Assurance</p>	10a. Develop a sustainability plan for the QEP for implementation over the next 5 years: 2018-2023.	<p>Affirmation of the sustainability plan from the QEP Coordinating Council (QEPC)- October 2018.</p> <p>Recommendation to the President’s Council of the Sustainability Plan after the Oct. 2018 QEPC meeting.</p> <p>Annual Sustainability Report</p>	<p>Title III Grant</p> <p>University Budget</p> <p>Provost/Asst. VP</p> <p>IE Reports</p>	<p>In Progress</p> <p>Contingencies:</p> <ul style="list-style-type: none"> <li>• Receipt of annual learning report from IE</li> </ul>
	Identification of areas of strengths & weaknesses in embedding critical thinking skills across the campus.	10b. Monitor annually the extent to which the QEP has been embedded across the disciplines.	Protocol for identifying areas of strengths & weaknesses across campus for embedding the QEP.		
	Increase in utilization of critical thinking (CT) skills among faculty and students.	10c. Monitor annually the extent to which improvements to the QEP, from 2012-2018, have been maintained and their sustainability.	Quality assurance review, by semester, for monitoring utilization of CT skills among faculty & students.		

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	<p>Continued implementation and embedding of critical thinking skills in the curriculum and instruction for all QEP courses.</p> <p>Updates to the QEPCC of embedding of CT skills in each QEP course &amp; section.</p>	<p>10d. Monitor by semester and academic year the extent to which critical thinking skills are embedded and taught in the 4 QEP courses: OU 101, EN 111 &amp; EN 112 and ED 250.</p>	<p>Report on the review of all QEP course syllabus for each course.</p>		
	<p>July 2019- Report on quality of learning</p> <p>January 2020- Draft plan for future QEP topic</p> <p>January 2021- Plan for QEP II</p>	<p>10e. Work closely with the Institutional Effectiveness Committee to ascertain and develop, by 2021, the next QEP topic(s)—based on data and the perspectives of critical stakeholders.</p>	<p>Quality Report drafted</p> <p>Plan developed as a first draft</p> <p>QEP II drafted</p>	<p>Title III</p>	
	<p>Improvement in student critical thinking abilities/ scores for students remediated within a 5-week period.</p> <p>Identification of areas to strengthen to support the remediation initiative.</p>	<p>10f. Monitor and provide support through the QEP for continuation of the Writing Remediation Initiative collaborative between the Center for Student Success and EN 111 &amp; EN 112 courses, each semester.</p>		<p>MES/CSS</p> <p>Center for Student Success/Writing Lab</p> <p>General ED</p> <p>English Department</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
<p>11. Ensure an ongoing evidence-based faculty and staff development program that supports the mission of the University and meets the standards of the SACSCOC.</p>	<p>Campus-wide Training calendar</p> <p>10% increase in attendance at Faculty and staff designated trainings.</p>	<p>11a. 2018-19 Provide Mission-focused trainings and workshops that support faculty (Chairs &amp; Deans) and staff through (1) Leadership Academy, (2) Frontline Academy, (3) Campus-Wide Training, (4) Staff Development Success Fair</p>	<p>Annual Calendar</p> <p>Assessment report for each event</p> <p>Annual assessment report</p> <p>Attendance records</p> <p>Minutes of Committee meetings</p>	<p>Title III grant</p> <p>University Budget</p>	<ul style="list-style-type: none"> <li>• QEP: Critical Thinking (SLO 4)</li> <li>• Biblical Foundations (SLO 2)</li> <li>• Health (SLO 2)</li> <li>• Bi-annual Faculty Survey (2018)</li> <li>• Program Evaluation data</li> <li>• Faculty Development Committee</li> <li>✓ Student Satisfaction Data</li> <li>✓ Customer Service Data</li> <li>✓ Faculty and Staff Evaluations</li> <li>✓ Course Evaluations</li> <li>• Resulted in Signature Programs</li> <li>❖ Leadership Academy</li> <li>❖ Frontline Academy</li> <li>❖ Faculty Development Program</li> </ul>
	<p>10% Increase in completed surveys and assessment</p>	<p>11b. 2019-20</p> <ul style="list-style-type: none"> <li>- Use bi-annual training assessments and institutional data on satisfaction, performance to identify strengths and opportunities for improvement and expansion of programs.</li> <li>- Assist with development and management of the Health Ambassador Training Program.</li> <li>- 2019-2020 Track data for Ambassador Trainings and projects/projects.</li> </ul>	<p>Bi-annual needs assessment 8/2017</p> <p>Noel-Levitz Customer Satisfaction survey report</p> <p>Personnel evaluations— NeoGov</p> <p>Minutes of LDT Meetings</p> <p>Annual VP Report</p>		

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
<p>12. Maintain a qualified faculty, including qualified to teach online, to teach critical thinking, to deliver instruction from a Biblical foundation, and orient faculty to their role as teachers, scholars/researchers, and servant leaders.</p>	<p>Identification for areas of weakness, and a plan to support compliance of the certification program by all course instructors and support staff involved on the certification process.</p>	<p>12a. Review and continue implementation of the current <i>Online Instructor Certification</i> and the <i>Faculty Dev Institute for Biblical Foundations in the Disciplines (FDI)</i></p>	<p>Certification Course</p>	<p>University Budget</p>	<ul style="list-style-type: none"> <li>• Faculty Publishing Stipend Award Program</li> <li>• New Faculty Orientation Program</li> <li>• FDGP—Annual Faculty Grant Development Program</li> <li>• Lunch &amp; Learn, monthly</li> <li>• Certification to Teach Online</li> <li>• Certification to Advise</li> <li>• Certification to Teach Critical Thinking</li> <li>• FDSI—annual Faculty Development Summer Institute: Thinking Biblically</li> <li>• Faculty Development Fair (in association with Colloquium)</li> <li>• Grant Writing Workshop</li> </ul>
	<p>Certification of all OU faculty and instructors teaching an online course (50% or more of course is delivered online).</p>	<p>12b. Identify all instructors teaching online courses both through the summer online mini-mesters and during the school term for possible enrollment in the certification program.</p>	<p>Certified Online Instructor List</p>	<p>Course Designer Program Manager</p>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	Development and implementation of an OU online certification program, complete with all required resources for internal completion of certification.	12c. Develop an OU Online Certification Training Program with an external consultant, as an alternative to Quality Matters.	Certification Course Outcomes	Consultant	
	Maintain 100% certification of all QEP faculty/instructors.  Ongoing professional development for all QEP faculty in the teaching of critical thinking skills.	12d. Digitize and continue monitoring of the existing process of <i>Critical Thinking Instructor Certification</i> : continue to hold professional development workshops throughout the school year for renewal of certification; continue to provide an online certification/recertification course for instructors; continue to work with the Course Development Coordinators for OU 101, EN 111 & EN 112 and for ED 250 courses to ensure certificated instructors to teach critical thinking.	Certification Course Outcomes	Federal Grant and University Budget Consultant	
	Faculty implementation of biblical foundations across the curriculum.	12e. Continue to implement and develop the annual <i>Faculty Development Summer Institute (FDSI)</i> with the pre and post components of the institute.		External funding Institutional funding	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Results
	Alignment of the pre and post FDSI goals with delivery of instruction from a biblical foundation in all OU courses.	12f. Review the components of the FDSI with the Director of Biblical Foundations to identify faculty development support needed to deliver instruction from a biblical foundation.			
	Implementation of New Faculty Orientation to all new faculty, full time and part-time instructors.  Annual Faculty Report showing attendance at FD events.	12g. Continue to develop and implement <i>New Faculty Orientation</i> training for onboarding new faculty.		<i>Annual Faculty Report</i> from the Provost and Assistant Provost for Undergraduate Education  Consultant	
	Design and delivery of New Faculty Orientation online.  Annual Faculty Report showing attendance at FD events.	12h. Design and implement an <i>Online Faculty Orientation Program</i> for all new faculty-full and part-time.		Consultant	

**Advancement**

**Priority 5: Advancement of the University.** Oakwood University’s Division of Advancement will cultivate internal and external partnerships, to strategically sustain, advance and promote the mission of our founders through philanthropy, fund development and integrated communication and marketing.

**Responsibility: Cheri Wilson, Executive Director, Advancement**

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
<p>1. Cultivate local, national and global. Mutually beneficial and sustainable partnerships to grow affinity and increase institutional capacity for the long-term success of the University.</p>	<p>Establish a minimum of five new partnerships by 2022.</p> <p>Foster closer relationships with five new major donors through co-curricular professional and spiritual activities by 2022.</p> <p>Cultivate 100 new external partnerships by 2022.</p>	<p>2017-2022 Collaborate with academic departments and alumni to strengthen business and professional partnerships.</p> <p>2017-2022 Engage stakeholders and community partners through co-curricular activities.</p> <p>2017-2022 Expand Oakwood University participation in local, national and global business and professional activities to cultivate potential partners and prospective donors.</p>	<p>Signed Memorandum of Understanding, Articulation Agreement, or satisfaction results in Partner/Donor Survey</p> <p>Sign-in sheet, guest lists, and/or written agreement</p> <p>Relationship Activity Report</p>	<p>\$10,000 annually to support departmental fundraising efforts Advancement Staff, Academic Administration</p> <p>Advancement Staff, OU Divisions, President’s Office</p> <p>\$25,000 annually for events, travel, conferences, recognition, memberships, sponsorships. Advancement Staff</p>	<p>Established the Oakwood University Alumni 360 Career Development Program- 300 alumni and students participated.</p> <p>New Scholarships, campaigns, and Funds:</p> <ul style="list-style-type: none"> <li>• The Carvell Goodlow Caught-Up Memorial Scholarship</li> <li>• For Students from Students AYM Scholarship</li> <li>• VSI Unlimited Scholarship</li> <li>• Aeolians Relief Fund</li> <li>• Completed the Helen Miller Kanion Nursing Scholarship Endowment</li> <li>• Cooper Complex Renovation Fund</li> <li>• Provost’s Innovation and Development Fund</li> </ul>



Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
					<ul style="list-style-type: none"> <li>• Class of 2019 Philanthropy Fund</li> <li>• Held Oakwood Farms Ground Breaking event.</li> </ul> <p>Collaborated with the Office of Research and Grants; One grant was funded for \$10,000 for the Community Health Action Clinic.</p> <p>Sixty sponsors to the UNCF North Alabama Campaign; 18 new or returning sponsors 5 increased their sponsorship level.</p>
2. Coordinate organized stewardship and donor recognition activities.	<p>A minimum of 100 volunteers are engaged in advancing the mission of the University, by 2022.</p> <p>Completed stewardship and recognition procedural plan by 2019.</p> <p>Launch Advancement web pages to communicate and recognize donors by 2019.</p>	<p>2017-2019 Expand University volunteerism.</p> <p>2017-2019 Establish a stewardship and recognition procedural plan.</p> <p>2017-2019 Create interactive Advancement web pages.</p>	<p>Volunteer Membership Cards, Sign-in Sheets</p> <p>Stewardship and Recognition Procedural plan</p> <p>Advancement Web Pages, Donor Survey</p>	<p>\$5,000 for recognition activities, Advancement Staff,</p> <p>\$50,000 for stewardship and recognition events and activities. Donor Stewardship Coordinator</p> <p>\$3,000 annually for maintenance. Advancement Staff, Web Master</p>	<p>Increased volunteers from 33-166 UNCF Committee: 20 UNCF Gala: 12 UNCF Pre-Alumni Council: 20 Alumni Relations:97 Aeolians Campaign: 17</p> <p>Donor Stewardship Events and Activity</p> <ul style="list-style-type: none"> <li>• Lette Pate Whitehead Foundation Scholars Luncheon.</li> <li>• UNCF Sponsor Appreciation and Kick-off Reception</li> </ul>

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
					<ul style="list-style-type: none"> <li>• Presidential Donor Breakfast</li> </ul> Launched new Advancement and Alumni Relations webpages.
3. Complete a \$32 million-dollar comprehensive University Capital Campaign including unrestricted and restricted gifts to support the priorities of the University.	<p>Raise unrestricted and restricted annual giving to a minimum of \$1.3M annually till 2022.</p> <p>Increase number of annual donors from 1,300 to a minimum of 2,000.</p> <p>Complete 80% of the capital campaign \$32 million-dollar goal.</p> <p>Raise \$1M towards the University Endowment.</p>	<p>2017-2022 Increase unrestricted and restricted annual giving among Oakwood supporters.</p> <p>2017-2019 Launch a capital campaign to build a Health and Wellness Center.</p> <p>2017-2022 Grow the University Endowment.</p>	<p>Advancement Database Donor Report, Annual Report on Philanthropy</p> <p>Advancement Database Donor Report</p> <p>Advancement Database Donor Report</p>	<p>\$250,000 annually for direct mail, phonathon, printing and collaterals, travel, events; Advancement Staff, Board of Trustees, President’s Office</p> <p>\$1,500,000 for Consultants, travel, collaterals, events, donor recognition; Advancement Staff</p> <p>Advancement Staff, Financial Administration</p>	<p>Raised \$1.9 million to date compared to \$1.2 million this same time last year in FY18.</p> <p>Increased total donors: 1,345 to date in FY19 compared to 1,249 in FY18.</p> <p>Received \$1,000,000 towards the Community Health Action Clinic. Completed the Capital Campaign brochure draft and preliminary study. Coordinated over 60 interviews with stakeholders. Results will be shared with administration in June.</p> <p>Received \$74,111.00 designated for endowments.</p>

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
	<p>By 2022, a minimum of 300 students are showing support for the University through donations and class gifts.</p> <p>Add 25 new planned gifts by 2022.</p>	<p>2018-2019 Relaunch student philanthropy program and increase membership by 100 students annually.</p> <p>2018-2022 Improve awareness of planned giving services and charitable giving options to current and prospective donors.</p>	<p>Advancement Database Donor Report</p> <p>Advancement Database Donor Report</p>	<p>Advancement Staff</p> <p>\$30,000 for travel, brochures and workshops. Planned Giving Director</p>	<p>Launched For Students From Students AYM Scholarship Fund-38 student donors and the Class of 2019 Philanthropy Fund-32 new donors.</p> <p>Four Bequests received totaling \$45,618.30.</p>
<p>4.Revise the Alumni Relations program model to enhance the direct relationship between the University and its alumni.</p>	<p>Increase alumni philanthropic giving participation by 7.5%, by 2019.</p> <p>Increase student volunteerism and philanthropic giving participation by 50%, by 2020.</p> <p>Improve alumni engagement volunteerism, student and faculty recruitment, mentoring and career development, research, and philanthropy, by 2022.</p>	<p>2018-2019 Inaugurate an Alumni Council.</p> <p>2018-2019 Develop the UNCF Pre-Alumni Council.</p> <p>2018-2019 Develop an Annual Alumni Council Summit.</p>	<p>Advancement Donor Database Report.</p> <p>Sign-in Sheets, Advancement Donor Database Report.</p> <p>Agendas and Minutes, Sign-in Sheets, Alumni Engagement Report, Advancement Donor Database Report.</p>	<p>\$100,000 annually for travel, programming; Executive Director, Director of Alumni Relations</p> <p>\$200,000 annually for UNCF PAC Leadership Conference, events, fundraising; Director of Alumni Relations</p> <p>\$10,000 annually for meals and supplies; Director of Alumni Relations</p>	<p>Total alumni donors: 599 in FY19 compared to 433 in FY18. Alumni giving participation Rate: 3.3% compared to 2.5%.</p> <p>Expanded the Pre-Alumni Council from 4 to 20. Established 12 new Affinity Groups.</p> <p>Planned and executed Oakwood University Alumni Weekend; More than 6,000 alumni and friends participated. Volunteers: 20 UNCF Pre-Alumni Council, More than 100 Alumni Relations</p>

<b>Goals across the next 5 years.</b>	<b>Expected Outcomes</b>	<b>Strategies (by year)</b>	<b>Means of Assessment</b>	<b>Resources (human and financial)</b>	<b>Assessment Results/ Use of Assessment</b>
	<p>Complete the Office of Alumni Relations Alumni Council Bylaws, by 2019.</p> <p>Install Alumni Tracking platform and software by 2021.</p>	<p>2018-2019 Create a communication and work flow structure with clearly defined expectations and reporting requirements between the university and its alumni.</p> <p>2017-2021 Collaborate with the Offices of Research and Grants, UNCF Career Pathway Initiative, Career Connection Center and Registrar, to create a platform for tracking alumni and digitally engaging alumni.</p>	<p>Oakwood University Alumni Council Bylaws, Alumni Council Commitment Forms.</p> <p>Alumni Tracking Career Pathway Data report.</p>	<p>\$10,000 annually for training on working with Alumni Councils, fundraising and alumni relations programs, visits to other high performing colleges/universities; Director of Alumni Relations</p> <p>\$10,000 annually for tracking software; Director of Alumni Relations, Career Connections Center, Registrar</p>	<p>Held Inaugural Alumni Summit and 57 alumni participated in the two day event. Established interim Alumni Council, 15 members. Interim Alumni Council completed Alumni Council Bylaws. Bylaws are under legal review.</p> <p>Five alumni tracking software platforms are under preliminary evaluation; Graduway, Raiser’s Edge, GEM Connect Jenzabar and one alumni data hygiene company; PCI (Harris Connect)</p> <p>Launched OU Alumni Relations Facebook page with 583 new members.</p>

<b>Goals across the next 5 years.</b>	<b>Expected Outcomes</b>	<b>Strategies (by year)</b>	<b>Means of Assessment</b>	<b>Resources (human and financial)</b>	<b>Assessment Results/ Use of Assessment</b>
<p>5.Strengthen the infrastructure of the Division of Advancement to increase donor confidence, communication and philanthropy.</p>	<p>Revise Advancement section of the Administrative Policy Manual by 2022.</p> <p>Apply a combination of data hygiene services and integrated software by 2022.</p> <p>Staff the Division of Advancement departments with at least one manager and a minimum of five new development officers by 2022.</p>	<p>2017-2022 Update the Advancement section of the Administrative Policy Manual based on the Council for the Advancement and Support of Education (CASE) Standards and Guidelines.</p> <p>2017-2022 Update electronic and hard copy files to increase data hygiene.</p> <p>2017-2022 Hire a minimum of one additional fundraiser each year to increase philanthropy and support the long-term mission and success of the University. 2017-2018 –Development Officer for Annual Fund, Director of Alumni Relations 2018-2019 – Director of Planned Giving, Development Officer for Special Projects, Donor Stewardship Coordinator 2019-2020 –Director of Development, 2020-2021 –Corporate and Foundations Development Officer</p>	<p>Approved Advancement section of the University Administrative Policy Manual</p> <p>Advancement Database Hygiene Report.</p> <p>Advancement Database Report</p>	<p>Advancement Staff, Advancement Services, Donor Stewardship Coordinator</p> <p>Advancement Services, Donor Stewardship Coordinator, Advancement Staff,</p> <p>Approximately \$55,000 each year for salary and benefits to add one staff member.</p>	<p>Updating Administrative Policy Manual. Developed Advancement Services Daily Procedural Manual.</p> <p>Scrubbed Database using NCOA National Change of Address. Investigating appropriate data hygiene software with IT Department.</p> <p>Promoted Assistant Director of Development to Director of Planned Giving. Moved part-time Development Officer to Full-time. Hired Donor Stewardship Coordinator to assist with coordinating stewardship plans, events, communication, recognition and data hygiene.</p>

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
	<p>Advancement staff completes a minimum, of one professional Advancement workshop, webinar, conference annually by 2022.</p> <p>Restore East Hall and an open house is scheduled for 2020 Alumni Weekend.</p>	<p>2017-2022 Strengthen Advancement staff professional growth, effectiveness and continuous improvement in their related Advancement area.</p> <p>2019-2020 Restore East Hall for a safe, attractive and welcoming “Alumni and Donor” House by 110<sup>th</sup> anniversary in 2019.</p>	<p>Evidence of certificate, certification or diploma.</p> <p>East Hall is fully restored and renovated, Ribbon Cutting</p>	<p>\$30,000 for workshops, webinars or conferences, travel; Advancement Staff</p> <p>\$1,500,000.00 for reconstruction and renovation; Contractor, Physical Plant</p>	<p>All Advancement Directors and Development Officers completed a minimum of one webinar, workshop and/or conference. One Development Officer received Certificate of Fund Raising Management. Purchased copy of Council for the Advancement and Support of Education Guidelines Book and The Gift and the Giver book for professional growth.</p>
<p>6. Increase the listenership, exposure and revenue of WJOU.</p>	<p>By 20/20 the Drive Time audience will increase to 25,000 weekly cume.</p>	<p>Hire three additional part time on-air announcer w/ benefits package to cover morning and afternoon week day drive time in order to build audience around radio’s prime time. Hire one part time announcer to cover Sabbath programming.</p> <p>2017-2018- Morning Drive Announcer</p> <p>2018-2019-Afternoon Drive announcer.</p> <p>Hire a full-time Program Director in 2018-2019</p>	<p>Listenership analytics report/Nielsen Rating</p>	<p>Sabbath announcer \$7,500 per year</p> <p>Drive time announcers \$32,000 per year (includes benefits)</p> <p>\$35,000 per year</p>	<p>Developed three programs: "A Moment in Time" "American Tapestry" "Message of Praise"</p> <p>Transmitter will be delivered June 2019.</p> <p>Produced and uploaded 9 videos to date via YouTube and Facebook.</p> <p>Engagement has increased on both platforms. Increased engagement by 400%.</p>

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
	<p>Adjustments made from the audience research garnered will assist in developing effective programming strategies to reach the 20,000 weekly cume goal</p> <p>With the additional sales force we expect to raise \$70,000 annually in underwriting income by fiscal 2021-2022</p> <p>By fiscal 2022, raise a minimum of \$76K in order to accommodate engineering and production capital improvements.</p> <p>By 2020 the drive time audience will increase to 20,000 weekly cume. Increased annual donor revenue of 80k starting in fiscal 2020 Additional personnel will allow the station to conduct multiple on-air campaigns per year.</p>	<p>Acquire 2 Nielsen rating books each year to effectively monitor and research audience growth.</p> <p>Hire a full-time underwriting coordinator by 2017-2018.</p> <p>Hire 2 additional commission only sales reps by 2018-2019</p> <p>Hire campaign consultant in fiscal 2018-2019 for 2 years</p> <p>Develop campaign marketing materials</p> <p>Hire a part-time donor coordinator in year 2 and a full-time development director by year 3. 2018-2019- Part time donor coordinator</p> <p>2019-2020-Full time development director</p>		<p>\$5,000 per year</p> <p>\$24,000 plus 15% commission</p> <p>20% commission</p> <p>\$18,000 per year for a total of \$36,000 for the period</p> <p>\$5,000 for marketing materials over the period.</p> <p>\$24,000 per year</p> <p>\$37,000 per year</p>	<p>Hired 5 student workers. 2 – Marketing 1- Marketing/Broadcast Journalism 1 - Music Production 1- Business Management 1 - Communications Performance Intern from Alabama A&amp;M.</p>

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
	<p>Additional campaigns will provide increase donor contributions. Increased annual donor revenue of 80k starting in fiscal 2020.</p> <p>Implementation of podcasting studio resulting in annual income of 30K by fiscal 2022.</p> <p>Installation of capital improvements complete by 2021 resulting in additional production and broadcast initiatives.</p>	<p>Conduct three Sharathons per year:            -Fall campaign            -Spring campaign            -Fiscal Year end campaign</p> <p>2018-2019            Fall &amp; Spring Campaign</p> <p>2019-2020            Addition of Fiscal Year campaign in June</p> <p>Purchase donor solicitation software in 2017-2018            Initiate podcasting department</p> <p>Hire podcasting consultant in 2017-2018</p> <p>Build out podcasting studio</p> <p>Hire part time podcasting director</p> <p>2017-2018            Fix women’s bathroom</p> <p>Build out newsroom</p> <p>Install station security system</p> <p>Paint walls</p> <p>Update production computers</p>		<p>\$2,500</p> <p>\$2,500</p> <p>\$3,000 per year</p> <p>\$6,000</p> <p>\$10,000</p> <p>\$15,000</p> <p>\$9,000</p> <p>\$8,000</p> <p>\$4,500</p> <p>\$1,200</p> <p>\$5,500</p>	



Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
		2019-2020 Develop automation plan for HD 2 & 3 Replace automation system Initiate programming for HD 2 & 3 2020-2021 Replace equipment in main production studio Replace on-air studio equipment		\$8,000 \$10,000 \$15,000 \$20,000	
7. Develop processes, marketing and PR standards designed to enhance the institutional brand.	Will maintain 75% of updated information of all IMPR policies by the end of 2018	<u>2017-2018</u> Update IMPR policy manuals to improve effective understanding processes.	Analytic Report Generation	IMPR staff: Free established by office staff	
	Creation of subsites for 75% of academic department by the end of 2019	<u>2017-2019</u> Rebrand OU's websites	Analytic Report Generation	IMPR staff: Free established by office staff	Developed BCBLC, Advancement, Alumni Relations, Graduate programs, Oakwood Farms, Oakwood Memorial Gardens Cemetery webpages. Created giving portal on Oakwood's website.
	For 75% of students, faculty and staff will opt-in the Texting service by December 2019	<u>2017-2019</u> Development of Campus Wide Texting service		IMPR staff: \$9600 annually	Campus Wide Texting Service implemented for students, parents, faculty and staff. Members: 3,700

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
	Create five (5) new local business relationships for marketing OU opportunities by June 2019	<u>2017-2021</u> Develop a marketing campaign that includes ads in publications, digital media, billboards, television, radio, social media, etc. Huntsville local market: Airport & Billboards	Five new Business created	IMPR staff: \$70,000 Maintaining through a local	Improved relations and coverage with WHNT, Channel 19.
	To hire 2 new FTEs personnel that will focus on campaigns for increased awareness and ROI of Oakwood University by 2020.	<u>2017-2020</u> Hiring a Public Relations Assistant Director  Hiring an Assistant Marketing	Hire personnel	IMPR staff & Humans Relations: \$42,000 annually (salary)  \$42,000 annual (salary)	Hired an Assistant Director of IMPR
	At the beginning of every school year, focused media relations campaigns on positive stories and programs by OU that received <b>earned media</b>	<u>2017-2018</u> Develop public media relations campaign to include all forms of media that will showcase stories about the “OU experience.”	Measuring results will be done by Trendkite Software. Received earned media from location news outlets	IMPR staff: free-establish by office staff	
	Increase visibility and attendance at Chamber meeting by OU staff and administration by December 2019	<u>2017</u> Become better key players in the community by attending Chamber meeting and participating in community events	Attendance at regular Chamber meetings by administration	IMPR staff: Huntsville Chamber of Commerce (\$825.00 annually) NAAACC (\$500.00 annually)	
	This will help to assist in promoting OU’s story to external public	<u>2018-2020</u> Encourage internal publics (students, faculty, staff, administrators, and alumni) to share stories of their successes and appointments with IMPR office		IMPR staff and Campus Community: free-established through office staff	

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
	This will entail partnering with OUBN to create an InsideOakwood video news program The video package promos would be used by recruiters and others to share “OU experience” to a wider audience.	<b>2017-2020</b> Integrate technology in our media marketing and internal messaging functions. Development of video marketing package material		IMPR and OUBN staff: free-established through office staff	
	To have an integrated process that would create exchange of content from OUBN with WJOU by December 2019	<b>2017-2018</b> Partner with WJOU	Integrated processes through online analytic reports	IMPR-OUBN, and WJOU staff; free-established through office staff	
8. To continuously improve professional skills that enhancements IMPR department.		<b>2017-2020</b> Participate in various training initiatives.	Evidence of certificate, certification or diploma.	IMPR staff; \$3500 •IMPR staff: (\$1750 annually)-established through Lynda.com Training and Continued Education •Society of Adventist Communicators Convention (\$259/person; Membership fee-\$50/organization) •CASE Conference (Conference fee-\$549/person; Membership-\$1900/year) •Southern Union Communication Advisory Meetings (held twice a year; various hotel registration fees-\$1500)	Director of IMPR received the APR Accredited Public relations Professionals designation/certification .  IMPR team won eight American Graphic Design Awards from Graphic Design USA.

Goals across the next 5 years.	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/ Use of Assessment
				<ul style="list-style-type: none"> <li>•National Association of Black Journalists</li> <li>•Public Relations Society of America Annual National dues (\$350/person)</li> <li>•Public Relations Association of America (PRSA)- membership- \$399 year)</li> <li>•Religion Communicators Council)</li> <li>•American Copy Editors Association (Membership- \$75/year plus convention fees)</li> </ul> <p>International Association of Administrative Professionals (Membership -\$183/year plus convention fees)</p>	

**Priority 6: Fiscal Growth, Responsible Management, and Revenue Diversification:** Oakwood University’s Division of Financial Administration will secure the fiscal health of Oakwood University in harmony with the strategic mission of the institution

**Responsibility:** Sabrina Cotton – Vice President for Financial Administration

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>1. Increase non-tuition revenue through the creation and/or procurement of mission and values-compatible businesses</p>	<p>Anticipated revenues: \$13,500 each year:            2018 - 100 X \$45.00 = \$4,500            2019 - 200 X \$45.00 = \$9,000            2020 - 100 X \$45.00 = \$13,500</p> <p>Increase commission by 25%            Base Year FYE 2016 - \$119,000            2018 - \$129,000            2019 - \$140,000            2020 - \$150,000</p> <p>Increase rebates by 300%            Base Year FYE 2016 - \$20,000            2018 - \$30,000            2019 - \$40,000            2020 - \$60,000</p>	<p><b>Mailroom</b>            Adopt a mail box rental system for each student as many institutions are doing. Each student could be charged \$45 for the year – 2018.</p> <p><b>Bookstore</b>            Develop and implement a marketing and sales plan space to increase sales and commission to the university – 2018-2020.</p> <p><b>Accounting:</b>            Implement a strategy to grow vendor/constituency involvement in the purchase card rebate program.</p>	<p>Receipts/ credits posted in Accounting Systems</p> <p>Receipts/ credits posted in Accounting Systems</p> <p>Receipts/ credits posted in Accounting Systems</p>	<p>Accounting, Mailroom Personnel - \$500</p> <p>Barnes &amp; Noble, Financial Administration, Academic Administration - \$25K</p> <p>Accounting, Development, &amp; Financial Administration</p>	<p>07/01/2018 to 05/14/2019 revenues are \$1,805 significantly below the anticipated \$4,500 to /\$9,000 – did not charge students the mail box rental fee – given increases in tuition and academic fees and use of electronic delivery – further increases will not be pursued. Anticipated future revenues are estimated at \$2,000 annually</p> <p>FYE 2018            FYE 2019 - 07/01/2018 to 05/14/2019 revenues are \$138K            The University is on track to exceed the \$140K goal. In 2019-2020 the University will institute an across the board book rental which should help ensure the 2020 goal of \$150,000 is met or exceeded</p> <p>FYE 2018 - \$25K, FY 2019 (April)- \$24K –by end of FY 2019 expected total to reach \$30K</p>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>- Develop business lines, expand Edible footprint, and grow profit at Edible stores; purchase and/or develop open air markets to sale merchandise</p> <p>- Develop business lines, expand Edible footprint, and grow profit at Edible stores; purchase and/or develop open air markets to sale merchandise grown on Oakwood Farms &amp; from other distributors</p> <p><b>Grow Profit – Existing Edible Stores #819 &amp; 759</b></p> <ul style="list-style-type: none"> <li>➤ 2018 stores breakeven – base year</li> <li>➤ 2019 sales increase by 3% and generate 3% profit margin</li> <li>➤ Add Edible to go online at #819</li> <li>➤ 2019 sales increase by 2% and generate 5% profit margin</li> <li>➤ Add Edible to go online at #759</li> <li>➤ 2020 sales increase by 5% and generate 7% profit margin</li> <li>➤ 2021 sales increase by 3% and generate 9% profit margin</li> <li>➤ 2022 sales increase by 3% and generate 10% profit margin</li> </ul>	<p><b>Oakwood Enterprises – Edible Arrangements:</b> Purchase, develop, grow multiple retail establishments with product lines and offerings that are based on the health &amp; lifestyle principals of the SDA church.</p>	<p>Store openings/financial statements</p>	<p>Business Consultants, Valuation Consultants, Attorneys, OU Administration, BOT - \$3m</p>	<ul style="list-style-type: none"> <li>➤ Store #759 - University drive is estimated to break even June 30, 2019 – Store #819 – Airport Road is struggling to break-even. The strategies used will get to break-even include reducing management overhead and controlling labor and inventory cost – while focusing on growing customer base in the NAD Adventist community</li> <li>➤ Edible-to go installation at store #759 will be delayed until profit margin reaches 5%</li> </ul>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p><b>Expand Edible Footprint</b></p> <ul style="list-style-type: none"> <li>➤ 2020 – Increase access to North Alabama Market – Open Edible in Florence to serve Muscle Shoals area</li> <li>➤ Anticipated investment \$300K</li> <li>➤ Goal is to breakeven by 2020</li> </ul> <p><b>Open two Open Air Markets:</b> To sale Oakwood Farms products and products from other vendors</p> <ol style="list-style-type: none"> <li>1. Downtown location to open in 2018 - breakeven 2020</li> <li>2. Adventist Blvd. location to open in 2019 - breakeven - 2021</li> </ol> <p><b>Establish &amp; Grow Oakwood Farms</b></p> <ul style="list-style-type: none"> <li>➤ 2017-2019 establish berry/honey/orchard/vegetable farm - estimated loss startup years - \$146K</li> <li>➤ 2020 1<sup>st</sup> full harvest of berry farm products - estimated profit - \$64K</li> <li>➤ 2022 first full harvest of fruit &amp; nut orchard - estimated farm profit \$122K</li> </ul>	<p><b>Oakwood Enterprises Farm:</b> Develop and grow Oakwood farms with product lines and offerings that are based on the principles in HC2020 2017-2020.</p>	<p>Store openings/financial statements</p>	<p>Business Consultants, Valuation Consultants, Attorneys, OU Administration, BOT - \$300K</p>	<ul style="list-style-type: none"> <li>➤ North Alabama Expansion will be delayed until 2021 and current stores reach 5% profit margins</li> <li>➤ Due to property procurement price, the downtown location has been canceled.</li> <li>➤ The Adventist Blvd has been delayed due to construction and pricing concerns. This location is currently under construction and estimated complete date is Winter 2020 - this changes the anticipated break-even to 2023-2024</li> </ul> <p>A 10 acre+ fruit and honey orchard has been established and includes blackberries, blueberries, raspberries, muscadines. Further about 14 acres + green house are behind used for vegetables produce</p>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p><b>Delivery Mortuary Services and expand internment business</b></p> <ol style="list-style-type: none"> <li>1. Develop and implement a plan to establish a mortuary science program and - financial targets (tbd).</li> <li>2. Add income for mortuary services and increase income from internment.</li> <li>3. Develop a sales and market plan for OMG and employ a commissioned based sales force.</li> </ol> <p>2018-2020 - Expand Plot sales at OMG to 1000 per year by 2020</p>	<p><b>Mortuary Science</b>  Establish Learning/Laboratory Facility to support the Mortuary Science Program and increase sales at Oakwood Memorial Gardens -</p>		<p>Business Consultants, Valuation Consultants, Attorneys, OU Administration, BOT - \$300K</p>	<p>2017 Loss – \$82K (\$354)</p> <ul style="list-style-type: none"> <li>➤ 2018 Loss/Startup - \$377K</li> <li>➤ Estimated Loss 2019</li> </ul> <p>As anticipated from 2017-2019 the start –up losses are near to what was expected. Based on the grow customer base and second site with a café – we anticipate break-even to be 2023-2024</p> <ul style="list-style-type: none"> <li>➤ The Mortuary science program has been delayed to put emphasizes on developing a plan to grow the sales at the cemetery:</li> </ul> <p>The following has occurred:</p> <ul style="list-style-type: none"> <li>➤ Moved from part-time to full-time Director</li> <li>➤ Created a Marketing website</li> <li>➤ Distributed materials at multiple churches</li> <li>➤ Proposed to increase prices to market level</li> <li>➤ Goal is average of 200 burials per year with average</li> </ul>



Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p><b>Grow Child Development Lab:</b></p> <ol style="list-style-type: none"> <li>1. Complete expansion of the Child Development Lab</li> <li>2. Increase enrollment by 15 students from 30 to 45 – 2018</li> <li>3. Estimated revenue base year 2016-2017 - \$114K – 30 students</li> <li>4. Estimated revenues for 2017-2018 based on 45 students \$171,000</li> <li>5. Review footprint of lab and advertng strategy</li> </ol> <p>Utilize existing, business relationships capabilities, documents and presentations to enhance marketing plans to increase Sales, FFE, IDR, &amp; Net income (INR) received from contracts:</p> <ul style="list-style-type: none"> <li>➤ <b>Base Year 2016</b> \$700K (INR) \$800K - \$3.5m sales</li> <li>➤ <b>Year 2018</b> \$850K (INR) - \$4.35m sales</li> <li>➤ <b>Year 2019</b> \$1m (INR) - \$5.4m sales</li> <li>➤ <b>Year 2020</b></li> </ul>	<p><b>Child Development Lab</b> 2018-2019 – Expand and grow child enrichment programs for birth to 5-year olds.</p> <p><b>Employee Services/Contracts</b> Increase FFE, IDR, &amp; Net Income generated from relationships with the Federal, and State Government and other Government Contractors - 2017-2020</p>	<p>Receipts/ credits posted to accounting system/financial statements</p> <p>receipts/ credits posted to accounting system/financial statements</p>	<p>Dean &amp; Chair, OU Administration - \$75K</p> <p>Business Consultants, Valuation Consultants, Attorneys, OU Administration, BOT, Business &amp; Information Systems/LEAP \$500K</p>	<p>revenues of \$2,000 per burial FY 2020</p> <p>FY 2019 (as of May 14, 2018) income is \$100K (about 25 students) – which is less than the base year. Enrollment in kindergarten dropped to 0. The Chair and the Director are working to develop a marketing plan to promote the CDL to the area – Marketing Plan expected by May 31, 2018</p> <ul style="list-style-type: none"> <li>➤ Contract Revenue-sub-contracts ended-Replaced contracts will not be fully active FY 2019-2020</li> <li>➤ FYE 2018 - \$3.8m</li> <li>➤ FY 2019 (as of 12/31/2018) - \$1.6m (Estimated YE \$3.5m)</li> <li>➤ Estimated FY 2020 (est. \$5m)</li> <li>➤ Obtained first from contracted estimated value up to \$1m</li> <li>➤ New contract revenue should</li> </ul>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>\$1.2m (INR) - \$6.5m sales  ➤ <b>Year 2021</b>  \$1.5m (INR) - \$8m sales</p> <p>Net \$1.5m to \$3m from sale/development by 2021</p> <p>Renovate Lobby by 2019  - Rent for \$12 to \$15 per square foot by 2019</p>	<p>Sale/Develop 75 acres at 305 Winchester Road by 2021</p> <p>Renovate Lobby &amp; Rent 4920 - 15K to 20K square feet for market value</p>	<p>Sales contract</p> <p>Lease contract/  receipts/  credits posted to accounting system/financial statements</p>	<p>Independent contract help as needed, Employee Services and Financial Administration</p> <p>Independent contract help as needed &amp; Financial Administration  - Renovation - \$75K</p>	<p>replace lost contracts</p> <p>➤ Property still listed – some interest expressed by potential buyers – continue to list and look for developers/buyers</p> <p>➤ The University executed a lease for 7,500 square feet in the industry building space to the Census Bureau (via government as the prime) at competitive market rates. The lease rate is \$76.98 per square foot FY 1 (\$577,000 annual rate). Oakwood may use an estimated 50% of the proceeds to execute leasehold improvements.</p> <p>➤ Possible lease pending for estimated \$14 per square foot for approximately 2,000 square feet</p>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>2. Increase student employment opportunities to better prepare students for gainful employment</p>	<p><b>Grow Internship Program:</b> Expand and grow an internship program that foster career, inter-personal, ethical character building, and academic and career path development.</p> <p>The goal is to increase the # of companies offering internships to OU students annually to an average of 40 by 2020. It is anticipated that each company would offer on average at least two internships to Oakwood students:</p> <ul style="list-style-type: none"> <li>➤ Base Year 2016 - 12</li> <li>➤ Year 2017 - 18</li> <li>➤ Year 2018 - 24</li> <li>➤ Year 2019 - 30</li> <li>➤ Year 2020 - 40</li> </ul>	<p><b>Employee Services/Contracts</b> Team with CP-Gem group institutions, industry, government, university departments, non-profit, and faith-based institutions to provide internships designed to ultimately guide students into gainful employment - 2017-2022.</p> <p><b>Strategy 1</b> - 2017-2023 The University will target vendors and government with whom it does business primarily in the STEM disciplines or industries that typically have 80% average annual employment rates. Specifically, we will target vendors who specialize in the following:</p> <ul style="list-style-type: none"> <li>➤ Networking</li> <li>➤ Managerial and administrative support</li> <li>➤ Database management and development</li> <li>➤ Technology certifications</li> <li>➤ Engineering services</li> <li>➤ Web development</li> <li>➤ Systems engineering</li> <li>➤ Procurement</li> <li>➤ Accounting functions</li> <li>➤ Environmental science</li> <li>➤ Cyber security, CISSP and other certification</li> <li>➤ Nutrition &amp; Dietetics</li> <li>➤ Construction Management</li> <li>➤ Actuarial Science</li> <li>➤ Management Information</li> </ul> <p>Develop a plan to build student pay</p>	<p>Tracking information procured through scanners, googledocs and Ex systems modules</p>	<p>Participating Departments: Research &amp; Faculty Development, Accounting, Development, Career Services, Student Employment, and Financial Administration</p>	<p><b>Spring 2019 Activities</b></p> <ul style="list-style-type: none"> <li>➤ Individualized Career Plans 113 Completed</li> <li>➤ Student Visits to the Career Connections Center 363 Total</li> <li>➤ On-Campus Resume Workshops 12 Total</li> <li>➤ Career Development Activities 34 Total</li> <li>➤ Employment Recruiter Visits 8 Total</li> <li>➤ Employers Interviewers on Campus 10 Total</li> <li>➤ Student Interviews on Campus 163 Total</li> </ul> <p><b>Fall 2018 Activities</b></p> <ul style="list-style-type: none"> <li>➤ Career Development Week took place from October 8-12, 2018. Preliminary estimated results indicated a total of 447 instances of student participation. The sessions included goal setting, personal branding, maximizing social profiles, resume</li> </ul>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
					<p>building, interview skills, and dressing for success</p> <ul style="list-style-type: none"> <li>➤ Campus wide Career Fair – 445 students participated and approximately 40 employers/graduate &amp; professional schools</li> <li>➤ Oakwood Internships 2017 -18 2018 -18 2019 - on-campus jobs or micro-internships, attended by 211 students, including 26 students from Cohort 1, and 151 students from Cohort 2</li> <li>➤ Planned development activities for 2019-2020 including badging, continuation of development activities and increasing target employers list from about 300 to 500</li> </ul>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
3. Grow Institutional Endowment to ensure long institutional viability	<p>Audited financial statements demonstrating movement to net contributions of \$750K by 2020</p> <p>Goal is to reach \$20m by 2020 based on expected market returns - 6.52%</p> <p>2015-2016 - \$13.7m  2016-2017 - \$14.5m  2017-2018 - \$16.2m  2018-2019 - \$18.1m  2019-2020 - \$20.1m</p>	Contribute \$750K to the Endowment annually until 2020 and invest to achieve average annual market returns of 6.52%.	transfers/receipts/credits posted to accounting system/financial statements	Oakwood Administration, Investment Committee, Financial Administration and A&D	<ul style="list-style-type: none"> <li>➤ 2015-2016 - \$14.4m - \$13.8m</li> <li>➤ 2016-2017 - \$16.2m - \$16.3m</li> <li>➤ 2017-2018 - \$17.9m - \$18.5m</li> <li>➤ 2018-2019 - \$18.1m - TBD</li> </ul> <p>New Goals:  2019-2020 - \$20m  2020 –2021 - \$25m  2020-2022 - \$30m</p> <p>The goal is to grow endowments to a total \$100m through 7 strategies:</p> <ol style="list-style-type: none"> <li>1) Eliminate non-mandatory spending of endowment funds until 2030;</li> <li>2) Reinvest earnings not required for mandatory spending;</li> <li>3) Assign annual % increase in operating subsidies received from NAD and Regionals to quasi Endowment;</li> <li>4) Increase via fundraising annually;</li> <li>5) Invest earnings from enterprises;</li> <li>6) Sale of Winchester Road property and invest proceeds; and</li> <li>7) Execute cyclical sell &amp; reforestation</li> </ol>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
<p>4. Plan for the development of new facilities to support missional operations</p>	<p>Complete construction by Fall 2020 - \$20m</p> <p>Complete annual goals as noted in the Capital Action Plan</p> <p>Complete construction by January 2018</p>	<p><b>Facilities (Maintenance, Grounds, Custodial):</b> Convert Peterson Hall to a conference center/hotel (2018).</p> <p>Renovate and expand Health &amp; Wellness Facilities - Currently working with Architects to develop concept designs.</p> <p>Annually evaluate, update, and revise the Capital Action Plan.</p> <p>Construct and develop a Federally Qualified Community Health Action Clinic (FQHC or look alike) – Develop a system to bill for Health Services and obtain Government related contracts</p>	<p>Plans developed</p> <p>Plans developed</p> <p>Capital Action Plan evaluated</p> <p>Building constructed</p>	<ul style="list-style-type: none"> <li>• OU Administration, Architects, Planners, Consultants, and Contractors - \$9m</li> <li>• Office of Spiritual Life, OU Administration, Architects, Planners, Consultants, and Contractors - \$20m</li> <li>• OU Administration, OU Facilities team, Architects, Planners, Consultants, and Contractors</li> <li>• Identify and purchase additional property, Healthy Campus 2020 Team, Financial Administration, Consultants, &amp; Contractors</li> </ul>	<p>project on 70 intermittent acres.</p> <p>Alternate proposals for a new conference center/hotel being reviewed</p> <p>Plans about 50% Complete – David Richardson Project</p> <p>Capital Action Plan evaluate in fall of 2018 – revised plan currently in progress</p> <p>Land purchase contract currently in progress for site of Community Action Clinic – Is being developed in partnership with Huntsville Hospital – expected open date is Winter of 2020 – Prudence Pollard Project</p>
	<p>Master Parking Plan develop by 2018</p> <p>Regulate parking by enforcement using controlled gates/tickets/decals enforcement - 2020</p> <p>Ensure that faculty, staff and students get vehicle registered to assist with</p>	<p>Develop a parking Master Plan <b>Phase I (2018-2021)</b></p> <ul style="list-style-type: none"> <li>• Install controlled access parking lots using lift gates and color-coded signage and add fee-based parking</li> <li>• Working with Civil Engineers to develop controlled parking at Cunningham Hall</li> <li>• Premier paid spots:</li> </ul>	<p>Plan Developed</p>	<p>Resources</p> <ul style="list-style-type: none"> <li>• OU Admin.</li> <li>• Public Safety</li> <li>• Custodial Service</li> <li>• Grounds</li> <li>• Transportation</li> </ul> <p>OU Administration, Architects, Planners,</p>	<p>Due to multiple construction/ renovation projects this item will not be completed in the 2018-2023 Plan time frame – remove from plan</p>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>parking enforcement - 2020 Lots designated by 2020</p> <p>Time-limit parking designated - 2020</p> <p>Fees to be payroll deductible.</p> <p>Number system for each paid assigned spot</p> <p>Additional parking complete - 2018</p> <p>Garage complete - 2019-20</p>	<ul style="list-style-type: none"> <li>- 50 available @ \$1 per day (\$30 monthly) = \$18,000 per year</li> <li>• Limit student parking to residence halls, non-restricted lots, or paid access spots</li> <li>• Designate lots for commuter students parking <ul style="list-style-type: none"> <li>➢ Add signs for time limit parking beside business buildings on Oakwood Road</li> </ul> </li> </ul> <p><b>Phase II (2018)</b></p> <ul style="list-style-type: none"> <li>• Add additional parking behind Peters Hall and Cunningham Hall in progress working with Civil Engineers</li> </ul> <p><b>Phase III (Summer 2019)</b></p> <ul style="list-style-type: none"> <li>• Build a multi-level parking garage behind Peterson Hall.</li> <li>• Utilize a trolley/shuttle system for commuting around campus, to and from parking garage multi-level garage: \$4,500 - \$15,000 (per space) average \$7,000 (per space)</li> </ul>		Consultants, & Contractors	
5. Develop an Energy Management Plan to reduce inflation adjusted energy cost.		<p><b>Facilities:</b></p> <p><b>2019:</b> Assign an Energy Management Consultant, Project Manager and Team.</p>	Plan developed	Energy Management Consultant - \$50,000/OU Administration & staff	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
		Develop and implement an institution wide Energy Management Plan.		Energy Management Consultant, Physical Plant Director in conjunction with Huntsville Utility and TVA.	
6. Manage Default Prevention Program to ensure the University's default rate stays at least 2% below the national average.		<p><b>Student Accounts/Financial Resolution:</b> Manage a Default Prevention/Financial Literacy &amp; Accountability Program designed to ensure the University default rate stays at least 2% below the national average - 2014-2019.</p> <p>Continue to utilize Default management entities-ASA-Salt, Ed. Financial, and USA Funds with the collaboration of internal resources to reduce default rate – 2018-2022.</p> <p>Monitor activities of default coordinator and external entities - 2017-2023.</p> <p>Develop partnerships with CAS, Enrollment Management, Student Employment, and Career Services as resources to help promote SALT 2017 -2023.</p>	U.S. Department of Education published default rate	<p>Cost: \$10,000 – Ed. Financial, Student Assistant, Increase telephone and fax budget of Student Accounts by \$500.00.</p> <p>Default Management Taskforce</p> <p>Default Management Coordinator</p> <p>OU Media Department</p>	



Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
		<p>Educate the students about the process of managing their student loans by: Providing financial literacy materials and conduct workshops with focus groups, such as residential housing, Oakwood Live and freshman orientation students, as well as the OU101 Class - 2017-2023.</p> <p>Challenge the unofficial default rate within the 45-day window given to contest errors - 2017-2023.</p> <p>Monitor activities of default coordinator and external entities - 2017-2023.</p>			
7. Establish a campus life safety and security system including campus surveillance to prevent and detect life-safety anomalies	Implement campus-wide surveillance system infrastructure by 2021	Collaborate with IT, Public Safety, Physical Plant to develop and implement a campus-wide life safety and security system by 2021		IT, Financial Administration, Public Safety, and Physical Plant	

**Technology**

**Priority 7: Operational and Technological Leadership:** Oakwood University’s Division of Information Technology will facilitate the use of technology to improve operational efficiency and to communicate the Oakwood mission globally.

**Responsibility: Anthony Walker, Chief Information Office**

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
1. Deliver Technology Services to support the Educational Mission of the Institution.	<p>Create a University IT policy manual</p> <p>Provide insight into the performance of campus-wide technology that achieves regulatory industry standard compliance</p>	Develop an IT Governance Executive Committee by 2020	<p>University IT policy manual published</p> <p>Functioning of IT Governance Executive Committee</p>	<p>Administrative Staff</p> <ul style="list-style-type: none"> <li>• Chief Information Officer</li> <li>• VP For Academic Admin,</li> <li>• VP For Research Faculty Dev.</li> <li>• Dir. Client Services,</li> <li>• Dir. Network/Telecomm.</li> <li>• Dir. Business Technology</li> <li>• LMS Administrator</li> <li>• USM President</li> <li>• Faculty</li> <li>• Staff</li> <li>• Student Representative</li> </ul>	
	Generation of accurate real-time data informed reports.	2019 -2020 Facilitate campus data resources.	Data dictionary and data warehouse	<ul style="list-style-type: none"> <li>• Departmental Module Managers</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>Strengthen faculty and staff technological literacy to reduce the technical gap between students and employee.</p> <p>Convert all forms by 2021</p> <ul style="list-style-type: none"> <li>• 2018 – 50% of forms converted</li> <li>• 2019 - 70% of forms converted</li> <li>• 2020 - 85% of forms converted</li> <li>• 2021- 100 % of forms converted</li> </ul> <p>App developed by 2020</p>	<p>Establish Technology Aware Instructional Spaces</p> <p>Establish Paperless Initiative</p> <p>Develop Student Government mobile app</p>	<p>established and maintained</p> <p>Establishment of Technology Aware spaces</p> <p>Receipts of acquisitions (Portals, Cloud space use, etc.)</p> <p>Analytics of App in use</p>	<ul style="list-style-type: none"> <li>• Business Technology Department</li> <li>• Institutional Effectiveness</li> <li>• Obtain state-of-art space conducive of Learning</li> <li>• Equipment (\$30k)</li> <li>• Infrastructure (\$20k)</li> <li>• Employee for space (\$45k)</li> <li>• Paperless Equipment (\$15k)</li> <li>• Training (\$15k)</li> <li>• USM, Computer Club</li> <li>• Business Technology Office</li> <li>• Consultant (\$10k)</li> </ul>	<p>2018: 50% forms converted</p>
2. Establish a culture of Automation	University wide culture of automation completed	Collaborate with departments to identify	Laserfiche document management	<ul style="list-style-type: none"> <li>• Chief Information Officer,</li> <li>• VP for Financial Administration,</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
Adoption throughout the University		manual processes that need to be automated.	system implemented	<ul style="list-style-type: none"> <li>• Director of Business Technology Office,</li> <li>• Faculty, Staff and Student representation</li> </ul>	
3. Expand Campus Broadcast Infrastructure.	Media content expanded for broadcasting via campus cable system, social media, website, and public airwaves.	<ol style="list-style-type: none"> <li>1. Grow Oakwood University Broadcast Network through social media.</li> <li>2. Media Committee</li> </ol>	Hire Broadcast/ Lab Technician to grow social media by February 2019	<ul style="list-style-type: none"> <li>• Broadcast/Lab Technician (\$43k)</li> </ul>	
4. Expand Virtualization Systems Environment.	<p>Standardization, University Server environment 2018.</p> <p>Transition All campus lab from desktop computer to Virtual desktop by 2020</p> <ul style="list-style-type: none"> <li>• 2018-60% of labs converted</li> <li>• 2019 90% of labs converted</li> <li>• 2020 100% of Labs converted</li> </ul> <p>Protect university risk assessment by 2022</p> <ul style="list-style-type: none"> <li>• 2018 12% of risk assess</li> </ul>	<p>Consolidation of server systems.</p> <p>Phase1: Convert university labs</p> <p>Implementation of Virtual Desktops to all campus labs</p> <p>Phase 2: provide Virtual Desktop to 40 % of campus data user.</p>	<p>Receipt of virtual Desktop</p> <p>Receipt of Virtual Desktops</p> <p>Deliver virtual desktop</p>	<ul style="list-style-type: none"> <li>• Chief Information Officer,</li> <li>• Director of Client Services,</li> <li>• Director of Network/ Telecommunications</li> <li>• Director of Business Technology Systems</li> <li>• Director of Client Service</li> <li>• Director of Client Service</li> </ul>	<p>University server system standardize</p> <p>2018-60% of labs converted</p> <p>2018-60% of risk assess</p>

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<ul style="list-style-type: none"> <li>• 2019 25% of risk assess</li> <li>• 2020-2012 40% of risk assess</li> </ul> <p>Establish and promote BYOD to campus by 2019 Limit resource is needed with BYOD</p>	<p>Establish “BYOD” Guidelines.</p>	<p>University BYOD Guidelines published</p>		
<p>5. Develop IT Business Continuity to ensure the functions of the University.</p>	<ul style="list-style-type: none"> <li>a. ERP Hosted in the cloud, 24/7 uptime</li> <li>b. All data is backup and secure at hosted location and at a secure facility.</li> <li>c. Test site for development and testing redundant system</li> </ul> <p>Data center relocated</p> <p>Single login for university</p>	<p>Move ERP to the Cloud 2019; March 2019 copy ERP data to the cloud to be hosted. Testing will take place for two months</p> <p>Move data center to a secure location by 2018</p> <p>Convert University applications to use a single login by 2019</p>	<p>ERP Hosted in the Cloud by vendor</p> <p>Datacenter up and running.</p> <p>Receipt(s) of purchase and installation of Single Sign on system</p>	<ul style="list-style-type: none"> <li>• Chief Information Officer,</li> <li>• Director of Client Services,</li> <li>• Director of Network/Telecommunications,</li> <li>• Director of Business technology Systems,</li> <li>• Expert Consultant (\$57k)</li> </ul> <p>Information technology (\$\$9k)</p> <ul style="list-style-type: none"> <li>• Information technology</li> <li>• Academic technology</li> <li>• Consultant (\$33k)</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>University Disaster recovery plan establish and implemented by 2022</p> <p>University Disaster recovery plan tested</p>	<p>Collaborate with academic technology to identify system to recover by 2020</p> <p>Test university recovery plan by 2021-2022</p>	<p>Obtain a Consultant firm</p> <p>Disaster plan tested, and document stored</p>	<ul style="list-style-type: none"> <li>• Academic technology</li> <li>• Information technology</li> <li>• Consultant (\$5k)</li>   <li>• Academic technology</li> <li>• Information technology</li> <li>• Consultant (\$15k)</li> </ul>	
6. Establish a Campus-wide Life Safety and Security System.	Campus-wide surveillance system infrastructure plans are developed and implemented. <i>By 2017-2018</i>	Collaborate with Physical Plant, Public Safety, and Financial Administration to provide implementation technology leadership.	Receipt(s) of purchase and installation of Security Systems	<ul style="list-style-type: none"> <li>• VP of Financial Administration,</li> <li>• Director of Public Safety,</li> <li>• Director of Physical Plant,</li> <li>• Chief Information Officer</li> <li>• Director of Network/Telecommunications,</li> <li>• Director of Business technology Systems</li> </ul> <p>(\$34k)</p>	Surveillance system infrastructure implemented 2018
7. Technological Literacy for Career Preparation	21 <sup>st</sup> Century Career Technology Skills obtain	Collaborate with Academic Division to provide Co-Curricular Support.	Analytics of mobile application use	<ul style="list-style-type: none"> <li>• VP of Academic Administration</li> <li>• Chief Information Officer</li> <li>• Director of Network/Telecommunications</li> </ul>	

Goals across the next 5 years . . .	Expected Outcomes	Strategies (by year)	Means of Assessment	Resources (human and financial)	Assessment Results/Use of Results
	<p>Obtaining the correct career path for student</p> <p>Obtain certificate for student</p>	<p>Utilize Gamification and Mobile Application Development</p> <p>Individual Certificate Programs for 1<sup>st</sup> 2<sup>nd</sup> 3<sup>rd</sup> &amp; 4<sup>th</sup> year student by 2017-2022</p>	<p>Certificate Distribution</p>	<ul style="list-style-type: none"> <li>• Director of Business technology System,</li> <li>• Director of Client Services</li> <li>• Information Technology</li> <li>• Academic Technology</li> <li>• VP For Academic Admin,</li> <li>• VP For Research Faculty</li> <li>• Consultant</li> </ul> <p>Information Technology (\$5k)</p>	<p>8 Students certified</p>