



**2010 Oaks Indian Mission Strategic
Plan
Updated 2011**

Preface

2010 Oaks Indian Mission Strategic Plan **Updated 2011**

This document was originally prepared in 2009 and approved in February 2010 under the leadership of Rev. Randall K Wilburn, Consultant and Team Facilitator, working for Gronlund Sayther Brunkow (GSB); a partnership guiding charitable organizations and congregations since 1976.

The team members that developed the 2010 plan were: Mr. Harley Buzzard, Mrs. Sandra Edgmon, Mr. Ed Gibeau, Rev. Michael Girlinghouse, Mrs. Susan Humphrey, Mr. Tom Jerlow, Rev. Donald Marshall, Mrs. Margaret Peake Raymond, Mr. David Schachle, and Rev. Robert Vogel.

Team meetings held in 2009 were: May 9, June 15, July 27, September 11, October 16, and November 13.

The 2011 Update of the 2010 Plan is based on the results of a two hour Board, Staff, and invited visitor workshop conducted on Friday, May 5, 2011 prior to the Board meeting held on May 6, 2011.

Updated Oaks Indian Mission Strategic Plan 2011

Mission Statement

The Oaks Indian Mission, by God's Grace, partnering with Christian communities and tribal nations, prepares Native children to lead and serve.

Values

We believe the OIM is a ministry of the gospel, which shares the love of God in Jesus Christ, by providing a compassionate Christian education for all our children.

We believe that OIM treats each child and staff member as an individual person worthy of love and respect.

We believe that OIM provides a safe and caring environment for Native children to live and grow in body, mind and spirit.

We believe in providing a welcoming, stable environment where children can develop skills for life.

We believe in respecting the cultural heritage and traditions of the Native communities from which the children of OIM come and in providing the children with opportunities to learn and experience their culture.

Vision Statements

Oaks Indian Mission:

- partners with tribal nations to serve and care for children and families.
- fosters a cohesive community expressing a joyful spirit of capable and dedicated leadership.
- provides a program that prepares children to lead and serve.
- keeps its constituents informed and engaged.
- supports its programs with excellent facilities, technology and resources.

Goals and Actions

1. Oaks Indian Mission partners with tribal nations to serve and care for children and families.

Goal 1-1: Collaborate with tribal resources in providing language and cultural education for the children of the Oaks Indian Mission.

Outcome: Using the contacts in developing MOU's with the tribes to identify and solicit program support for the Oaks Mission.

Responsible: Director of Childcare
Childcare Staff

Ideas:

- Obtain copies of existing MOU's to pattern the one for OIM.
- Seek assistance from the Tribal Nations in Educational programming.

Funding: Operating Budget -programs

Due Date: Began Fall 2010, complete in phases over 3 years.

Goal 1-2: Provide more opportunities for and assist students continue on with higher education, technical training, and life skills development.

Outcome:

- Students will apply for and receive scholarships for college and post-secondary education.
- Academic opportunities and life skills training will be provided on campus to supplement what is happening in the school.

Responsible: Director of Childcare, Childcare staff

Ideas:

- Work with Oaks School to increase academic quality to prepare students for further study.
- Move from tutoring to on campus academy style schooling.
- Smart boards on walls for tutoring in conference room and cottages.
- Obtain lap tops for all students.
- PSAT and SAT preparation assistance.
- Encourage enrollment in Oklahoma Promise program for college tuition assistance.
- If warranted, encourage dual enrollment (high school/college/technology training)

Funding: Grants and operating budget

Date Due: One smart Board installed in 2010 with others to follow

Goal 1-3: Expand OIM's identity and credibility through participation and representation at conventions and meetings of the Inter-Tribal Association concerned with children and families.

Outcome: Expanded recognition of Oaks and the value of its ministry, opening up new opportunities for partnership

Responsible: Executive Director and Staff

Ideas:

- Use contacts with Cherokee (and other Tribal) Administrators to identify opportunities for participation.
- At a minimum, set up a booth at one national Native American conference per year.
- Become a first-choice placement option with the Oklahoma Indian Child Welfare Association.
- Investigate a cause marketing campaign to gain national exposure, attract Tribal support, and raise funding.

Funding: Operating budget

Due date: Began 2010, continuing effort with periodic checks.

Goal 1-4: Develop agreements with the tribes using the MOU/contracts with the Cherokee Nation Social Services as a model

Outcome: A new working relationship offering expanded opportunities for referral, financial support and learning experiences in language, heritage and tradition.

Responsible: Executive Director

Ideas:

- Use contacts with Cherokee Administrators to identify opportunities for participation

Funding: Operating budget

Due date: MOU model established in 2010 with the Cherokee Nation, achieve at least three additional Tribal agreements by the end of 2012,

2. Oaks Indian Mission fosters a cohesive community expressing a joyful spirit of capable and dedicated leadership.

Goal 2-1: Implement a new Board Development initiative that uses individual director strengths to increase the overall efficacy of the governing body of the Oaks Indian Mission.

Outcome: Board members with the requisite skills will be retained and recruited to implement policies that direct administration to continually improve the overall operations of the Oaks Mission.

Responsible: Board Chair and Board Governance Committee

Ideas:

- Visit with other Lutheran Social Services agencies to determine appropriate models for implementation.
- Determine skills and talents required for a high functioning participatory board of directors.
- Develop a board recruitment plan based on skills and competency that includes factors such as gender, race, geography, age, alumni status, tribal representation, etc)
- Contract with an outside consultant and assist in determining training topics for delivery on an annual scheduled basis.
- Design a new code of ethics and position descriptions.
- Establish a new board Governance Committee to review/revise Bylaws, develop succession plan, and determine board structure and other operational policies.
- Develop a cohesive internal and external community to build a supportive environment for Mission residents.
- Clarify the Board expectations for the roles of Chaplain, Houseparent and staff in fostering the children's spiritual growth.
- Add ex-officio Board members from the town, church and school

Funding: Expenses depends on the cost of convening and training that includes consultant fees, travel, materials and other related costs

Due Date: Began February 2010, complete in 3 years.

Goal 2-2: Implement a new Human Resources Plan that includes staff development, recruitment and retention goals.

Outcome: Staff will be retained and recruited who have the best skills to serve the needs of the clientele and to meet the long-range organizational goals.

Responsible: Executive Director

Ideas:

- Develop a 3-year Staff Recruitment Plan based on the skills needed to reach a higher level of organizational efficacy and secure the financial resources for such increases.
- Executive Director reports the status of Staff Recruitment Plan annually to the board.
- Revise the organizational chart and personnel policies as needed.
- Implement individual staff development plans and secure the necessary funding for staff training and/or education.
- Executive Director should visit operations of LSS and other similar service organizations to determine if The Oaks organization structure needs to be revised.
- Coordination with the organization's fund-raising campaign is necessary in order to secure adequate resources to support new and revised staff positions, training and other related costs.

Funding: Dependent on projected budget to support new and revised staff positions and related program costs.

Date Due: Began 2010, complete within 3 years.

Goal 2-3: Implement an Oaks Mission Volunteer Program that provides meaningful volunteer opportunities including education and training internships for capable individuals in all aspects of the board, administrative and program operations.

Outcome: A cadre of skilled volunteers from the ELCA, American Indian nations and organization and the local community will be recruited to improve organizational capacity.

Responsible: Executive Director, Coordinator of volunteer services, Board Program Committee

Ideas:

- Determine requisite skills, develop Volunteer Coordinator job description, and secure necessary funds to fill a fulltime position.
- Research local and national volunteer programs such as United Way, National Association of Volunteers, Big Brother/Big Sisters, and other successful programs as potential models.
- Coordinate with local volunteer programs such as the Cherokee Nation, United Way and others in the service area to develop the Oaks Volunteer Program.
- Develop volunteer recruitment media plan for local and national distribution.
- Coordinate with Northeastern State University and other local colleges and universities to establish internship opportunities for social workers, occupational therapists, guidance counselors, teacher aides, etc.

- Develop an Employee Giving program and implement broadly with local, state, synod, and national ELCA and other agencies and organizations.

Funding: Determined budget for establishing the program.

Due date: Begin 2011, complete in 2 years.

3. Oaks Indian Mission provides a program that prepares children to lead and serve.

Goal 3-1: Oaks will develop an on campus student advisory committee.

Outcome:

- Guide children in making more informed decisions when faced with peer pressure.
- Provide children with a better understanding of how to negotiate controversial issues on campus.
- This committee will allow student representation at quarterly board of directors meetings.
- This committee will become equipped to handle conflict mediation between residents.
- This committee with the assistance of an adult employee will make suggestions on various resident related issues on campus.
- Guidelines for selection of committee members will be developed

Responsible: Executive Director, Director of Childcare, and Childcare staff

Funding: Budget

Due Date: Began in 2010, accomplish by the end of 2012

Goal 3-2: Oaks Indian Mission will provide opportunities for leadership and personal interaction activities away from the immediate campus.

Outcome:

- The children will overcome a sense of entitlement that many of our residents arrive with.
- The activities will help children have a better understanding of the responsibilities of serving others.
- Provide opportunities for children to work side by side with others, sharing ideas, offering guidance and following instructions.
- The children will become better educated concerning manners and proper behavior when interacting with others.
- Life skills will be continually developed.

Responsible: Director of Childcare and Childcare staff

Funding: Budget

Due Date: Began in 2010, major focus through 2012 and beyond.

Goal 3-3: Oaks will finish the renovation of the building designated as the museum on the campus of Oaks Indian Mission.

Outcome:

- The museum will be an opportunity for our current residents and future residents to have a better understanding of Native American culture.
- The children of Oaks Indian Mission will have an opportunity to share their history and culture with visitors and guest.
- Oaks Indian Mission staff will teach the children the story of Oaks.
- Volunteer Groups will carry out the renovation plans.

Responsible: Executive Director, Director of Childcare, House Parents, Board Members and Community and Church Relations Director

Funding: Budget and Special Funds from Capital Campaign

Due Date: Will begin a capital campaign in fall of 2012, complete renovation in 2014

Goal 3-4: Oaks will develop a financial literacy program.

Outcome:

- The children will be exposed to and taught the Dave Ramsey course.
- The children of Oaks will have assistance in investing money and opening bank accounts.
- The children of Oaks will be monitored in their financial dealings and transactions.
- Each child will have a financial goal upon leaving Oaks.

Responsible: Director of Childcare, Childcare staff

Funding: Budget

Due Date: Developed and implemented 2010, continuing emphasis.

Goal 3.5: Oaks will develop a life skills program to prepare residents for independent living.

Outcomes: Oaks Life Skills program will help:

- Provide residents who are struggling with current situations to recognize what they want to change in their lives.
- Encourage students to complete a high school education and to create a plan for furthering their education, either by attending college or vocational technical training and to obtain a job in their field of choice.
- Equip students with life skills, values, and use of area resources needed to be successful in the “real world”.

- Empower students to become positive contributors to society, and develop a knowledge of the resources available to them in their community.
- Create an individual approach tailored to fit the residents' needs, interests, and goals through formal and informal training.
- Provide mentoring and support, as needed, through completion of post-secondary education and the establishment of independent living.

Responsible: Director of Childcare, House Parents, Social Worker, Church Relations Director, Chaplain, and the Oaks Community, Eben Ezer, and School

Funding: Budget and Grants

Date: Beginning immediately

Additional Explanation of Responsibilities:

Executive Director – Make sure there is a competent childcare staff in place and assist in developing a competent childcare program. Monitor progress and make sure goals are being reached. Organize maintenance, outside architect and contractors to insure that the Museum is completed according to state regulations and licensing.

Director of Childcare – Ensure that the entire direct care staff is involved in preparing our children to lead and serve. Assist and direct childcare staff in planning and organizing outside activities. Attend outside meetings and seminars to keep abreast of new laws and licensing regulations involving childcare facilities.

Organize the student advisory committee and serve as the staff advisor. Keep meetings focused and offer guidance in solving problems. Provide information on college requirements for programs prospective graduates are interested in pursuing.

House parents – Provide proper supervision in the cottage and on campus. Transport and supervise children at outside activities. Research and offer growth opportunities for all the children at Oaks.

Development staff – Funding for all programs and building renovations

Board members – Budget approval and providing policy to support the programming. Develop committees as needed to support and offer guidance. Assist in funding when needed. Contact a minimum of five donors selected by the development team each quarter for the purpose of soliciting additional funds.

Social Worker – Set up presenters and workshops to better prepare residents as they reach adulthood. Contact placement personnel to familiarize them with the needs of Oaks Indian Mission.

Community and Church Relations Director – Organize and assist in teaching the residents (including employees) the story of Oaks.

4. Oaks Indian Mission keeps its constituents informed and engaged.

Goal 4-1: Use of the mass media and technology to enhance our image and tell our story.

Outcome:

- Larger, more local audience will become acquainted with the Oaks Indian Mission.
- Present donor base will be encouraged, inspired.

Responsible: Development staff, working closely with Director.

Ideas/Comments:

- Print, Broadband, and Internet
- Will require a shift in our self image.

Funding: Annual fund, Special donor contacts.

Due Date: Start 2011,

Goal: 4-2: Use of the means of technology to enhance communication.

Outcome:

- Develop more effective communication with greater database (donor list, alumni, visitor, potential friends, etc.).
- More efficiency within staff.
- Improved responsiveness to donor requests.
- Develop social networking – Face Book, Twitter, etc. – and web site development.

Responsible: Development Office plan and implements, Director supports, counsels.

Ideas/Comments: A team with the expertise to evaluate how the outcomes are being achieved.

Funding: Annual budget, Grant proposals, Special asks

Due Date: Began 2010, continuing

Goal: 4-3: Create an Alumni Association

Outcome:

- Establish an alumni database, for communication/fund raising purposes.
- Include the alumni in the on-going life of the Mission.
- Involve the alumni in providing inspiration and direction to the OIM residents.
- Become a means of mutual support for fellow alumni.

Responsible: Development Staff (yet to be determined, specifically), Coordinator of Volunteers, Board members who is an alumni

Ideas/Comments: Use of technology, particularly e-mail/e-notes.

Funding: Annual fund, initially, alumni–hosted fund-raiser thereafter.

Due Date: Have a council formed by fall 2012. First annual event in the fall 2013 on campus.

5. Oaks Indian Mission supports its programs with excellent facilities, technology and resources.

Goal 5-1: Develop a “Learning Center” complete with:

- computer terminals with the latest software,
- high speed internet service,
- audio-video conferencing equipment for distance learning to support remedial learning, home schooling, and advanced education,
- a library of DVDs and CDs in grade school, high school, and first and second year level university courses – particularly in mathematics, science, Christian theology, and Native history/culture/language,
- a library of DVDs and CDs in technology and manual trade subjects, and
- adequate “on-staff” support at the Mission to maintain the system, guide the students, and acquire mentors/teachers/instructors in specialty areas as needed.
- one or more Smart Boards
- guidelines and policies in place to protect Mission residents online

Outcome:

- The Mission children will have access to the knowledge necessary to “lead and serve”.
- For those situations where a child is capable of advanced study/learning and the public school cannot provide it, the Mission will be capable of meeting that need.
- For those children interested in technology and the manual trades, the Mission will be capable of starting their education at an early age.
- For those students who occasionally are dismissed from school because of health or behavior problems, their education can be continued uninterrupted.

Responsible:

- Executive Director – Sets a high priority on education/learning. The development of a facility such as this assumes that the Mission places a high priority on education/learning (as it did historically - when the school and Mission had a single leader) and that the Mission wants to recover our status as a place where children excel academically and are capable leading and serving.
- Development Director and Development Staff – Funding
- Board Members – Budget approval, monitoring, and funding support

Ideas/Comments:

- A team of perhaps two or more experts (volunteers – if possible) in computer systems, distance learning, and education design, identify a suitable location for, and estimate the setup, installation, operation, and maintenance cost of the Learning Center.
- In parallel – The childcare staff develops individual learning plans for each child.

- The Learning Center team presents its study results for approval and possible modification.
- Bill Gates Foundation

Funding:

- Requests for funding, which may partially fund this goal, have already been submitted.
- Additional sources of funding include the firms that manufacture the equipment that the Learning Center development team identifies as part of its design. Also, internet providers, local computer hardware/software providers, and corporations involved in information processing may be willing to help financially.

Due Date:

- Begins with the formation of the design team – Spring of 2010 – Executive Director
- Design completed and presented to the Board for approval – Fall 2010
- Joint Board/Staff plan to raise funds completed and fund raising started – Fall 2010
- Fund raising complete and installation starts – Summer 2011 – completed by January 2012

Goal: 5-2: Establishment of a site master development plan (for all the Mission's contiguous property holdings):

Outcome:

- The Mission Board will have a master site plan from which reasoned and consistent changes can be made.
- Board and Staff leadership will be able to explain to supporters, interested in funding capital improvements, the Mission's site development goals.

Responsible:

- Executive Director and Board President – Find a suitable consultant and establish a committee.
- Property Committee, Buildings and Grounds

Ideas/Comments:

- Find a site development advisor/specialist.
- Possible sources of volunteer and paid site development expertise/assistance may be available from the Cherokee Nation and Lutheran Churches in Tulsa.
- Historic site and building protection and development should be coordinated with the Cherokee Nation.
- Form a committee to research issues related to property ownership, boundaries, detailed maps, past site development plans, current and future community projects and plans, current Mission projects and plans, etc. This committee should be primarily composed of Mission Board and Staff, but

should also include representation from Eben Ezer, Synod Camping Board, and Oaks Community.

- The site development committee presents its results for approval and possible modification.

Funding: It may be possible to raise some grant and corporate funds for this goal and some professional volunteer assistance may be available. However – funds for some legal, landscape design, conceptual renderings/drawings, and other technical assistance will be needed. This may be one area that the Board should approve, if necessary, the use of endowment funds. It is not an “operational budget” expense.

Due Date:

- Search for volunteer professional assistance complete – Summer 2012 – Executive Director and Board President
- Search for potential financial supporters complete – Board and Development Staff – January 2013
- Formation of site development team – January 2014
- Presentation of site development plan for Board approval – Fall 2014

Goal 5-3: The old chapel on campus will be refurbished.

Outcome:

- The chapel will provide a place where visiting groups can go to have private worship services.
- The chapel will be a place to go for meditation.

Responsible: Executive Director, Board and Property Committee, Community and Church Relations Director

Funding: Budget, Special Funds or donations

Due Date: Begin renovation in fall of 2012

Goal: 5-4: Upgrade administrative computer networking, internet service, computer, and communication systems, such that:

- the staff can communicate administrative matters with each other effectively and efficiently,
- the staff can consistently and reliably access email and internet services,
- the staff can have the support of a central server system that routinely backups all computer systems daily, and
- telephone conferencing for Staff and Board meetings can be handled for groups as small as two and as large as twenty.

Outcome:

- The effectiveness and efficiency of our childcare support staff will be greatly enhanced.

- Mission Board members who are unable to attend meetings will be able to be included through telephone conferencing and email.

Responsible: Executive Director, Staff (gathers the necessary internet, computer, and communications information) This information, except for the teleconferencing information, has already been collected.

Ideas/Comments:

- Install a main network server for workstations to share information, software, and internet connections. The main server will be centrally located and house the wireless infrastructure to service workstations all across the campus. Each building will be installed with wireless "switches" that will allow workstations to access the main server. The buildings include the main office, development office, four children's cottages, and the activity center (which will house the computer lab for our children). This is phase one of our project and we will use our current workstations to connect to the server for now and hope to install new workstations later. The cost breakdown is as follows:
 - Main Server, software & parts needed: \$2,650.00
 - Main Server install labor: \$500.00
 - Remote building parts: \$650.00
 - Remote building labor: \$200.00
- As a minimum, the offices of the Executive Director and Childcare Director and the Board meeting room should be equipped to handle telephone conferencing.

Funding: Requests for funding, which may partially fund this goal, have already been submitted. Joint Board/Staff plan is needed to raise the balance of the funds required.

Due Date: Funds raised and project complete by January 2010.