

SHIRLEY G. DYELS OHEMAA UNIVERSITY STRATEGIC VISION & ADVANCEMENT PROSPECTUS

Where Single Parents Rise, and
Generations Thrive





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Introductory Overview

Shirley G. Dyels OHEMAA University is a bold new answer to a problem higher education has never solved: how to help single-parent families not just enroll in college, but graduate into stable, prosperous, faith-anchored lives. Millions of college students are raising children, yet only about 28–31 percent of single mothers who start college finish a degree within six years, while roughly one-third live in poverty and struggle to meet basic needs. The result is wasted talent, stalled economic mobility, and children who inherit barriers they did not create.

OHEMAA University exists to change that story. The institution’s name draws from the Akan word “Ohema,” meaning queen or noble woman, signaling a campus ethos where single parents are honored as leaders whose decisions shape generations. Instead of expecting them to fit into a system built for 18-year-olds without children, OHEMAA redesigns the university around single-parent reality: family housing steps from classrooms, a licensed early-learning center on campus, tuition-free degrees, living stipends, and integrated pathways to homeownership and entrepreneurship. Core academic programs in Artificial Intelligence, data, entrepreneurship, education, and social impact prepare graduates for high-demand, future-ready careers while modeling resilience, stewardship, and faith for their children.

The stakes are enormous, and so is the opportunity. Research shows that when single mothers complete an associate or bachelor’s degree, they gain hundreds of thousands of dollars in lifetime earnings and are far less likely to live in poverty, while their children are significantly more likely to complete college themselves. State and national analyses estimate that helping current cohorts of single mothers finish college would yield billions in additional tax revenue and savings in public assistance, with returns of up to \$16 or more for every \$1 invested. Shirley G. Dyels OHEMAA University is structured to capture that return through a \$1 billion endowment and capital campaign that will permanently fund operations, roughly \$50–60 million per year at a standard 4–5 percent spending rate, ensuring the institution can serve 1,000+ families per decade without relying on high tuition or unsustainable debt.



Governed under CHRIST Association's 501(c)(3) umbrella, OHEMAA will be led by a diverse, skills-based Board of Trustees, including experts in higher education, AI, philanthropy, finance, housing, and leaders with lived single-parent experience. Independent annual audits, strong internal controls, and clear conflict-of-interest and investment policies will provide the transparency major donors and institutional partners expect. Over the first five years, the university will move from state authorization to accreditation candidacy and initial accreditation, scaling from a founding cohort of 40–50 single-parent students to several hundred, all tracked through rigorous evaluation of graduation, employment, income, housing stability, and child outcomes.

For visionary philanthropists, foundations, corporations, and faith communities, Shirley G. Dyels OHEMAA University offers a rare, high-leverage opportunity: to help found the first fully endowed, single-parent-centered university in the world. Lead gifts and strategic partnerships can underwrite campus acquisition, family housing villages, childcare and wellness centers, AI and entrepreneurship institutes, and legacy scholarships for students' children, with meaningful naming opportunities that connect donor names to lives transformed. Joining this founding story means doing more than funding a project; it means permanently changing what is possible for single-parent families, turning a college degree from a fragile hope into an inheritance that passes from parent to child, generation after generation.



1. Executive Summary

Shirley G. Dyels OHEMAA University exists to do what traditional higher education has never done at scale: place single parents and their children at the center of a world-class university designed for their success. Grounded in a faith-inspired vision of dignity, justice, and generational flourishing, the university will provide tuition-free degrees, family housing, childcare, and pathways to homeownership so that single-parent families are not simply surviving University but graduating into lives of stability, leadership, and influence. The attached cover image—showing a historic campus, a crowned crest, and a multi-generational family in an AI lab—captures this dual promise: academic excellence in a traditional collegiate setting, and a future-ready, technology-driven education that embraces the realities of single-parent life.

The Need: Single Parents Left Behind

Across the United States, roughly one in ten University students is a single mother, yet only about 28 percent of single mothers who start University earn a degree or certificate within six years, compared with 57 percent of women students without children. The barriers are predictable and solvable: unaffordable childcare, unstable housing, the need to work long hours while studying, and institutions built around the schedules and assumptions of 18-year-olds without dependents.

The consequences of this failure reverberate across generations. Single mothers without degrees face poverty rates more than three times higher than those who complete a bachelor's degree, and each additional level of education reduces their likelihood of living in poverty by roughly one-third. When single parents complete University, they gain access to higher-wage jobs, pay more in taxes, rely less on public assistance, and dramatically increase the odds that their children will attend and finish University themselves. Investing in single parents' education thus yields outsized social and economic returns, with some analyses estimating a multi-hundred-percent return on public and philanthropic dollars over a lifetime through increased earnings and reduced public costs.



The Core Model: A University Built Around Single-Parent Families

Shirley G. Dyels OHEMAA University is designed from the ground up as a single-parent-centered institution, integrating academic rigor, family support, and wealth-building into one coherent model. Degrees in Artificial Intelligence, data and technology, entrepreneurship, education, and allied fields will be paired with robust career pathways so that graduates enter high-demand, future-proof occupations rather than low-wage, unstable work.

To remove the barriers that now derail most single-parent students, the university's model includes:

- **No-tuition degrees with living support:** Tuition is fully covered, and students receive modest stipends that help address housing, food, and basic family needs, reducing the need for excessive work hours while enrolled.
- **On-campus family housing and licensed childcare:** Purpose-built family residences and an early-learning center located on campus ensure that parents can attend class, study, and engage in campus life while their children are safe, nearby, and thriving.
- **Scholarship pathways for children:** Children of enrolled students gain access to structured scholarship pipelines—from early-learning enrichment through University readiness—so that a parent's enrollment immediately signals a different future for the whole household.
- **Integrated mentorship and wraparound services:** Each student is supported by faculty mentors, peer cohorts, and professional staff providing academic coaching, mental-health support, financial counseling, and spiritual care consistent with the university's faith-rooted mission.
- **Entrepreneurship and homeownership tracks:** Alongside degree programs, students can pursue business incubation, credit-building, and homeownership



preparation so that, within a decade of enrollment, families are positioned not only with degrees but also with assets and enterprises of their own.

In short, the university is not an add-on program inside a traditional campus; it is a comprehensive ecosystem in which classrooms, housing, childcare, and economic mobility tools are intentionally aligned around single-parent success.

The Funding Goal: A Transformational, Endowed Institution

To launch and sustain this vision, Shirley G. Dyels OHEMAA University seeks to build a \$1 billion endowment and associated capital fund that will permanently underwrite tuition, family housing, childcare operations, and academic excellence. A \$1 billion endowment, managed prudently, can generate an estimated \$50–60 million annually for operating support, allowing the university to serve an initial cohort of approximately 40–50 single-parent families and scale over the first decade to 1,000 or more enrolled parents and their children without eroding principal.

Endowment income will be complemented by capital gifts for campus acquisition or renovation, programmatic investments in AI and innovation labs, and named funds for scholarships, childcare, and homeownership initiatives. Founding partners will have opportunities for naming rights for the campus, schools, and key centers, as well as roles on advisory and governance bodies that guide the institution's growth.

Invitation to Founding Partners

The attached cover portrays a dignified campus framed by a thriving family in a technology-rich environment, symbolizing what this university will make possible when vision is matched with courage and capital. Philanthropic leaders, impact investors, and mission-aligned institutions are invited to stand at the beginning of this story, helping transform a landscape in which single-parent students are currently an afterthought into one where they are honored as the primary designers and beneficiaries of a new kind of university.



2. Vision, Mission, and Story

Shirley G. Dyels OHEMAA University exists to honor, equip, and launch single-parent families as generational leaders, academically, economically, and spiritually. The university's name, imagery, and founding story all point to one core conviction: single parents are not an afterthought in higher education; they are queens, builders, and vision-carriers whose success can transform entire family lines.

Vision

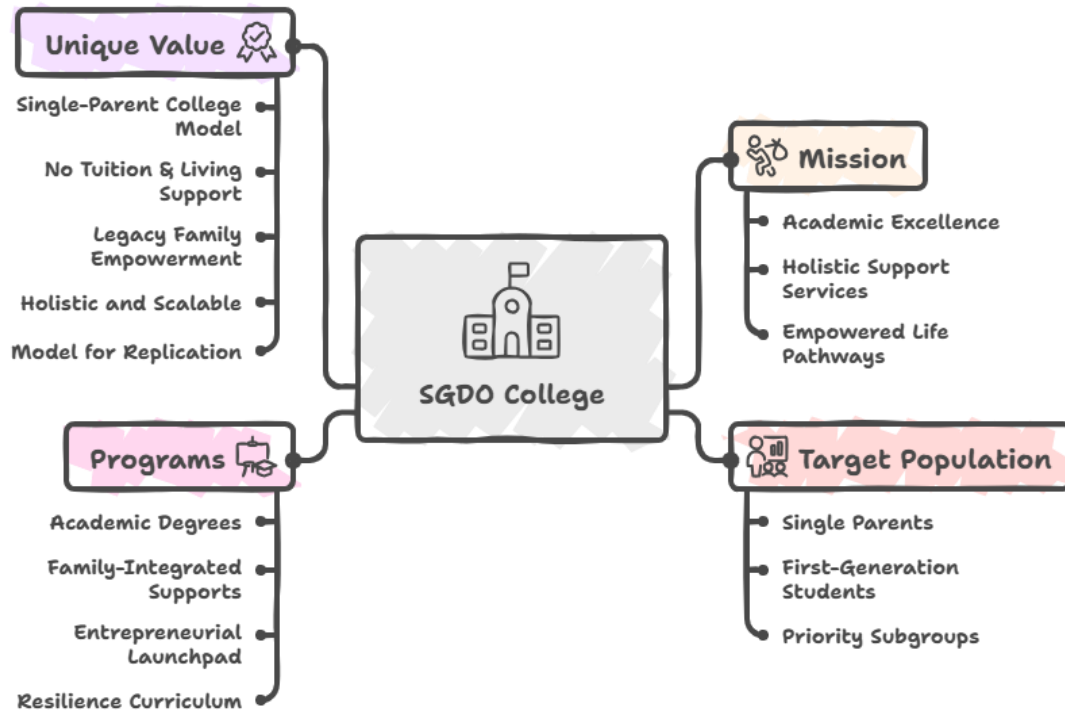
Shirley G. Dyels OHEMAA University envisions a world in which single-parent families are among the most educated, economically stable, and civically engaged households in every community. The university will be a flagship campus where single parents and their children live, learn, worship, and innovate together, supported by a comprehensive ecosystem of housing, childcare, academic excellence, and wealth-building tools. Degrees in Artificial Intelligence, entrepreneurship, education, and allied fields will position graduates to lead in the emerging economy while modeling resilience and faith-anchored hope for their children and neighborhoods.

Mission

The mission of Shirley G. Dyels OHEMAA University is to provide tuition-free, family-centered higher education for single parents, integrating rigorous academics, wraparound support, and pathways to homeownership and entrepreneurship, so that every enrolled family can move from instability to multigenerational flourishing. In partnership with CHRIST Association and aligned faith, philanthropic, and industry partners, the university will remove the structural barriers that keep most single-parent students from completing University, replacing them with an environment designed for their success from the ground up.



SGDO College: Mission, Programs, and Unique Value



Personal Story: From Oakland's Kitchen Table to a New Kind of Campus

This vision is not abstract policy; it comes from a kitchen table in Oakland, California. Growing up as the child of a teenage single mother, the founder watched her mom balance textbooks, bills, and bedtime stories on that same small table, studying late into the night after shifts that barely covered rent. University, in that world, was not a rite of passage; it was a fragile dream constantly threatened by childcare gaps, bus schedules, and the next unexpected expense. Those memories carved a clear truth: talent and drive were never the problem; systems that assumed students had no children were.

Years later, after seeing data that most single mothers who enroll in Universities never finish, while those who do are far less likely to live in poverty and far more likely to raise University-going children, the founder recognized both a wound and a calling. Shirley G. Dyels OHEMAA University is the answer to that call: a place where today's single parents



no longer have to choose between their children’s needs and their own education, because the campus is built for both at once.

The Meaning of “Ohemaa” and the Ethos It Creates

In the Akan language of Ghana, “Ohemaa” means “queen” or “female ruler,” a title reserved for women who hold real authority and moral weight within the community. The Ohemaa, or queen mother, is not a ceremonial figure; she counsels the chief, shapes succession, and embodies the dignity and wisdom of the people. By naming the institution OHEMAA, the university places that mantle directly on single parents, especially single mothers, affirming them as leaders whose decisions, sacrifices, and dreams are royal responsibilities, not private struggles.

This meaning shapes the university’s ethos in concrete ways. Every policy, from flexible class schedules to on-site childcare and family housing, is measured against one question: Does this treat our students as queens and noble guardians of their children’s futures? Campus culture will celebrate parenting as leadership, insisting that bringing children to campus is not a liability but a visible sign of legacy. Academic rigor, spiritual formation, mentorship, and financial coaching all flow from this same well: honoring single parents as Ohemaa, women and men of authority, whose crowns may be invisible but whose influence will reshape generations.

3. The Problem & Why It Matters

Single parents are now a visible part of the University landscape, yet higher education still treats them as exceptions rather than as a core constituency whose success could transform families, communities, and the economy. This section names the problem clearly and explains why Shirley G. Dyels OHEMAA University is designed to answer it.

The Data: Enrollment, Completion, and Poverty

Across the United States, an estimated 2.1–2.7 million single mothers are currently enrolled in postsecondary education, representing more than one in ten undergraduates and roughly one in five community-University women students. Yet only about 28 percent of single



mothers who start University earn a degree or certificate within six years, compared with roughly 57–60 percent of students without children. This completion gap is not a matter of effort; it is a reflection of systems that assume students have no dependents, stable housing, and income that can withstand emergencies.

For families, the stakes could not be higher. Around 30–31 percent of families headed by single women with children live in poverty, nearly six times the rate for married-couple families, and median income for single-mother families is less than one-third that of married couples. When single mothers do complete University, the picture changes dramatically: research from the Institute for Women's Policy Research and Lumina Foundation shows that single mothers who earn a degree can gain hundreds of thousands of dollars in additional lifetime earnings and are far less likely to live below the poverty line.

Systemic Gaps in Traditional Universities

Traditional Universities were built around the life of an 18-year-old student with no children, no caregiving responsibilities, and the flexibility to live on campus or work minimal hours. For single-parent students, this model translates into predictable obstacles:

- Limited or no on-campus childcare, even though reliable childcare has been shown to triple graduation rates for single mothers in targeted support programs.
- Class schedules, advising hours, and campus events that conflict with school pick-up times, bedtime routines, and multiple jobs needed to cover rent and food.
- Financial aid that helps with tuition but rarely covers housing, transportation, childcare, and emergencies, forcing parents to stop out or take on unsustainable debt when crises hit.

Because these gaps are systemic, the burden of “fitting in” falls entirely on single-parent students. They shuttle children between caregivers, commute long distances, and piece together multiple part-time jobs, often on little sleep, just to remain enrolled. When they leave school, institutions often interpret this as individual failure rather than as a predictable outcome of campus designs that never accounted for their reality.



Why It Matters: Social, Economic, and Spiritual Rationale

The consequences of ignoring single-parent students extend far beyond individual transcripts. Economically, single mothers with an associate degree can earn roughly a quarter-million dollars more over a lifetime than those with only a high-school diploma, and cohorts of degree-earning single mothers are projected to save taxpayers billions of dollars in reduced public assistance spending. State-level analyses show substantial gains in tax revenue and local economic activity when single mothers complete University, making targeted investment in their success one of the highest-return strategies for inclusive growth.

Socially and intergenerationally, a parent's degree strongly predicts higher educational attainment, health, and stability for their children; children of college-educated single mothers are significantly more likely to graduate high school, attend University, and escape poverty themselves. Spiritually, communities of faith have long affirmed the call to defend the vulnerable, honor caregivers, and break cycles of oppression; supporting single parents through higher education is a tangible expression of that mandate, turning compassion into durable opportunity.

Shirley G. Dyels OHEMAA University enters this landscape with a simple but radical premise: when single parents are treated as honored leaders rather than as afterthoughts, the benefits cascade across generations. By redesigning the university around their needs, academically, economically, and spiritually, the institution tackles one of the most leverage-rich problems of our time: the gap between single parents' talent and the systems meant to help them flourish.

Market Needs Assessment

Size and Growth of Target Population

- As of 2025, approximately 1.7–2.1 million undergraduate students in the U.S. are single mothers, accounting for roughly 11% of all undergraduates.



- The share of female undergraduates who are single mothers rose significantly, with women of color overrepresented: 37% of Black women in universities and 27% of American Indian/Alaska Native women are raising children as single parents while enrolled.
- Broader estimates, including single fathers, put the total number of parenting students at about 3.8–4 million, or roughly one in five undergraduates.

Key Market Needs & Challenges

- **Time Poverty:** Single parent students often balance school, work, and parenting, leaving little time for studies and increasing dropout risk.
- **Financial Barriers:** Nearly 68% of student-parents live near or below the poverty line, and childcare costs are a major obstacle.
- **Childcare Crisis:** Less than half of U.S. Universities provide on-campus childcare, and services are declining despite rising demand. Access to affordable care could triple graduation rates for single mothers.
- **Completion Gaps:** Over 50% of parenting students leave University without a degree, compared to just 32% of non-parenting students.

4. The SGDO Model: What We Will Do

Shirley G. Dyels OHEMAA University will operate as a fully integrated, single-parent-centered institution, not a traditional campus with a few add-on services. The SGDO Model aligns admissions, academics, housing, childcare, and wealth-building around one goal: helping single-parent families graduate, lead, and build generational stability.

Unique Value

- **First Dedicated Single-Parent University Model:** SGDO is the first U.S. institution wholly designed to integrate single-parent life realities into the core academic, social, and operational mission.



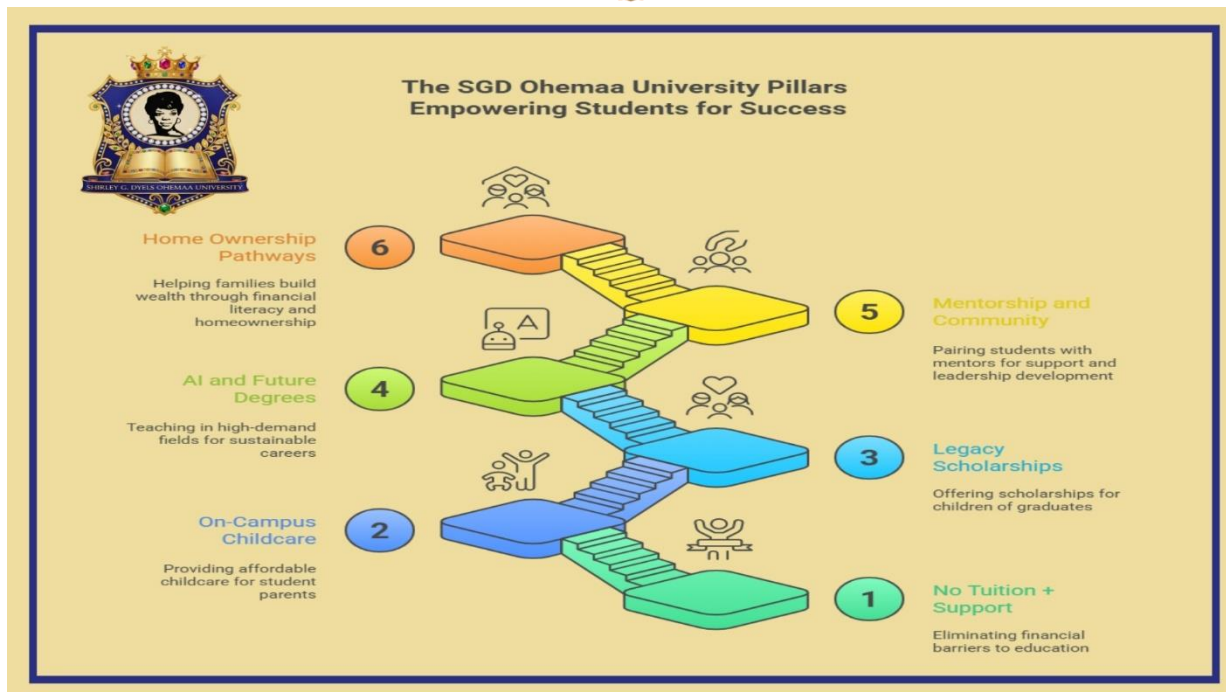
- **No Tuition & Living Support:** Every student attends tuition-free and receives living stipends, directly removing economic barriers that have long blocked single-parent success in higher education.
- **Legacy Family Empowerment:** Dual-generation scholarships and programs designed to provide children of students with the foundation for higher education and life success.
- **Holistic, Scalable, and Community-Driven:** From housing to health to employment, every system is built for family flourishing, with continuous input from students, alumni, and faculty who have lived experience as single parents.
- **Model for Replication:** SGDO is committed to documenting and sharing its family-centered model as a blueprint for other Universities and regions striving to close persistent equity gaps.

Who We Serve: Student Profile

The primary students of SGD OHEMAA University are single parents, predominantly single mothers, who are hungry for education and economic mobility but constrained by childcare, housing costs, and work obligations. Many will come from communities where single-parent households face poverty rates five to six times higher than married-couple families and where higher education completion remains the exception rather than the norm.

Typical OHEMAA students will be:

- Ages 20–45, raising at least one dependent child, often while working in low-wage or unstable employment.
- First-generation University students or those who previously stopped out due to childcare, housing, or financial crises.
- Deeply motivated to model educational success for their children and to translate new skills into stable careers, entrepreneurship, and homeownership.



What We Teach: Future-Ready Academic Programs

The academic core is built around high-demand, high-impact fields that can rapidly lift families into stable, well-compensated roles. Drawing on emerging best practices in AI-literacy and entrepreneurship education for underserved learners, the curriculum will combine technical depth with human-centered skills such as leadership, communication, and resilience.

Initial degree and certificate pathways will include:

- **Artificial Intelligence and Data Careers:** Applied AI, data analytics, and automation management courses aligned with workforce needs and ethical frameworks so graduates can step into roles in tech, healthcare, finance, and public service.
- **Entrepreneurship and Innovation:** Project-based programs that teach business planning, digital marketing, and AI-powered venture design, coupled with pitch competitions, access to micro-capital, and mentorship from industry partners.



- **Education, Social Impact, and Human Services:** Programs that prepare graduates to serve as educators, case managers, advocates, and nonprofit leaders, especially in communities with high concentrations of student-parent families.
- **Financial Capability and Homeownership Studies:** Courses in personal finance, credit building, real-estate literacy, and cooperative ownership models that connect directly to the university's homeownership initiatives.

Flexible scheduling, hybrid and evening formats, and credit for prior learning will ensure that programs fit around parenting responsibilities rather than competing with them.

How We Support: Wraparound Family Services

The SGDO Model recognizes that the “net price” of higher education for student-parents includes childcare, housing, transportation, and time, not just tuition. To address this, OHEMMA University will embed comprehensive wraparound supports as core infrastructure, not optional benefits:

- **Childcare and Early Learning:** On-campus, licensed early learning centers with reserved slots for student-parents' children, aligned with best practices from models like CCAMPIS and family scholar housing programs. Extended hours will match class times and study blocks, and family programming will connect children to literacy, STEM, and social-emotional development.
- **Family Housing:** Safe, affordable family residences on or adjacent to campus, modeled on successful student-parent housing communities where proximity, peer support, and bundled services significantly increase persistence and completion. Housing will be designed for parent-and-child living, with shared play spaces, study lounges, and community events.
- **Living Stipends and Basic-Needs Security:** Modest stipends, emergency aid, and help accessing public benefits will reduce food and housing insecurity, which currently affect more than half of parenting students and drive stop-outs. This



financial stability is essential for students to focus on coursework and family well-being.

- **Mentorship and Coaching:** Each student will have an integrated support team, faculty advisor, success coach, financial counselor, and peer mentor, who coordinate academic planning, career development, mental-health referrals, and spiritual support. Partnerships with employers and community organizations will provide professional mentors and internships.
- **Homeownership and Asset-Building Pathways:** In collaboration with mission-aligned financial institutions and housing nonprofits, the university will offer structured paths to homeownership, including credit-repair clinics, down-payment-assistance navigation, and group home-buying or community land-trust options. The goal is for graduates not only to increase income but to own appreciating assets that stabilize future generations.

What We Leave Behind: Legacy Scholarships for Children

The SGDO Model extends beyond the enrolled parent to embrace each child as a future scholar and leader. Research on student-parent initiatives indicates that when parents pursue higher education with visible support, children's aspirations and educational outcomes rise significantly. To harness that effect, Shirley G. Dyels OHEMAA University will build a structured legacy pipeline:

- **Early-Promise Commitments:** At parent enrollment, each child receives a written "OHEMAA Legacy Pledge" indicating eligibility for future scholarships and University-readiness supports, turning the parent's decision into an immediate hope signal for the entire family.
- **K-12 Enrichment and University-Access Programs:** Age-appropriate tutoring, summer academies, AI and entrepreneurship camps, and dual-enrollment opportunities will be offered to children of students, helping them accumulate skills and credits before high school graduation.



- **Dedicated Legacy Scholarship Funds:** A portion of the university’s endowment and annual fundraising will be reserved for “OHEMAA Legacy Scholarships” for children of alumni and current students, complementing external scholarships for youth from single-parent households.

Through this model, Shirley G. Dyels OHEMAA University becomes more than a campus; it becomes a multi-generational covenant. Each cohort of single-parent scholars not only earns a degree but also activates new academic and economic trajectories for their children, embodying the university’s conviction that single parents are royal stewards of their families’ futures.

5. Impact, Outcomes, and ROI

Shirley G. Dyels OHEMAA University is designed to convert the courage and effort of single-parent students into measurable, multi-generational impact. The model sets clear targets for graduation, employment, income, homeownership, and child outcomes and delivers a return on investment that far exceeds its costs.

Measurable Outcomes for Students

Evidence from comprehensive student-parent support programs shows that when childcare, case management, and basic-needs aid are in place, graduation rates for parenting students can approach or even match those of non-parents. Building on these findings, OHEMAA University will pursue the following goals for each entering cohort of single-parent students:

- Graduation and Persistence
 - Six-year graduation rate of at least 60 percent, more than double the current national estimate of roughly 28–33 percent for single mothers in higher education.
 - Year-to-year persistence above 80 percent, consistent with outcomes in campus programs where student-parents receive robust childcare and wraparound support.



- Employment and Income
 - At least 75 percent of graduates employed in family-sustaining jobs or running viable businesses within six months of completion, aligning with results from targeted student-parent and workforce initiatives.
 - Average annual earnings for graduates at least \$8,000–\$10,000 higher than pre-enrollment income within three years, consistent with analyses showing that single mothers who complete associate or bachelor’s degrees gain substantial earnings over their lifetimes.
- Homeownership and Financial Stability
 - Within five to seven years of enrollment, at least 40 percent of graduates participating in the university’s asset-building pathways move into homeownership or long-term, wealth-building housing arrangements. This target leverages research showing that comprehensive supports can dramatically improve food, housing, and financial security for student-parent families after graduation.
 - Significant reductions in reliance on public assistance among alumnae, in line with state-level findings that single mothers who complete degrees save taxpayers tens to hundreds of millions of dollars in lifetime benefits costs.
- Child Outcomes and Legacy Pathways
 - At least 90 percent of children in OHEMA families meeting key educational milestones (on-time grade progression, literacy benchmarks, and high-school completion), drawing on evidence that a parent’s higher education completion strongly predicts improved outcomes for their children.
 - Growing numbers of “legacy scholars”: children of OHEMA graduates who enroll in postsecondary programs with the support of dedicated legacy scholarships and University-access services.



Community and Generational Impact

Investing in single-parent higher educational success has been shown to generate extraordinary returns for families, communities, and taxpayers. National analyses by the Institute for Women's Policy Research find that single mothers who earn associate degrees gain roughly \$256,000 more in lifetime earnings than those with only a high-school diploma, and their families experience steep reductions in poverty. For every dollar a single mother invests in an associate degree, her family can see returns of up to \$16.45, while bachelor's degrees still yield well over an 800-percent lifetime return.

From the public perspective, comprehensive student-parent support programs are one of the most efficient uses of education dollars. A 2024 Urban Institute analysis estimates that a statewide, campus-based support model for student-parents can return approximately \$5.35 in taxpayer benefits for every \$1 invested, primarily through increased earnings, higher tax contributions, and reduced public-assistance spending. As OHEMAA University scales, each graduating cohort becomes a catalyst for local economic growth: higher household incomes drive demand for goods and services, stable housing strengthens neighborhoods, and entrepreneurial ventures launched by graduates create new jobs and community assets.

The generational impact extends beyond economics. When children grow up watching their parent attend class on campus, study in family commons, and walk across the graduation stage, higher education becomes a normal expectation rather than a distant aspiration. This shift in imagination, rooted in a faith-inspired vision of dignity, stewardship, and hope, turns the university into a multi-generational discipleship of learning, leadership, and service.

For philanthropic partners, this combination of rigorous outcomes, strong evidence, and cascading benefits makes Shirley G. Dyels OHEMAA University a uniquely high-leverage investment. Each endowed seat for a single-parent student can change not only one life but the economic and spiritual trajectory of an entire family line, while producing measurable returns for the wider community for decades to come.



6. Financial Plan

The financial plan for Shirley G. Dyels OHEMAA University is built to match the scale of the vision: a permanent, fully endowed institution that can educate generations of single-parent families without compromising quality or mission. It combines a major capital and endowment campaign with diversified revenue streams and disciplined spending policies that align with best practices in higher education finance.

High-Level Budget

While detailed pro forma will be developed with financial advisors and auditors, the university's early modeling assumes a phased build-out to serve 1,000+ single-parent students and their children over the first decade. Research on the costs of effectively supporting single-mother students, including tuition aid, childcare, case management, and basic-needs support, provides a realistic benchmark for program and operating expenses.

- **Startup & Capital (Years 1–5)**
 - Campus acquisition/renovation or long-term leasehold improvements (academic buildings, family housing, childcare, chapel, commons): approximately **\$250–300 million**.
 - Initial endowment seeding, launch staffing, accreditation, technology infrastructure, and campaign costs: approximately **\$150–200 million**.
 - Total early-phase target for facilities and launch capitalization: roughly **\$400–500 million**, nested within the larger \$1 billion goal.
- **Annual Operating (Steady State)**
 - Academic operations (faculty, staff, curriculum, technology, assessment): **\$20–25 million** per year.
 - Family housing operations, maintenance, and subsidies: **\$10–12 million** per year, informed by cost patterns in family-housing and student-parent residence programs.



- Childcare and early-learning center staffing and operations: **\$8–10 million** per year, reflecting evidence that high-quality childcare and case management are the main drivers of student-parent success.
- Stipends, emergency aid, wellness, spiritual-life, and student services: **\$8–10 million** per year.
- Total projected steady-state operating budget: approximately **\$50–60 million** annually, consistent with what a \$1 billion endowment can sustainably support at a conservative 4–5 percent spending rate.

7. Governance, Leadership, and 501(c)(3) Status

Shirley G. Dyels OHEMAA University will be governed with the same seriousness and care that the mission deserves, anchored in a strong 501(c)(3) sponsor, a diverse and skilled board, and transparent systems of accountability. This section outlines how CHRIST Association and the university’s leadership will steward the vision over generations.

CHRIST Association as Sponsoring 501(c)(3)

CHRIST Association, an established 501(c)(3) nonprofit, will serve as the sponsoring and founding organization for Shirley G. Dyels OHEMAA University. As a charitable entity, CHRIST Association operates under IRS rules that require exclusive focus on educational and religious purposes, a governing body that serves the public interest, and a strict prohibition on private inurement and partisan political activity. This structure ensures that every dollar raised for the university is legally and missionally bound to advancing single-parent families through education, faith, and community service.

In practice, CHRIST Association will:

- Hold and steward the university’s initial assets, including the campus, endowment, and intellectual property, under an IRS-compliant charter and bylaws.



- Appoint and support the university's independent governing board, while preserving a clear alignment of mission, faith commitments, and educational objectives between the Association and the institution.
- Provide spiritual covering and mission accountability so that the university's academic and operational decisions remain rooted in its founding Christian vision while serving a diverse student and donor community.

Board Composition and Leadership Structure

Best practices in nonprofit and higher-education governance emphasize a diverse, skills-based board that understands fiduciary duties, reflects the communities served, and brings expertise in finance, law, education, philanthropy, and lived experience. Shirley G. Dyels OHEMAA University will adopt those standards from the outset.

The **Board of Trustees** (OHEMAA University) will:

- Include leaders from higher education, AI and technology, philanthropy, faith communities, finance, housing, and critically current or former single-parent students, reflecting guidance that boards should intentionally recruit members with needed skills and lived experience.
- Operate with clear officer roles: Chair, Vice Chair, Secretary, and Treasurer, along with standing committees for Finance & Investment, Audit & Risk, Governance & Nominations, Academic Affairs, and Mission & Student Experience.
- Use staggered, term-limited appointments (for example, two or three three-year terms) to balance continuity with fresh insight, a pattern increasingly recommended for high-performing nonprofit boards.

Key leadership roles within the university will include a President, Provost, Chief Financial Officer, Chief Advancement Officer, Executive Director of Family Services, and Chief Information/AI Officer. Each will report to the Board and be evaluated against clear performance metrics tied to student outcomes, financial stewardship, and mission fidelity.



To keep the institution close to its constituents, the governance model will also include:

- A **Single-Parent and Alumni Advisory Council** to provide direct feedback on programs, policies, and campus climate.
- A **Faith and Community Partners Council** made up of pastors, nonprofit leaders, and civic partners who advise on outreach, service, and spiritual-life programs.
- A **Scholars and Practitioners Council** that brings together experts in AI, entrepreneurship, education, and social policy to keep academic programs relevant and rigorous.

Transparency, Audits, and Accountability

Trust is a central asset for any 501(c)(3) organization, and especially for a new university seeking transformational gifts. Sector guidelines stress that robust internal controls, independent audits, and open disclosure of financial information are essential to maintaining public confidence. Shirley G. Dyels OHEMAA University and CHRIST Association will institutionalize these practices as non-negotiable norms.

Planned accountability measures include:

- **Annual Independent Financial Audits** conducted by an external CPA firm, with results reviewed by an Audit Committee that is separate from management and empowered to oversee corrective actions. Audited financial statements and Form 990 filings will be made readily available to donors and the public.
- **Strong Internal Controls and Policies**, including segregation of financial duties, written expense and investment policies, conflict-of-interest and whistleblower protections, and clear procedures for approving major contracts and related-party transactions.
- **Investment and Spending Oversight** by the Finance & Investment Committee, which will monitor endowment performance, adherence to the board-approved spending rule, and compliance with donor restrictions.



- **Regular Board Self-Assessment and Training**, following frameworks that encourage boards to review their composition, performance, and understanding of fiduciary duties on a recurring cycle.

Together, CHRIST Association's role as a sponsoring 501(c)(3), a mission-aligned and skills-based board, and rigorous transparency and audit practices form a governance structure worthy of the families and donors this institution seeks to serve. This design signals to partners that Shirley G. Dyels OHEMAA University is prepared not only to dream boldly, but also to steward resources with integrity for generations to come.

8. The Invitation and Call to Action

Shirley G. Dyels OHEMAA University is not simply a new campus; it is a new category of higher education, one where single parents and their children are treated as royalty and equipped as the next generation of innovators, homeowners, and community leaders. The vision is clear: build the world's first fully endowed, single-parent-centered university, combining rigorous degrees in AI and entrepreneurship with housing, childcare, and legacy scholarships so that one courageous enrollment decision can permanently alter a family line.

The Shirley G. Dyels OHEMAA University is ready to move from vision to reality, but it will not happen without partners who are willing to change what higher education looks like for single-parent families. This section invites those partners to take concrete steps that match the scale of the opportunity.

A Clear, Specific Ask

The university seeks founding partners to help build and endow a campus where single-parent families can live, learn, and thrive together. The immediate invitation is threefold:

- **Lead Gifts** to the \$1 billion comprehensive campaign that will secure the campus, build family housing and childcare, and endow tuition-free education and stipends for generations of single-parent students.



- **Strategic Partnerships** with churches, philanthropies, corporations, and impact investors willing to align their resources, financial, relational, and intellectual, with a model that has been shown to yield outsized social and economic returns when applied to single mothers' higher education.
- **Catalytic Support for Early Cohorts**, including funding for the first 40–50 student-parent families and the data and evaluation work needed to demonstrate impact credibly to future accreditors and investors.

Why Partner Now ?

This is a once-in-a-generation opportunity to help found a flagship institution that answers a glaring gap in American higher education. Early partners will not only see their resources multiplied through a model backed by strong evidence; they will see their names woven into the architecture, scholarships, and stories of families who step out of generational poverty into generational possibility. For visionary philanthropists, impact investors, and faith-driven institutions, Shirley G. Dyels OHEMAA University offers the rare combination of moral clarity, economic leverage, and measurable outcomes, a place where a bold gift can be traced, in real time, into degrees earned, homes purchased, children thriving, and communities transformed.

Naming and Legacy Opportunities

Because this project is designed to endure for generations, the university will honor those who step forward now with meaningful, permanent recognitions. Capital-campaign practice shows that top-tier gifts often shape not only buildings and programs but also the narrative of an institution's founding story. At OHEMAA, opportunities will include:

- **Campus and University Naming** for founding gifts that underwrite the acquisition or creation of the initial campus and core academic schools.
- **Named Centers and Villages**, such as the AI & Entrepreneurship Institute, the Family Housing Village, the Child and Family Wellness Center, or the chapel and spiritual-life complex.



- **Endowed Chairs, Scholarships, and Legacy Funds**, including professorships in AI, entrepreneurship, theology, and social impact; endowed stipends for single-parent students; and “Legacy Pathway” scholarship funds dedicated to the children and grandchildren of OHEMAA families.

These naming opportunities are not merely honorary; they connect a donor’s name with lives transformed, degrees earned, homes purchased, and children who step onto the University campus because someone believed in their parent’s potential.

Next Steps for Partnerships

For leaders who sense that this vision aligns with their calling, this is the moment to move from interest to due diligence. Best practices in major-gift and impact partnerships call for structured exploration, conversations that are both discerning and analytically rigorous. Shirley G. Dyels OHEMAA University and CHRIST Association are prepared to facilitate that process through:

- **Confidential Exploratory Meetings** with the founding president, board leaders, and key advisors to discuss vision, governance, and alignment with your philanthropic or investment priorities.
- **Site Visits and Campus Walkthroughs**, including tours of the proposed campus, family-housing concepts, childcare and lab spaces, and opportunities to meet potential faculty, partners, and student-parent ambassadors as the project advances.
- **Comprehensive Due-Diligence Materials**, including draft bylaws and governance policies, financial models, campaign plans, risk and mitigation analyses, accreditation roadmap, and independent research on the ROI of investing in single-parent higher education.

The invitation is simple but profound: join the founding story of a university where single-parent families are treated as royalty in both name and practice, and where your investment will echo through classrooms, homes, and hearts for generations to come.