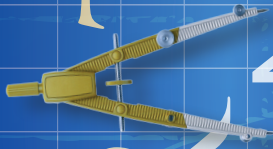




Fulfilling  
the *Mission*

STRATEGIC  
PLANNING



# Think Tank

# 2017

Maintaining a Culture  
of Continuous  
Improvement

May 16-18 • May 22-25 • May 30-31



# Vision 2020

BY LESLIE N. POLLARD, PH.D., D.MIN., M.B.A.

Adapted from the presidential address to the Oakwood community at the Oakwood University Spring Convocation, January 25, 2011, in the Oakwood University Church.

**T**he story is told of a deeply discouraged blind man who, in feeling overcome by his sightless condition, approached the ancient cleric Anthony with a question: “Anthony, can there be anything worse than losing your sight?” lamented the blind man. Anthony paused for a moment, then he spoke up. “Yes,” replied Anthony . . . “There is something worse than losing your sight—losing your vision!” In any leadership transition, there is the ever-present danger that we will lose our vision of the opportunities that surround us. But we also know that “where there is no vision, the people perish.” Today we transport ourselves to the future to visit a vision of what Oakwood University will look like in less than a decade from now. In the presence of our faculty, staff, and students, I am calling this speech this morning “Vision 20/20.”

In 2020, Oakwood University is seen as a premier university in the Huntsville community and within the Seventh-day Adventist Church. With a vibrant enrollment of 3,500 students, Oakwood remains in 2020 a preferred provider of excellence in faith-based undergraduate and graduate education. By 2020, spiritual life at Oakwood has been nationally recognized by the Council of Christian Colleges and Universities. The mission and culture at Oakwood engages every student in service to local, regional, national, and international communities. Intentionality around the spiritual development of OU students is evident in every area of campus life. Signs and symbols of a robust Seventh-day Adventist faith are visible as you walk the campus. Every offering within the IFL (Integration of Faith and Learning) curriculum reflects the principles and practices of faith formation and development of our students. Technology supports this culture of highly interactive spirituality. Spiritual support services are conducted at noon for faculty and staff and nightly for Oakwood University students during Weeks of Prayer and revival weekends. Our male and female associate chaplains, along with our student chaplains, provide dormitory visitation, spiritual support counseling, group Bible studies, and high-quality spiritual programming for on- and off-campus students. Focus on faculty and staff spiritual development is provided by our senior chaplain.

Administrators, faculty, and staff are equipped and empowered with effective strategies intended to form and nurture our students in SDA faith development. OU’s original LifeCore research on youth spirituality provides annual data for targeted planning of the university’s mission activities. Oakwood University’s residential students attend weekly chapels or engage in interactive e-chapels. Our Oakwood Online University students and their international cohorts log in to our OU Chapel webcast.

Oakwood University in the next decade produces enthusiastic graduates, nationally and internationally, who gladly support their local alumni chapters. OU students are motivated to reach back and help the generation that follows them.

By 2020, the growth of the Oakwood University academic program includes an M.B.A. in Business Leadership, a Master of Education in Teaching, a Master of Education with celebrated emphasis in Faith-Based Pedagogy, and a Doctor of Ministry in Urban Mission. By 2020, OOU is launched Oakwood Online University. Oakwood Online University services 35-member cohorts in China, India, Africa, and the Caribbean. By 2020, our committed and accomplished faculty contributes to the effective growth of these nontraditional revenue streams while serving at mission-focused Oakwood University. The lower-cost revenue from Oakwood Online University helps grow the amount of institutional aid to needy students in our residential program. By 2020 telecommunications is deeply imbedded in the life and mission of Oakwood University. OUBN (Oakwood University Broadcasting Network) regularly broadcasts family- friendly programming consistent with the values of the institution. Health outreach

By 2020, a consortium of African-American, Afro-Caribbean, Afro-Latino, and continental African universities complements DEEP (Diversity Educational Exchange Program) with DEFT (Diversity Exchange for Faculty Teaching). The innovative PACCU (Pan-African Consortium of Colleges and Universities) allows Oakwood’s faculty to spend selected semesters and many summers in research, teaching and/or service to international students and communities. PACCU also cross fertilizes our OU faculty, staff, and student body by bringing an illustrious array of international scholars to teach on the Oakwood campus. PACCU began





# Vision 2020

continued

with active affiliations and articulation agreements among our sister universities at the historic 2011 Spring Council, which was held on Oakwood's 1,200-acre campus. By 2020, as part of faculty development, our Pan-African Consortium of Colleges and Universities, with its DEFT program, allows Oakwood's superbly trained faculty to teach at sister institutions in Jamaica, Haiti, Trinidad and Tobago, Kenya, Nigeria, Costa Rica, Panama, Honduras, Uganda, and Tanzania.

By 2020, OU's centers, institutes, and schools are flourishing as grant-funding for targeted social science and scientific research on underserved populations reflect our continued maturation from Oakwood College to Oakwood University. Health outreach provides students opportunities to serve in our locally, nationally, and internationally. SACS accreditation visits validate the educational quality of the Oakwood University academic program. By 2020, Oakwood partners with Huntsville's underserved populations through our OU Office of Community Partnerships. OU's LEAP program enrolls 1,000 students each semester. The 30,000-square-foot OU Center for Wholeness houses a state-of-the-art Oakwood Performing Arts Auditorium, along with our USM student government offices, Student Center, Office of Spiritual Life, and Chaplain Services Offices, and our Community Wellness and Academic Achievement Center.

By 2020, customer service at OU is a high-quality reinforcement of positive experience for our students and their parents. By 2020, the finances of Oakwood University, with its growing endowments and portfolio of diversified investments, adequately fund operations and minimize our need for routine tuition increases. Market-normed salaries assist in the recruitment of high performing but sacrificial employees. The percentage of alumni who financially support and contribute to OU has moved up from 5 percent in 2011 to 50 percent by 2020.

Staff development is also crucial to the quality of Oakwood University. Front-line service delivery reflects excellence to our students and constituents. By 2015, Oakwood wins the prestigious Alabama Quality Award and the Best Workplace in Huntsville Award. By 2020, Oakwood is nationally regarded for quality. Quality in its services, quality in its delivery of learning, quality in its faculty's scholarly products, quality in operations, and quality in its graduates.

In 2020, Oakwood is also acknowledged as a robustly diverse institution. Ten years from now, Oakwood's diversity, in all its richness, will be seen as a resource of strength, organized and mobilized around our mission. Oakwood has found the balance between maintaining the historic HBCU mission of our founders while growing our mission of recruitment to diverse communities. This vision leads us to serve our students with renewed purpose and passion.

By 2020, Oakwood University is a seamless K-18 learning community, with a state-of-the-art 1,000-student Oakwood Elementary and Academy that stands as an integral part of the university community. Oakwood University graduates of the 21st century receive a quality education that prepares them for top-tier professional or graduate schools. And the recovery of an industry base for student employment allows OU students to minimize the debt load incurred in the pursuit of their Oakwood education.

Finally, Oakwood Family, in 2011, Oakwood is a young university that offers a world of possibilities to us. The newness of our journey reminds me of a brief quote from one of my favorite poets. Pablo Neruda, wrote: "You can cut all the flowers, but you cannot stop the coming of the Spring!" The next decade can be a season of sunshine or a season of shadow. I am convinced that for Oakwood University, spring is on the way! In this season, opportunities to spread our wings locally, nationally, and internationally are all around us. But vision without work and commitment is mere fantasy. We are already one decade into the 21st century. Thus, in the words of Martin Luther, "We must work, as if prayer meant nothing. And we must pray, as if work meant nothing."

Under God's providence, University life across the next decade will be our season of sunshine! May God help us continue the mission of our founders. And may God bless Oakwood University!



*Leslie M. Pollard*



# Fulfilling the *Mission*

# STRATEGIC PLANNING

MONDAY, MAY 22, 2017

**Strategic Planning: Fulfilling the Mission**

**1:00 - 1:20 p.m.** - Welcome and Orientation to Strategy - Leslie N. Pollard

**Session Facilitators:** Karen Benn Marshall, Sabrina Cotton, Kisha Norris, Kirk Nugent, David Knight, Prudence Pollard, David Richardson

**STANDOUT Facilitators:** Shirna Gullo, Earl Henry, Camille Kibler, Ray King, Howard Shaw, Josh Williams, Vashon Williams, Andrew Young

**Room/Team Color Assignments:**

- **Team Teal - Room 108**
- **Team Red - Room 110**
- **Team Orange - Room 212**
- **Team Purple - Room 200**
- **Team Pink - Room 202**
- **Team Green - Dining Room**
- **Team Blue - Auditorium**

**1:30 - 1:50 p.m.** - Breakout Session I

**1:50 - 2:00 p.m.** - STANDOUT Break

**2:00 - 2:20 p.m.** - Breakout Session II

**2:20 - 2:30 p.m.** - STANDOUT Break

**2:30 - 2:50 p.m.** - Breakout Session III

**2:50 - 3:00 p.m.** - STANDOUT Break

**3:00 - 3:20 p.m.** - Breakout Session IV

**3:20 - 3:30 p.m.** - STANDOUT Break

**3:30 - 3:40 p.m.** - Breakout Session V

**3:40 - 3:50 p.m.** - STANDOUT Break

**3:50 - 4:00 p.m.** - Breakout Session VI

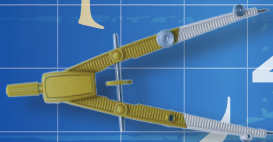
**4:00 - 4:10 p.m.** - STANDOUT Break

**4:10 - 4:30 p.m.** - Breakout Session VII

**4:30 - 5:00 p.m.** - Closing Remarks - Leslie N. Pollard



# STRATEGIC PLANNING



## TUESDAY, MAY 23, 2017

### Institutional Effectiveness: Delivering the Promise through Planning and Assessment

<b>8:15 - 8:45 a.m.</b>	Devotion	David Richardson
<b>8:45 - 9:00 a.m.</b>	Welcome	Karen Benn Marshall
<b>9:00 - 9:30 a.m.</b>	Theme Presentation	John Anderson
<b>9:30 - 10:30 a.m.</b>	Q&A	John Anderson
<b>10:30 - 10:45 a.m.</b>	Break	
<b>10:45 - 11:45 a.m.</b>	Review Process	John Anderson & Arlene Wimbley
<b>11:45 a.m. - 12:00 p.m.</b>	Assignments*	
<b>12:00 - 1:15 p.m.</b>	Lunch	
<b>1:30 - 4:30 p.m.</b>	Working Sessions	

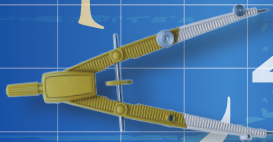
### \*ROOM ASSIGNMENTS FOR WORKING SESSIONS

DIVISION/SCHOOL	LOCATION
Academic Administration Adult & Continuing Ed., Library, Institutional Effectiveness	McKee B&T Room 200
Enrollment Services, Recruitment & Admissions, Financial Aid, Career & Testing Services, Registrar, Student Success, First Year Experience	McKee B&T Room 110
School of Arts & Sciences <i>Biological Sciences, Chemistry, Communication &amp; Art, English &amp; Foreign Language, Mathematics &amp; Computer Science, Music, Psychological Sciences</i>	McKee B&T Dining Room
School of Business & Information Systems <i>Business</i>	McKee B&T Board Room 201
School of Education & Social Sciences <i>History, Education, Social Work</i>	McKee B&T Room 202
School of Nursing & Health Professions <i>Health &amp; Exercise Science, Nursing, Allied Health, Nutrition &amp; Dietetics, Child Development</i>	McKee B&T Room 108
School of Religion <i>Religion &amp; Theology, MAPS, Bradford-Cleveland-Brooks Leadership Center</i>	McKee B&T Room 212
Division of Advancement & Development	Bradford-Cleveland-Brooks Leadership Center Room 105
Division of Financial Administration	McKee B&T Auditorium
Division of Information Technology	Bradford-Cleveland-Brooks Leadership Center Room 101
Division of The President	Bradford-Cleveland-Brooks Leadership Center Conference Room
Division of Research & Faculty Development	McKee B&T Technology Lab
Division of Student Services	Mosley Complex Room 106





# STRATEGIC PLANNING



## WEDNESDAY, MAY 24, 2017

### Institutional Effectiveness: Delivering the Promise through Planning and Assessment

8:15 – 8:45 a.m.	Devotion	Dedrick Blue
8:45 a.m.	Welcome	John Anderson

#### WORKING SESSION REPORTS I

9:00 – 9:20 a.m.	Division of The President
9:20 – 9:40 a.m.	Division of Information Technology
9:40 – 10:00 a.m.	Division of Advancement & Development

10:00 – 10:15 a.m. Break

#### WORKING SESSION REPORTS II

10:20 – 10:40 a.m.	Division of Financial Administration
10:40 – 11:00 a.m.	Division of Student Services
11:00 – 11:20 a.m.	Division of Research & Faculty Development

11:25 a.m. – 12:00 p.m. Q&A

12:00 – 1:15 p.m. Lunch

#### WORKING SESSION REPORTS III

1:20 – 1:40 p.m.	Adult & Continuing Education, Library
1:40 – 2:00 p.m.	Enrollment Services, Student Success
2:00 – 2:20 p.m.	School of Arts & Sciences
2:20 – 2:40 p.m.	School of Business & Information Systems

2:40 – 2:55 p.m. Break

#### WORKING SESSION REPORTS IV

3:00 – 3:20 p.m.	School of Education & Social Sciences
3:20 – 3:40 p.m.	School of Nursing & Health Professions
3:40 – 4:00 p.m.	School of Religion

4:00 – 4:30 p.m. Closing Activities

4:30 p.m. Adjournment

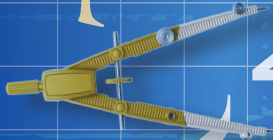
## THURSDAY, MAY 25, 2017

### Faculty Development for Quality Assurance: From Course Design in D2L to Learning Assurance with Campus Labs

8:30 a.m.	Introduction and Opening Remarks Karen Benn Marshall and Lisa Dalrymple
8:45 – 9:30 a.m.	Curriculum and Course Design Prudence Pollard
9:30 – 10:15 a.m.	Pedagogy for Digital Engagement Olivia Beverly and Keith Terrill
10:15 – 11:00 a.m.	Using D2L for Course Design and Reporting Will Mitchell and Keith Terrill
11:00 a.m. – 12:00 p.m.	Unlocking the Power of Data with Campus Labs Will Miller
12:00 – 1:00 p.m.	Lunch



# STRATEGIC PLANNING



1:00 - 2:00 p.m.	Assessing for Improving Student Learning Will Miller
2:00 - 3:00 p.m.	Collecting Data for Meaningful Assessment and Improvement Will Miller
3:00 - 4:00 p.m.	The Faculty Role in Retention Will Miller
4:00 - 5:00 p.m.	The Faculty Role in Internal and External Reporting Will Miller
5:00 p.m.	Closing Remarks Prudence Pollard and Lisa Dalrymple

## MAY 16 - 18

**Departmental Focus: On General Education, Annual Reporting, Student Achievement**

Meet in individual departments

## MAY 30

**School-wide Focus on Biblical Foundations for Career Pathways**

1:30 - 5:30 p.m. Meet in Schools

## MAY 30-31

**GEP THINK TANK: Critical Thinking Certification & Recertification**

8:30 - a.m. - 12:00 p.m. Cunningham Hall #249

## OAKWOOD UNIVERSITY PRIORITIES

**Priority 1 *University Mission & Culture:*** Oakwood University's Office of Spiritual Life and Mission will deliver curricular and co-curricular programming and resources to students so that they model the mission of Oakwood University

**Priority 2 *Educational Excellence:*** Oakwood University's Academic Division will ensure academic excellence in teaching and learning

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

**Priority 4 *Research & Employee Development:*** Oakwood University's Division of Research and Faculty Development Division will facilitate the expansion of our grants and research infrastructure. RFD will also assure exceptional performance of faculty and staff through the utilization of best-in-class professional development

**Priority 5 *Advancement & Development of the University:*** Oakwood University's Division of Advancement and Development will strategically position and promote the University through the increased philanthropy, fund development and integrated Marketing

**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.

**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 broadcast Oakwood mission globally



# notes

## MISSION STATEMENT

**THE MISSION OF OAKWOOD UNIVERSITY**, a historically black, Seventh-day Adventist institution, is to transform students through biblically-based education for service to God and humanity.



## OAKWOOD UNIVERSITY COMMITTS TO THE FOLLOWING VALUES...

**Respect:** Oakwood esteems others as worthy of human dignity, regard, and service.

**Compassion:** Oakwood manifests sympathy, empathy, care, and concern in our dealings with others.

**Integrity:** Oakwood demonstrates honesty, uprightness, moral virtue, and ethical rectitude in every relationship.

**Excellence:** Oakwood makes the personal and collective decision to perform at our highest capacity and to continually improve in our work and service.

**Service:** Oakwood chooses to provide assistance, aid, help, caring, outreach and ministry in response to human need.

**Innovation:** Oakwood will break with precedent in the advancement of institutional mission by embracing new methods and introducing major changes.

**Collaboration:** Oakwood commits to integrated planning, internal and external partnering, and collegial action designed to build community and advance our mission.

Lined area for taking notes, consisting of a grid of horizontal and vertical dashed lines.



# OAKWOOD UNIVERSITY

**GOD FIRST!**

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[www.oakwood.edu](http://www.oakwood.edu)

OakwoodUniversity @OakwoodU OakwoodU