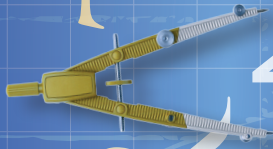




Fulfilling
the *Mission*

STRATEGIC
PLANNING



Think Tank

2019

Fostering Innovation
and Creativity in a 21st
Century University

May 14 • May 21-23



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.

The 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.

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 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.

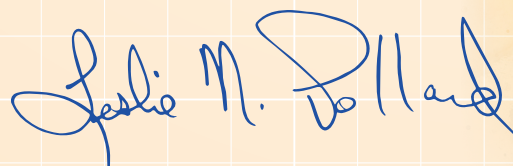
Staff development is also crucial to the quality of Oakwood University. Front-line service delivery reflects excellence to our students and constituents. By 2015, Oakwood wins the prestigious Alabama Quality Award and the Best Workplace in Huntsville Award. By 2020, Oakwood is nationally regarded for 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!





Fulfilling the *Mission*

STRATEGIC PLANNING

TUESDAY, MAY 14, 2019

The 21st Century University: Innovation and Implementation Science

8:00 - 8:30 a.m.	Continental Breakfast	
8:30 - 8:55	Devotion	Chaplain Andrew Pileggi
8:55 - 9:10	Welcome/Opening Remarks	Leslie N. Pollard
9:10 - 9:25	Presentation of Theme & Overview of ThinkTank 2019	Colwick M. Wilson John Anderson
9:25 - 10:25	Innovation in Information Technology Service Delivery	Mike Johnson
10:25 - 10:40	Break	

STRATEGIC PLAN:

10:40 - 10:50	Undergraduate Education	Karen Benn Marshall
10:50 - 11:00	Graduate and Online Education	John Anderson
11:00 - 11:10	Research & Faculty Development	Prudence Pollard
11:10 - 11:20	Mission, Enrollment Services, & Retention	David Richardson
11:20 - 11:30	Financial Administration	Sabrina Cotton
11:30 - 11:40	Student Services	David Knight
11:40 - 12:00 p.m.	Q&A	
12:00 - 1:10	Lunch	
1:10 - 1:25	Recruitment Plan	Trina Young
1:25 - 1:40	Retention Plan	Brandon Gamble
1:40 - 3:25	Working Group Breakout Sessions*	
3:30 - 3:45	Work Group Report: Group A	
3:45 - 4:00	Work Group Report: Group B	
4:00 - 4:15	Work Group Report: Group C	
4:15 - 4:30	Work Group Report: Group D	

*ROOM ASSIGNMENTS FOR WORKING SESSIONS

WORK GROUPS	LOCATION
Work Group A: Innovation in Information Technology Service Delivery, Sabrina Cotton	McKee B&T Auditorium
Work Group B: University Strategic Plan, Prudence Pollard	McKee B&T Presidential Dining Room
Work Group C: Recruiting, Trina Young	McKee B&T Classroom 108
Work Group D: Retention, Brandon Gamble	McKee B&T Classroom 110

TUESDAY, MAY 21, 2019

The 21st Century University: Creative Approaches to Planning and Implementation

8:30 - 8:50	Devotion	Chaplain Kimberly Mann
8:50 - 9:15	Reflections and Overview	John Anderson
9:15 - 12:00	Departmental Work Groups Breakout Sessions**	
12:00 - 1:10	Lunch	
1:10 - 3:25	Continued: Departmental Work Groups Breakout Sessions	
3:30 - 4:00	Departmental Work Group Report: Arts and Sciences	
4:00 - 4:30	Departmental Work Group Report: Religion	

WEDNESDAY, MAY 22, 2019

8:30 - 8:50	Devotion	Trevor Fraser
8:50 - 9:15	Reflections and Overview	John Anderson
9:15 - 12:00	Departmental Work Groups Breakout Sessions**	
12:00 - 1:10	Lunch	
1:10 - 3:25	Continued: Departmental Work Groups Breakout Sessions	
3:30 - 4:00	Departmental Work Group Report: Nursing and Health Professions	
4:00 - 4:30	Departmental Work Group Report: Business	

THURSDAY, MAY 23, 2019

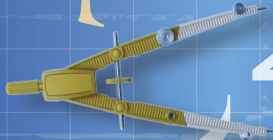
8:30 - 8:50	Devotion	Keith Burton
8:50 - 9:15	Reflections and Overview	John Anderson
9:15 - 12:00	Departmental Work Groups Breakout Sessions**	
12:00 - 1:10	Lunch	
1:10 - 3:25	Continued: Departmental Work Groups Breakout Sessions	
3:30 - 4:00	Departmental Work Group Report: Education and Social Sciences	

**ROOM ASSIGNMENTS FOR WORKING SESSIONS

WORK GROUPS	LOCATION
School of Arts and Sciences: Biological Sciences, Chemistry, Communication, English and Foreign Languages, Music, Psychological Sciences	McKee B&T Auditorium
School of Arts and Sciences: Mathematics and Computer Sciences	McKee B&T Room 110
School of Religion	McKee B&T Room 108
School of Nursing: Allied Health & Nutrition and Dietetics	McKee B&T Presidential Dining Room
School of Nursing: Nursing	McKee B&T Room 212
School of Nursing: Health and Exercise Science	McKee B&T Board Room 201
School of Education and Social Sciences: Education	McKee B&T Room 200
School of Education and Social Sciences: History and Political Science	McKee B&T Technology Lab Room 214
School of Education and Social Sciences: Social Work	McKee B&T 202
School of Business	McKee B&T Technology Lab Room 226



STRATEGIC PLANNING



OAKWOOD UNIVERSITY PRIORITIES

Priority ① *University Mission & Culture:* Oakwood University's Division of Mission, Enrollment Services & Retention 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 & Faculty Development:* Oakwood University's Division of Research & Faculty Development 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 & 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.

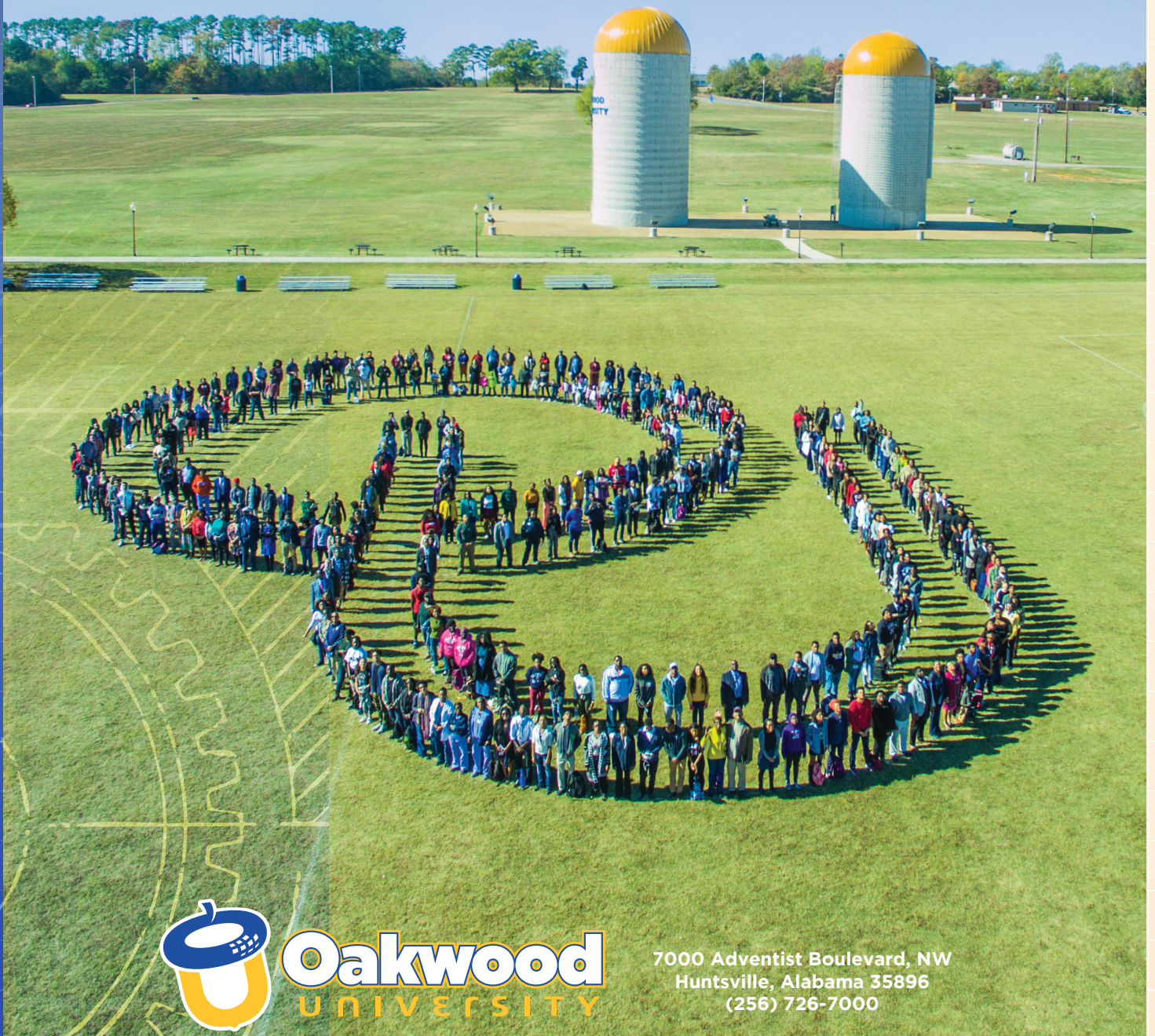
Service: Oakwood chooses to provide assistance, aid, help, caring, outreach and ministry in response to human need.

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.

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GOD First!



Oakwood
UNIVERSITY

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