

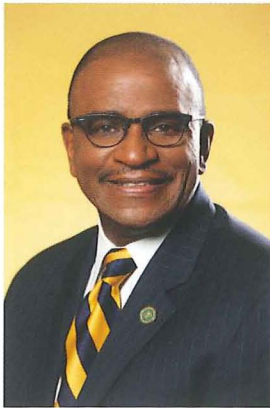


OAKWOOD UNIVERSITY

GOD FIRST!

Strategic Plan Overview

Keeping the Promise of Mission:
Oakwood in the 21st Century



Note from the President

Since its founding on November 16, 1896, by the Seventh-day Adventist Church, Oakwood University has prepared students for service to local, national, and international communities. Standing as one of the historic landmarks of the city of Huntsville, Alabama, Oakwood University enjoys a beautiful natural setting on 1,185 acres of choice real estate. Approximately 105 acres comprise the campus, with another 500 acres under cultivation.

Oakwood University is committed to the spiritual nurture and character development of each student with the goal of developing servant leaders. Beginning with only 16 students, Oakwood originally existed to provide, on the basis of Seventh-day Adventist beliefs and worldview, a wholistic Christian education for those who were then called “colored students.” Oakwood today reflects a diverse geographical, cultural, educational, and socioeconomic environment. And yet, the original purpose continues—Oakwood University specializes in the delivery of transformational Christian education.

This strategic plan sets out a vision for the future. It provides guidance for decision-making that will have a profound and positive impact on our University. It elevates academic and scholarly excellence. It inspires spirituality. It reinforces the Oakwood Experience. It recovers a base of industry. And this plan highlights the service mission to which Oakwood has been called—to prepare students for service in this world, and for wider service in the world to come.

Sincerely,

A handwritten signature in black ink that reads "Leslie M. Pollard". The signature is written in a cursive, flowing style.

Leslie Pollard, Ph.D., D.Min., MBA
President, Oakwood University



A Glimpse of our Future . . .

The Oakwood University Strategic Plan for 2012-2017 reflects our vision of transformational education. The plan includes the input of a wide variety of participants, beginning with the historic Strategic Actioning Session (SAS) of September, 2012. This session brought together a cross-section of Board members, administrators, alumni, faculty, staff, students, and community leaders tasked with the mission of recreating Oakwood for the 21st century. The implementation of recommendations from that historic session formed the basis from which to envision the future. This resulting document includes many of the “game changing” initiatives that will strengthen and expand the mission of the institution. The goal of this plan is to maximize and deepen the famous “Oakwood Experience” by making improvements at the University that will enhance, not simply the four years of a student’s Oakwood educational journey, but the forty-plus years of their service life.

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.



Vision: Oakwood University graduates leaders in service to God and humanity.

Aim: God First!

Motto: Enter to Learn; Depart to Serve

Oakwood University commits to the following values . . .

God First: Oakwood seeks to advance the kingdom of God by transforming lives. The value of putting God first expresses the primary reason for Oakwood University's existence.

Respect: Oakwood esteems others as worthy of human dignity, deference, 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 communicates the personal decision to perform at our highest capacity and to continually improve in work and service.

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

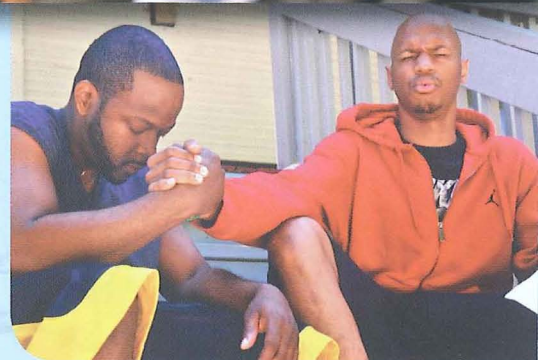
Innovation: Oakwood is willing to break with precedent in the advancement of institutional mission by introducing new methods and major changes.



Strengths of Oakwood University

Situated in Huntsville, Alabama, a high-tech and international city of the South, Oakwood University resides on one of the most beautiful campuses in the country. Since its founding in 1896, Oakwood University has been blessed with a number of historic strengths that have provided the foundation upon which its mission is built. The University constituency of alumni, churches, conferences, and supporters stand as advocates for and benefactors of Oakwood. Focused on the mission of our institution, these loyal supporters contribute both faith and finances.

Oakwood's unique brand of spirituality, with its passion and substance, reflects another strength of the institution. This spirituality is reflected in the spiritual strength of our faculty, staff, and students. The internationally-acclaimed music of Oakwood reflects the "Oakwood Experience" which continues to provide a lifelong blessing to our graduates. A growing enrollment, competitively-priced tuition, a diverse student body, a lifelong "family" ambiance, a dedicated alumni, a highly-accomplished faculty, a caring and dedicated staff, and a committed Board of Trustees combine to make Oakwood a compelling and attractive place to study. Fiscal stability as well as a growing base of philanthropy provide strengths upon which Oakwood's "God First" commitment guides the institution.



Seven Organizational Priorities at Oakwood University

Priority 1: University Mission and Culture.

Oakwood University's Office of Spiritual Life will produce students who model the mission of Oakwood University and promote the historic culture of faith and life-long service that defines our institution.

Goals across the next 5 years include:

1. Develop and implement the Spiritual Master Plan;
2. Facilitate and support high-quality worship programs;
3. Deliver spiritual care to off-campus students;
4. Provide cross-cultural exposure and global education through participation in local, national and international mission activities;
5. Provide faculty and staff with discipleship training designed to deliver ministry to students;
6. Facilitate the integration of faith and learning across the academic schools, departments, and co-curricular activities to cultivate moral, spiritual and biblical decision-making and critical thinking; and
7. Provide needs-based spiritual counseling to individuals and groups.

Priority 2: Educational Effectiveness.

Oakwood University's Academic Division will ensure academic effectiveness in teaching and learning.

Goals across the next 5 years include:

1. Expand traditional delivery by creating an online delivery system for instruction;
2. Develop an academic master plan that takes into consideration the changes in the academic and professional climate;
3. Design and implement an Honors Program to attract academically-gifted scholars;
4. Strengthen the freshman advising and retention program;
5. Expand graduate degree program offerings
6. Enhance degree program in Communication Media with the addition of a TV production/recording studio; and
7. Review and update existing programs.

Priority 3: Learning-Supportive Environments.

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.

Goals across the next 5 years include:

1. Develop a career-preparation and workforce-tracking program;
2. Design, implement, and facilitate an immersion into the Oakwood Experience;
3. Provide a customer service call center;
4. Provide online career assessment testing;
5. Create a website to identify and promote; mentorships between alumni and current students
6. Provide online career services (e.g., career development plan, funding resources, test preparation, internship opportunities); and
7. Create a database for tracking student progress after graduation (in coordination with alumni services).

Priority 4: Research and Employee Development.

The Research and Employee Services Division will facilitate development of our research infrastructure and assure exceptional performance of faculty and staff through the utilization of best-in-class talent acquisition, management and employee development.

Goals across the next 5 years include:

1. Faculty Development and Research will increase grant writing and funding through research;
2. Recruit diverse talent to fill vacancies and fulfill the mission of Oakwood University;
3. Establish a completely electronic hiring process
4. HRM will design and implement a system-wide program of customer care that distinguishes Oakwood University from its competition;
5. HRM will set parameters and guide the process for hiring faculty and staff (internal and external);
6. HRM will develop policies on internal hiring in order to develop talent within the campus (includes faculty and staff); and
7. HRM will design and implement a state-of-the-art excellence-in-employment developmental system.

Priority 5: Advancement and Development of the University.

Oakwood University's Division of Advancement and Development will secure the University through increased philanthropy, contracting, and fund development. The Division's professional staff will raise financial resources from alumni and non-alumni sources to fund the educational and capital needs of the institution.

Goals across the next 5 years include:

1. Federal contracting will increase each year. This means that Oakwood will leverage its ISO 9001 certification to become prime or sub-prime contractor on major contracts;
2. Cultivate relationships with alumni, board, and external partners to identify projects, secure re-investment in the institution, and increase fundraising outcomes;
3. Increase and enhance pre-alumni activities;
4. Create a new operational model that enhances the relationship between the University and the Alumni Association;
5. Coordinate donor recognition activities (e.g., giving clubs, donor wall);
6. Utilize the "Oakwood Experience" for more effective marketing of the University; and
7. Develop and implement marketing standards (e.g. email signature, graphic standards manual, announcements) designed to enhance the institutional brand.

Priority 6: Fiscal Growth, Responsible Management, and our Long-term Stability.

The Division of Financial Administration will secure the fiscal health of Oakwood University by the creation of non-tuition revenue, by managing internal financial resources in harmony with the strategic mission of the institution, and by decreasing dependence on governmental sources of income through the recovery of industries appropriate for the 21st century.

Goals across the next 5 years include:

1. Increase revenue and decrease tuition-dependence through the creation and/or procurement of mission and values-compatible businesses;
2. Increase student employment opportunities;

3. Create an industry development endowment;
4. Repurpose and renovate facilities for new uses; and
5. Plan for the development of new and needed facilities.

Priority 7: Operational and Technological Leadership.

The Office of the Provost will facilitate the use of technology to improve operational efficiency and to create a seamless infrastructure capable of expanding educational and service opportunities. The Office will communicate the Oakwood mission and message to local, national, and international markets and constituencies through broadcast and online media. These actions will advance the efficiency and reach of Oakwood University.

Goals across the next 5 years include:

1. Complete the 11,700 square-foot media center and roll out Oakwood University Broadcast Network to share the message and mission of Oakwood around the world;
2. Deliver high quality and reliable technology services that support the learning needs of faculty, staff, and students;
3. Implement a campus-wide life safety and security system;
4. Support and facilitate continuous staff training in technology systems;
5. Increase the number of wireless outdoor access points across campus at specific locations;
6. Train students in media production; and
7. Provide technologically innovative support for the delivery of institutional services.

Conclusion

Oakwood University embraces plans that are destined to fail, except for Divine intervention! Thank you for your prayers and your support of Oakwood University.



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