

OAKWOOD

M A G A Z I N E

Graduation

**Quinquennial
Constituency
Report**

*Alumni
Weekend
Highlights
120 Years*

2016

SPECIAL
FLIP
ISSUE



OAKWOOD

M A G A Z I N E

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Beautiful flowering shrubbery near Green Hall blossoms in late summer. Photo by Ron J. Pride.



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Flip the issue and start from the other cover to read the Quinquennial Constituency Report



ABOUT THE COVER
An expression of praise captured at the 2016 Commencement.
Cover photo by Anthony Chornes, Il.

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ABOUT THE FLIP COVER
For 120 years, Oakwood has always been a creative blend of past and future.
Cover photo collage by IMPR Team.

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Summer Makes Way for Fall

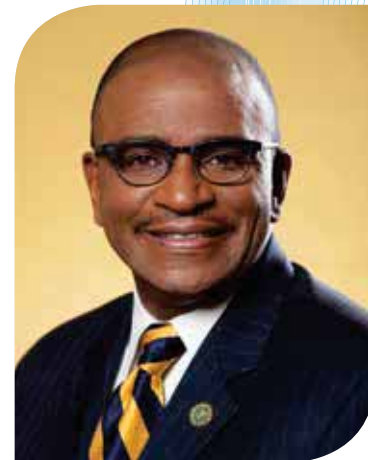
Welcome to the summer edition of *Oakwood Magazine*. Summer at Oakwood University is the time that we regroup and ready the campus for the opening of the fall semester. It is a time when the South Central Conference's Camp Meeting is held on the campus and when summer enrichment programs take place. It is also an intense season of recruitment for the fall semester. In fact the recruiters are scouring the proverbial countryside in an effort to reach as many students as possible with the opportunity to study in this God-appointed place.

At the beginning of this summer, 46 members of the administration, faculty, and staff participated in the inaugural Faculty Development Institute. This institute addressed the issue of biblical foundation in the disciplines. It was one of the greatest things that I have ever participated in during my 40-year career. The critical questions being answered by Seventh-day Adventist education were front and center in our discussions. The questions dealt with how to make the course content address the spiritual motion of the institution. In some disciplines, this seems easier than in others. But if God is the author of all truth, whatever truth is in the discipline has to be God's truth, and must illuminate His character and His purpose in the world. We will include a special feature piece on the Faculty Development

Institute in our fall edition of *Oakwood Magazine*.

In the meantime, please enjoy this special dual-edition. One part of the magazine covers much of what we presented as the report on the progress of Oakwood University across the last five years at our Spring Constituency Meeting. I wish you could've been here to see and hear what God is doing in our institution. The other part of this issue includes highlights from our most recent Alumni Weekend celebration as well as our spring graduation in which we issued degrees to 403 graduates. This was a very moving experience for the families who filled the Von Braun Civic Center to the rafters, as a standing room only crowd watched young people realize their dream. In this issue, we also say "thank you" to our recent retirees for their years of service and dedication to Oakwood University.

Oakwood is a special place. Thank you for your partnership in the mission of this historic institution. And special thanks to the administrators, faculty, staff, and students who give so much to make this institution a success. God continues to bless our institution in ways that are indescribable. 🙏



*God continues to
bless our institution
in ways that are
indescribable.*



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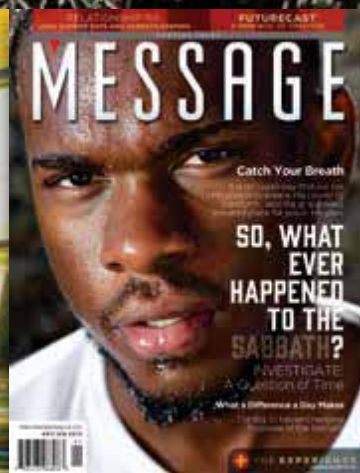
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Honoring O

As part of the Quinquennial Constituency Meeting activities, Board members, administrators and friends gathered at the Annual Retirees & Employees Recognition Banquet on April 17. This gathering honored our employees for their dedicated years of service. Each year, the members of the Oakwood University family show how much the employees and retirees are appreciated.

We celebrate these individuals with 603.43 collective years of service to Oakwood University and the Seventh-day Adventist Church. 🍷

Also retiring
(not pictured):
John Davis, III
6 years of service
Denise Finley
19.59 years of service
Dorothy Patterson
27 years of service



Collins Alexander
16.98 years of service



Virginia Alexander
15.75 years of service



Edna Dailey
38.45 years of service



Kaven Ible
19.72 years of service



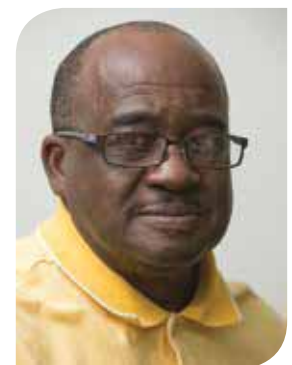
Freida LaPaugh
7.50 years of service



Henrietta Lathon
30.62 years of service



George Lee
14.29 years of service

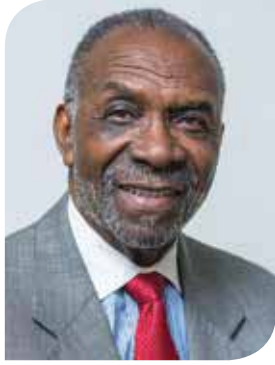


Carl Massey
46.96 years of service

ur Retirees



Timothy McDonald
40.04 years of service



Wilson Miles
33.09 years of service



Janis Newborn
38.57 years of service



Belita Newby
20 years of service



Eurydice Osterman
44.50 years of service



Sylvia Rochester
28.87 years of service



Marie Samson
40 years of service



Marilyn Schenck
8.33 years of service



Genet Selassie
27.99 years of service



Moges Selassie
37.09 years of service



Cheryl Sullivan
11.50 years of service



Monica Wilson
30.59 years of service



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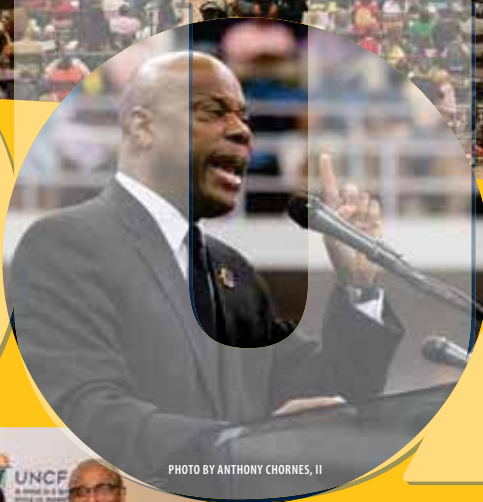
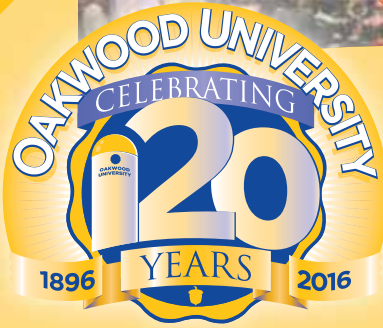


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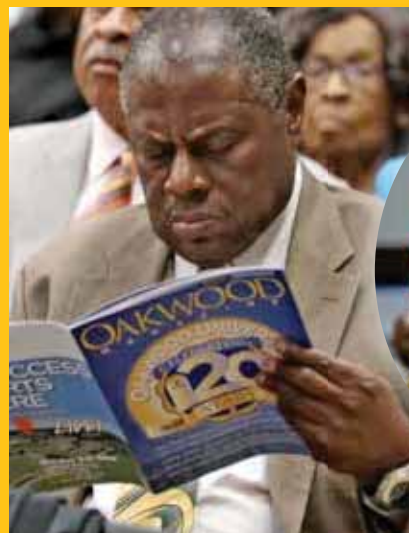


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March 24-27

2016

Alumni Weekend



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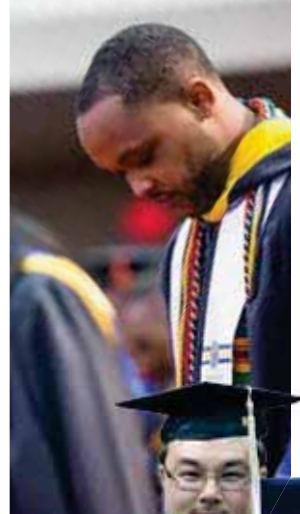
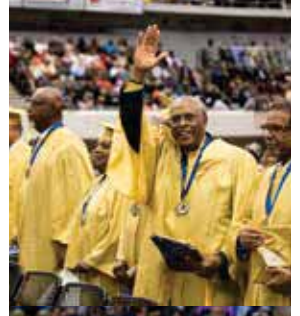


You can see more photos at
flickr.com/OakwoodUniversity



GRADUATES BY COUNTRY

Antigua and Barbuda-1; Bahamas-2; Bermuda-10; Canada-6; Cayman Islands-1; France-1; Grenada-1; Martinique-1; USA-384;



▶ You can see video of the 2016 Commencement exercises at: livestream.com/accounts/5329025/



▶ You can see more photos at: flickr.com/OakwoodUniversity



OAKWOOD UNIVERSITY 2016 GRADUATION • BY THE NUMBERS



OAKWOOD UNIVERSITY

GRADUATION 2016

408

Number of Graduates

Highest GPA 4.0

Kristoff V. R. Foster...*Undergraduate*

Chanc Hart Saari...*Adult Education*

Michael Lee Yohe...*Adult Education*

GRADUATE HONORS

Summa Cum Laude	9
Magna Cum Laude	20
Cum Laude	46
Honorable Mention	79

Specialty Degrees

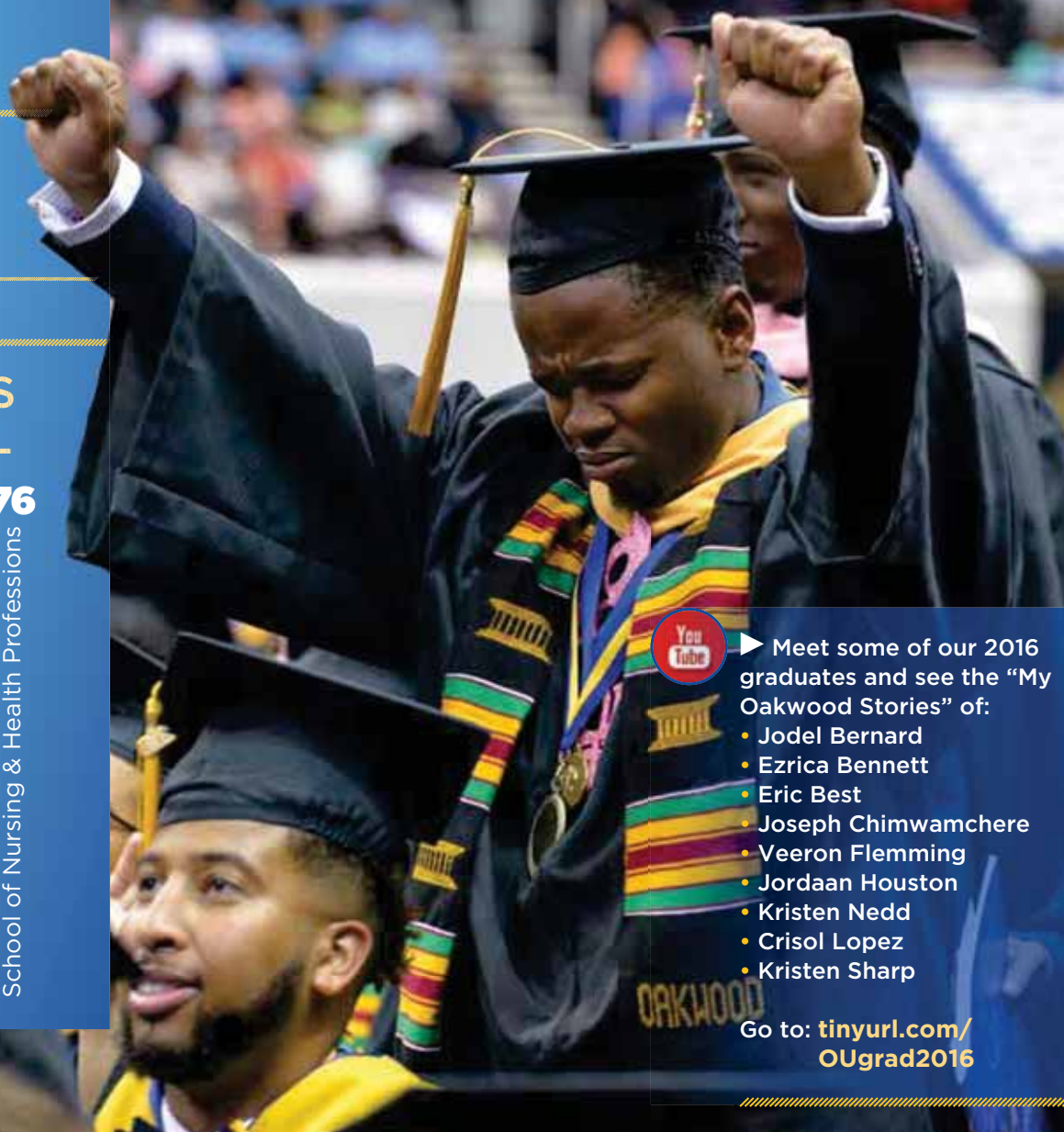
<i>Masters</i>	7
<i>Leap</i>	55
<i>Dietetic Interns</i>	28

Top Majors

BS Organizational Management	30
BS Biology	26

GRADUATES BY SCHOOL

36	118	47	131	76
School of Religion	School of Arts & Sciences	School of Education & Social Sciences	School of Business & Adult Education	School of Nursing & Health Professions



▶ Meet some of our 2016 graduates and see the "My Oakwood Stories" of:

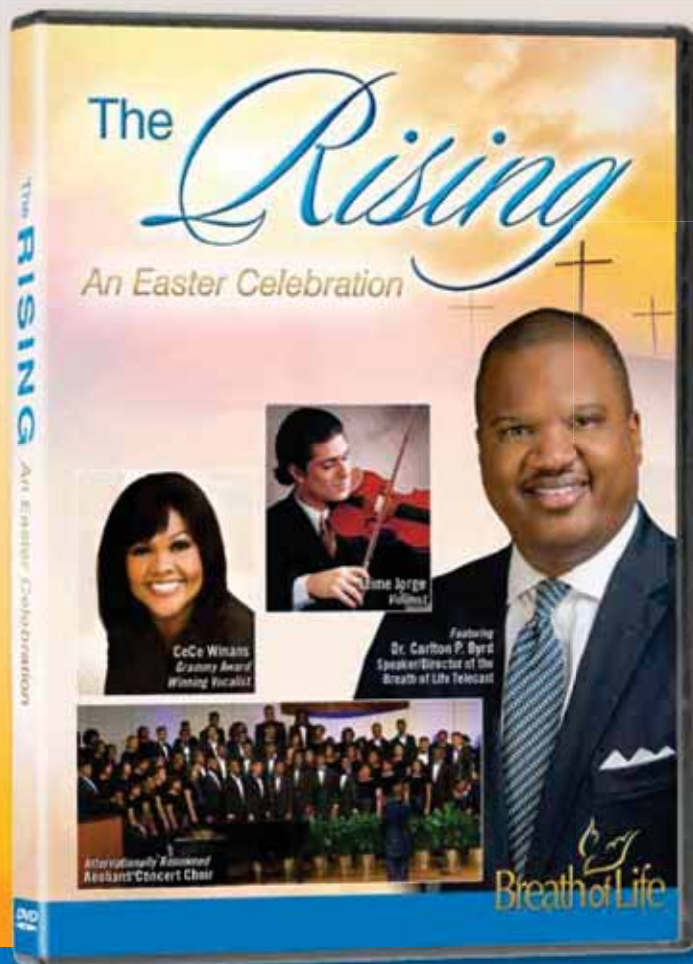
- Jodel Bernard
- Ezrica Bennett
- Eric Best
- Joseph Chimwamchere
- Veeron Flemming
- Jordaan Houston
- Kristen Nedd
- Crisol Lopez
- Kristen Sharp

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Agenda Item 1
Business and Finance

Oakwood University
Constitution and Bylaws

D. Kirk Myrick, Chair
Leslie Peltzer, Secretary
Tina Proctor, Treasurer
Kathleen D. Brown, Secretary
Kathleen D. Brown, Secretary
Kathleen D. Brown, Secretary
Kathleen D. Brown, Secretary
Kathleen D. Brown, Secretary

Members of the Oakwood University Constituency meet for the 2016 Quinquennial session on April 17, 2016.

OAKWOOD UNIVERSITY CONSTITUENCY MEETS FOR QUINQUENNIAL SESSION; Elects Board and President for 2016-2021

by **George Johnson Jr.**

Members of the Oakwood University Constituency met on April 17, 2016, for its quinquennial constituency session. The meeting was held on the campus of Oakwood University in its McKee Business & Technology Complex. Themed “120 Years of Delivering on the Promise of Mission,” the members of the constituency met to receive reports, elect the Board of Trustees for 2016-2021, and approve amendments to the Articles and Bylaws of the Corporation.

During an executive session of the new Board of Trustees, Dr. Leslie N. Pollard was unanimously reelected as the president of Oakwood University. Pollard was initially elected as President in 2010. Election on April 17 commences Pollard’s second term as president. “I am deeply humbled by the invitation to serve our University, because no individual is sufficient for these responsibilities. At a time when faith-based education is challenged by turbulent crosswinds, Oakwood continues to stand as a tower of spiritual commitment, academic excellence, and social consciousness. My deepest thanks are extended to our talented administrators, our dedicated faculty, our committed staff, and our inspiring students. Across the next five years, we will build our students a health and wellness center. We will launch cutting-edge academic programs. We will continue our moves toward reducing institutional dependency on tuition as a means of primary revenue. And I personally plan to use the leadership lessons learned during the last five years to improve our institutional performance even more in the next five years,” said Dr. Pollard.

“The reelection of Dr. Pollard as president of Oakwood moves the University forward in its positive trajectory. He is a visionary, proactive, and energetic. I am deeply grateful that he continues to be at the helm,” said Dan Jackson, president of the North American

Division and also chair of the Oakwood University Board of Trustees.

The following administrators were also unanimously reelected for the 2016-2021 term:

Sabrina Cotton, Vice President for Financial Administration

David Knight, Vice President for Student Services

Kisha Norris, Executive Director for Advancement & Development

Kirk Nugent, Chief Information Officer

Prudence Pollard, Vice President for Research & Faculty Development

Howard Weems, Assistant to the President for Spiritual Life and Senior Chaplain

Tricia Penniecook, MD, MPH, current Vice President for Academic Administration announced her intent to return to Costa Rica by May 31, 2016. Special appreciation was expressed for her year of service to Oakwood. The new Vice President for Academic Administration is Karen Benn Marshall, Ed.D., who was elected to fill the vacancy created by Dr. Penniecook’s departure.

New members were also brought onto the board, with considerable discussion being given to adding younger members in an effort to ensure that Oakwood remains connected to the voice and vision of younger alumni and current students.

President Pollard also expressed his appreciation to several individuals who helped to prepare for the meeting including Timothy McDonald, Ed.D., recently retired provost and senior vice president.

[A copy of the printed Constituency Report may be found in the following pages.](#)



MISSION STATEMENT

Oakwood University, a historically Black, Seventh-day Adventist institution, transforms students through biblically-based education for service to God and humanity.

VISION STATEMENT

Oakwood University graduates leaders in service to God and humanity.

Oakwood University commits 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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Kisha Norris, Executive Director of Advancement & Development

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Dr. Leslie Pollard
addresses the University
body as well as invited
guests at his inauguration
on January 25, 2011.

PRESIDENT'S WELCOME

On behalf of the Oakwood University family, we wish to extend our warmest greetings to the delegates of the 2016 Oakwood University Constituency Meeting. This quinquennial meeting of the members is historic because we gather during the 120th year of the ministry of the Oakwood institution. In 1896, from the blood-soaked sod of a former slave plantation, God launched a liberating education grounded in the mission of the Seventh-day Adventist Church. One hundred twenty years later, thousands of alumni and friends consistently testify that what happens at Oakwood changes lives. Today, your presence is special because to you has been entrusted the privilege of supporting, contributing, and participating in the mission of this God-created institution.

For the last 120 years, Oakwood has emerged as one of the greatest assets to the mission of the Seventh-day Adventist Church and the Huntsville community. Oakwood belongs to the Seventh-day Adventist Church and our nation's family of Historically Black Colleges and Universities (HBCUs). We are delighted to affirm that our church, in its wisdom, includes and sponsors an HBCU in its bank of mission resources. From this unique vantage point, you will see in today's presentation and discussion, Oakwood University continues to deliver on the promise of "God First" education.

In this our 120th year, we extend our appreciation to the dedicated students, faculty, staff, and administrative team for their inspiring commitment to the mission of the University. Our students represent the finest young scholars to be found anywhere in SDA higher education. The Oakwood faculty represents a commitment unmatched in any secular institution. The staff represents the day-to-day sacrifice described as those who go the second mile in service to our missional purposes. We wish to thank every former employee of Oakwood University. Your contributions were and are appreciated and will be forever remembered. We thank our administrators, who represent a collection of excellence and

professionalism which would be the envy of many secular organizations. Every single day, we thank God for this redemptive institution, which calls together such dedication.

Deep appreciation is also expressed to the former presidents of our University. Their contributions of visionary leadership, whether recent or distant, continue to reverberate in the life of the institution. Though some have passed on to their rest and while others continue with us, God used each of them during their tenure of leadership to bless and propel our institution forward. Through the dedication of these leaders, Oakwood has been blessed.

Another group who should be thanked are those philanthropic supporters who resource the mission and vision of Oakwood. For more than a century, we at Oakwood University have believed that our educational mission is to advance learning both to high achievers and underserved populations, while at the same time, opening our doors to every diverse strata and stripe of educational aspirant. Since our founding in 1896, Oakwood University has viewed education as an indispensable preparation for wider service to God and to the human family. Thousands have in their lives of service embodied the blessings of our motto: "Enter to learn, Depart to serve."



Personal Gratitude

On a personal note, for the last five years, I have been blessed beyond measure as I have served my *Alma Mater*. In this role, I have witnessed God's providential working with my own eyes. Whether I have rejoiced over the unbounded largesse of interested donors, or heard the unbridled praise of a miraculously-cleared student, or shared the surprise gift of a professor's research funding breakthrough, or felt the pulse of joy as hundreds of students have graduated, God has been glorified in the last five years. I could never have imagined 42 years ago, when I arrived as a student at Oakwood in 1974, the plan that God had for me. All I knew then was that I was in the right place. Like hundreds of students before and thousands after me, there were challenges around how I would finance my Oakwood education. But I came, with 500 one-dollar bills from a hardworking mother, and my oft-faltering faith. I, along with generations of others, arrived like the original 16 of 1896. All I knew was that I wanted to be a part of the "Oakwood Experience." No obstacles would stop me. No naysayers would discourage me. No trials would dissuade me. And what fortified me? In looking back, I believe that it was the daily immersion into the "Oakwood Experience" that strengthened me for my educational and professional journey! From the launching pad called Oakwood, my educational aspirations flung me into a professional and academic orbit that this child of a single mom could never have imagined. All I can say is "praise God!" When I look back over the journey, with its hills and valleys, the privilege of serving Oakwood University has birthed in me a gratitude which stretches beyond words. Thank you for the honor.

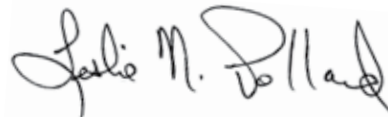
Faith in Our Future

I would be remiss if I did not generously thank the General Conference team for its century of support. We would not be where we are without that important organizational connection. In October 2014, we changed sponsors. We moved from the General Conference to the North American Division. This consequential move empowers Oakwood to grow into a new future by establishing an organic voting connection to its base constituencies, as well as focusing on concrete missional

contributions to the growth and work of our home Division. We have already established a very close working relationship around North American Division's mission and strategies.

As you peruse this printed report, listen to the oral reports, and share in the magnificent milestones crossed, please hold in awareness, that what you see and hear today comes as the result of the work of a dedicated team of servant leaders. I also remind you of the words of Mrs. Ellen G. White, one of the founders of this great institution. She wrote, "In reviewing our past history, having traveled over every step of advance to our present standing, I can say, praise God! As I see what the Lord has wrought, I am filled with astonishment, and with confidence in Christ as leader. We have nothing to fear for the future, except as we shall forget the way the Lord has led us, and His teaching in our past history." *Life Sketches*, p. 196. Oakwood's robust future is lit by a bright providence, grounded in our living memories of His bountiful blessings since 1896. May the time you spend on this sacred campus leave you blessed. And remember that God is our leader. In following Him we cannot fail!

Welcome one and all.



Leslie N. Pollard, Ph.D., D.Min., MBA

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Howard Weems
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THE PRESIDENT FOR
SPIRITUAL LIFE and
SENIOR CHAPLAIN



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Dr. Leslie Pollard speaks to various business leaders at a Leadership Huntsville/Madison County focus executive briefing hosted at Oakwood University in September 2011.

STRATEGIC GOALS 2011-2015



1. University Mission and Culture

Produce students who model the mission of Oakwood University and promote the historic culture of faith and life-long service that defines our institution.



2. Educational Effectiveness

Ensures academic effectiveness in teaching and learning.



3. Learning Supportive Environments

Facilitates a nurturing environment that is sensitive to the needs of students and supportive of the academic mission of the institution.



4. Research and Employee Development

Facilitates development of our research infrastructure and assures exceptional performance of faculty and staff through the utilization of best-in-class talent acquisition, management, and employee development.



5. Advancement and Development of the University

Secures the University through increased philanthropy, contracting, and fund development.



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

Secures 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.




7. Operational and Technological Leadership

Improves operational efficiency and creates a seamless infrastructure capable of expanding educational and service opportunities.



PRESIDENT'S REPORT—VISION 2020

 Please note that some of the pictures in the margins correspond with the colored, highlighted text in each section throughout this report.

No discussion of the last quinquennium would be complete without referencing the foundational vision casting provided in the Inaugural address of January 25, 2011, called “**Vision 2020.**” An excerpt from the President’s 2011 Inaugural Convocation included the following . . .

“By 2020 the mission and culture at Oakwood engages every student in service to local, regional, national, and international communities. Intentionality around the spiritual development of Oakwood 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 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 for faculty and staff and nightly for Oakwood University students during Week of Prayer services, 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. Oakwood’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 e-Chapel webcasts.”

From Vision to Strategy

The next step following the vision casting was to intentionally move from Vision 2020 to setting strategic goals across the next 24 months. Believing that there is no progress without a plan, seven strategic goals (shown on page 14) were identified and set at our historic Strategic Actioning Session on September 18-21, 2013. This session was facilitated by consultant Leslie Marquard and the Marble Leadership Group. In this session, a cross-section of 60 representatives from the University faculty, staff, board, student government and administration, gathered at the historic Roundhouse in Huntsville where together we assessed the organization, identified cost-saving measures, proposed strategies, and set goals through a collaborative and inter-generational set of activities. What follows is a report on the goals, sample actions, and the results of the last Quinquennium’s strategic movements which advanced the mission of Oakwood University.

STRATEGIC GOALS, ACTIONS, AND RESULTS



THE FIRST STRATEGIC GOAL growing out of our SAS gathering captured the centrality of our “God First” commitment in the area of **UNIVERSITY MISSION AND CULTURE**. Through the Office of Spiritual Life, Oakwood University set the first strategic goal which states that Oakwood 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.”

The plan to impact the University Mission and Culture was the inspiration for creating a new Office of Spiritual Life (OSL). In 2011, we arrived on campus to find one Chaplain attempting to serve a community totaling 2,200 faculty, staff, and students. With the support of the Board of Trustees, and growing out of Vision

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2020, we recruited a clergy-academic person to serve as the senior chaplain who focuses on faculty and staff, a youth director to serve as senior associate chaplain who would focus on our male ministry initiatives and campus ministries, and an associate chaplain, who would focus on our female ministry initiatives. Together they would coordinate faculty, staff, and student mission experiences in local, national, and international settings. Actionability on this goal has enabled the **Office of Spiritual Life** to keep its planning and ministry segmentation closer to the student body, and to plan across the campus for the spiritual life of the campus community.

In 2011, the starting point for building an intentional spiritual life ministry to the Oakwood University student body was to conduct an assessment of the spiritual needs, interests, and commitments of the student body. By directive of my office, with the cooperation of Student Services, the expertise of the Research Division, and the enthusiastic support of the United Student Movement, we launched **LifeCore®**—an original assessment tool which constitutes the largest and most extensive spiritual life study ever conducted on the Oakwood Campus. It was developed through a series of focus groups with students, faculty, and staff members. The first year LifeCore® was launched, we received record response numbers to the 52-item questionnaire. We administered the survey again in 2013 and in 2015 we completed the third administration of the LifeCore® Spiritual Life Survey. This data-for-decision making has informed the goal setting for the University's planning for the spiritual care of our student body. As constituents, you will be pleased to know that LifeCore® is rigorous in its commitment to the mission of Seventh-day Adventist spiritual perspectives and worldviews. This explains why we steered away from off-the-shelf survey instruments, though we researched the strengths (and weaknesses) of imported tools from other faith perspectives. LifeCore® constitutes a body of original spiritual life research because our motto in survey development is that the measures must match the mission. Samples of some of our findings are found in the Appendix to this report on page 44.

The Office of Spiritual Life at Oakwood University supports the educational mission of Oakwood University by championing the transformational ministry of Seventh-day Adventist education

to the administration, faculty, staff, and students of Oakwood University. Through its Ministry of Service, OSL focuses on the gospel through various outreach programs for spiritual enrichment. Highlights of progress over the last five years in these specific areas include the following:

4HIM Local, National, and International Missions

We launched 4HIM Student Mission Programs in an effort to provide greater service opportunities for students seeking to broaden their education and life experiences through humanitarian service. The missions program provides real-life expression of the institution's mission to promote service to God and humanity. The progression of the program and the various locations visited are listed below. In hiring our associate chaplain in 2013, **4HIM Local Missions** across the last three years have seen an increase in the number and consistency of participants. In 2013, **REACH/Outreach** on Sabbath afternoons, carried 40 regular student participants. In 2014, Sunday night Ignite worship services for our Freshmen drew 250 attendees. By 2014 REACH/Outreach had grown to 155 participants, with Mason Court prayer sessions having 10 participants, and Dunwoody Apartment ministry drew 7-10 participants. In 2015, Agape Day (see article in the Appendix on page 46) led 500+ students on 10 Huntsville City School buses out on our annual student outreach.

We also conducted 4HIM national mission trips during our spring, summer, and Christmas breaks. See the number of student mission participants below who “departed to serve” on these initiatives.

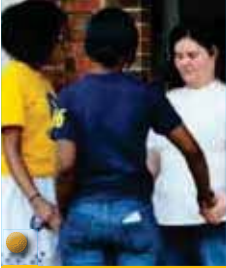
- 2013:
 - Memphis, TN—15 participants
 - Orlando, FL—23 participants
 - Queens, NY—3 participants
- 2014:
 - Memphis, TN—20 participants
 - New Orleans, LA—18 participants
 - Seattle, WA (One Project)—18 participants
 - Nashville, TN—16 participants
 - **Global Youth Day—300 participants**



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A cross-section of 60 representatives from the University faculty, staff, board, student government and administration, gathered at the historic Roundhouse in Huntsville for the Strategic Actioning Session (SAS) on September 18-20, 2012.



- 2015:
 - ▶ “General Conference” San Antonio, TX—7 participants
 - ▶ Miami, FL—20 participants
 - ▶ “Oakwood on the Road” -Atlanta, GA—11 participants



4HIM International Mission trips for students also took Oakwood to some of the farthest sites to bring health, healing, and hope to the continent of Africa. In 2013, 4HIM student missionaries went to Kenya with 24 participants; and in 2014, there were 25 participants. For the first time, we applied our Service Learning Rubric to the Mission Experience. A sample with student responses is in the Appendix on page 47.

4HIM Faculty/Staff mission service played an integral role in the faith development of Faculty and Staff. As part of the Faith and Learning initiative that started in 2011, an effort was made to encourage mission from a comprehensive perspective (faculty, staff and students). Faculty are able to enhance their skills of combining faith and learning when they participate in mission and service. The progression of the program and the locations visited are listed below:

- 2012: Malawi (17)
- 2013: Madagascar (14)
- 2014: Madagascar (10)

Personal Ministry to Students

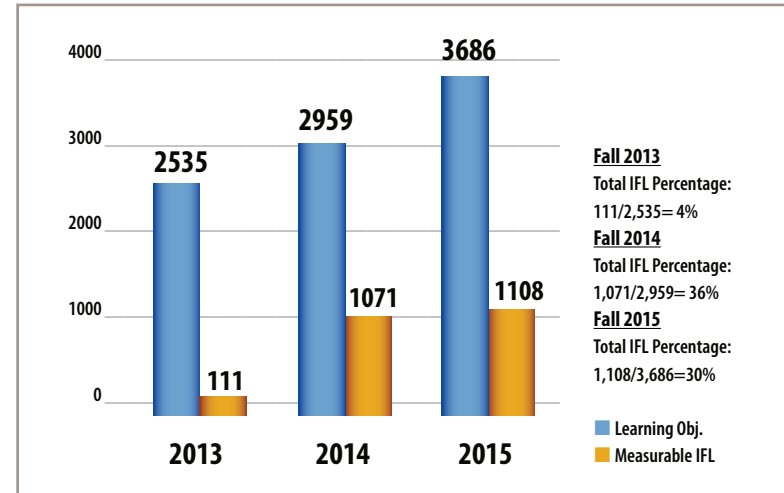
Chaplains have been appointed to visit students, faculty, and staff members to provide faith and learning coaching, counseling, Bible Studies, and spiritual nurture. The progression of the program is listed below:

	2013		2014		2015	
	Visited	Total	Visited	Total	Visited	Total
Faculty	60	125	112	112	78	112
Staff	70	328	93	279	78	279
Student	750	1903	1460	1722	1001	1722



Biblical Foundations Syllabi Research Project

Beginning in 2013, the Senior Chaplain began researching all of the syllabi in each department. This research was done in order to ascertain to what extent measurable student learning outcomes were integrated into the course teaching strategies. Data used from the research facilitated the planning of conferences to equip faculty with the necessary skills to teach their classes from a faith-based perspective. Progression of the research project is graphed below:



Literature Evangelism Training Center

The outreach mission of literature evangelism follows the mandate from Jesus “to go and preach.” Students are given the opportunity to learn how to witness and enhance their spiritual walk with Jesus. The progression of the program is listed below:

- 2012: 51 students
- 2013: 70 students
- 2014: 80 students
- 2015: 45 students

Student Training and Entrepreneurial Program/ Scholarship (STEPS)

In collaboration with the President and the VP of Financial Administration, the Student Training and Entrepreneurial Program/ Scholarship was developed. This program provides students the

opportunity of working to pay for their education in the hope that they will decrease dependency on student loans. Additionally it teaches leadership skills, character development, as well as faith development. The progression of the program is listed below:

- Fall 2015: 35
- Spring 2016: 85

Conferences

To produce students who are more responsible and holistically developed, the Office of Spiritual Life initiated the following conferences:

- Legacy 31
 - ▶ 2013 (15)
 - ▶ 2014 (20)
 - ▶ 2015 (35)
- **Male by Birth Man by Choice Men's Conference (2014)**
- (ME)nd Women's Conference (2016)

First Chapel—Mission Consecration

In keeping with the motto “God First,” the University instituted an anointing service to consecrate the school year. Coordination of the event came through the Senior Chaplain and was affirmed and endorsed by administration. Ministers from the local community were invited to attend and position themselves throughout the sanctuary while faculty, staff, and students came forward to be anointed to start the school year.

Discipleship through Baptism and New Ministries

From 2011 to 2015, the Office of Spiritual life has baptized 115 individuals at Chapel and AYM Release programs, in addition to those students baptized at the Oakwood University Church through Oakwood University Week of Prayer services, PowerPacked Week-ends, Men's and Women's Conferences, and varied ministries. OSL also sponsors Student Chaplain's Development, supports BAYDA Youth Congress, coordinates our annual Campus Ministry Fair, facilitates our Campus Ministry Council, and a number of other student-led ministries.

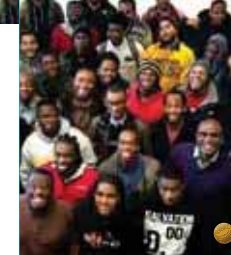
We are thankful for the support of all of the local pastors and

SDA churches in Huntsville. And we are especially thankful for the special relationship the University has with our Oakwood University Church—its senior pastor and the pastoral team, its board, officers, and its members. We cannot estimate the value of the student-sensitive Sabbath programming and the fellowship-dinner support for students who may have a limited or no meal-plan. The University Church's availability for Thursday Chapel and Friday night AYM Release and the openness to student involvement in the Sabbath and Wednesday evening programming contributes substantially to the spiritual life of the campus. This is the reason we at the University felt it a privilege on November 8, 2014, at the 40th Anniversary of the Breath of Life Ministry (BOL), to make an unsolicited donation of \$40,000 to the University Church to purchase new high definition screens as it sought to modernize its in-sanctuary visual imaging. Thank you, University Church.

I am pleased also to observe that the addition of the Breath of Life Television ministry to the campus in January of 2012 has been an immeasurable blessing to the University Campus Community and a mutual benefit to both the University and Breath of Life. The OU-BOL partnership has enabled BOL to educate a whole new generation on the role of the BOL ministry in advancing mission to African-American people groups in our North American Division. Conversely, the exceptional musical talent of the University's Music Department, and the leadership talent of the School of Religion, has supported the BOL ministry in its aim to spread the hope and healing of the Seventh-day Adventist message.

Finally, the presence of the Office of Regional Conference Ministry on our Campus provides a visible continuity with our primary constituent base. This partnership provides education and historical awareness of the journey of our people group within the Seventh-day Adventist Church.

In summary, the OSL model implemented in 2011 for spiritual life on the University Campus has resulted in the addition of a number of student-led ministries, a growth of overall ministries, and increased ministry and mission opportunities for our students. In the last five years, we affirm that God has been glorified and Oakwood University has been edified!





THE SECOND STRATEGIC GOAL speaks to the institution’s mission through its **EDUCATIONAL EFFECTIVENESS**. This goal, though simply stated, is amazingly complex. The task of the Academic Division is to ensure academic effectiveness in teaching and learning. The purpose of the Academic Division is to deliver a quality Christian education in harmony with the mission of the Seventh-Day Adventist Church. We transform lives through using **biblically-based education** to recreate the image of God in humankind—an image that expresses itself in the joy of service in this world, and in the higher joy of wider service in the world to come!

In the last Quinquennium, our institution applied for and received full reaccreditation through SACSCOC. Having been assessed against 99 standards of excellence in 2012, we passed with a quantified score of 98.9. Therefore, one way we objectively assess our educational effectiveness is by looking at the accreditation history of the institution. Note the work that was blessed in the last Quinquennium. Within the last five years, we successfully completed accreditation by the following agencies. Oakwood . . .

- ▶ Successfully completed and received the full site AAA visit in 2013 and interim visit in 2016.
- ▶ Successfully completed and received the 10-year SACSCOC accreditation reaffirmation through 2022.
- ▶ Successfully completed and received the recent NCATE accreditation for the Department of Education in 2015 and NAD in 2013.
- ▶ Successfully completed and received accreditation of the Nursing program by NCLEX through 2018.
- ▶ Successfully completed reaccreditation of the Dietetics Program through 2022 by Accreditation Council for Education in Nutrition and Dietetics. **Oakwood is the only HBCU in Alabama to have an accredited Dietetics Program and the only HBCU to have the ASCEND program.**
- ▶ Successfully received ACBSP accreditation of the School of Business.

For these blessings and breakthroughs, we praise God.

New University Structure

Oakwood University’s Academic Division has undergone significant changes in the past five years. In maturing the University identity adopted in 2009, we created a new organizational structure for the University.

- ▶ The academic organization of the Division made the transition to a School structure in 2013. Now the 16 Academic Departments (see page 50) are organized under the Schools of Arts & Sciences, Nursing & Health Professions, Business, Education & Social Sciences, and Religion with Deans of the Schools serving as lead Academic Administrators.
- ▶ Given the challenges in retention across our SDA institutions, in 2016 we also created two new Dean positions—a Dean of Student Enrollment & Career Services, and a Dean for Student Success. The Dean for Student Enrollment and Career Services provides leadership to the processes that ensure that students can successfully be recruited, enrolled, graduate and be placed in gainful employment positions or graduate studies. The Dean for Student Success coordinates the resources of the institution to support both high achievers and underperforming students. The services that support these endeavors are all located in Cunningham Hall, providing a “one-stop shop” for registration, enrollment, and student success.

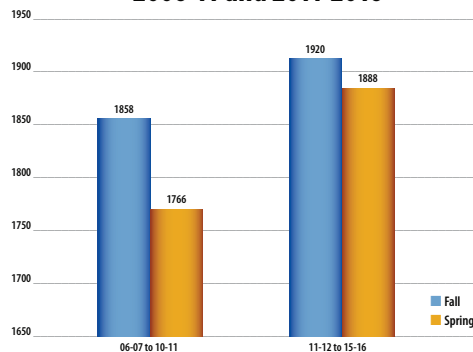
Enrollment and New Programs

Oakwood Live! (formerly College Days) was rebranded and implemented in October 2015 for the purpose of bringing a new perspective to enrolling at Oakwood, making the experience more interactive and representative of the full “Oakwood Experience” for high school juniors and seniors. Seven hundred prospective freshman attended in 2015 and 335 registered to enroll in Oakwood for Fall 2016 from the event.

We are grateful for the enrollment we have experienced across the last 10 years. Notice the following bar graphs (Fig. A) comparing the last two quinquenniums.

- ▶ 1,773 students have completed their academic requirements and graduated.

**Fig. A Headcount Averages
2006-11 and 2011-2016**



- ▶ Two new programs, Computer Networks and General Psychology for LEAP, have been inaugurated since 2011.
- ▶ The General Education program has been revised, the number of units decreased, and the Student Learning

Outcomes, which focus on the biblical foundations for the disciplines, have been developed to provide the breadth of education that all Oakwood University students need to succeed.

- ▶ All programs have been methodically reviewed and the resulting data is being used to develop the Academic Master Plan.
- ▶ A campus-wide coordinated service-learning program has been implemented within each discipline. **Service-learning culminates on the annual University-wide Agape Day, where an average of 500 students and faculty participate in service to the community.**
- ▶ Innovative programs like the Personal Training Certification for fitness and wellness majors provide students with Certifications en route to their undergraduate degrees.
- ▶ Oakwood Online University was launched in 2013. Thirty-three courses have been deployed for the 2016 summer sessions. OOU began with four courses during the summer pilot of 2013, then 23 courses were offered in 2014, and finally 33 during the summer of 2015, serving a total of 478 students.
- ▶ Approval for the Organizational Management online degree through LEAP was granted by SACSCOC in 2013.

Academic Division Accomplishments and Highlights

- ▶ 65% of full-time faculty have terminal degrees, which represent a 3% growth during the quinquennium.
- ▶ **Aeolians won three Gold medals in the 2012 World Choir**

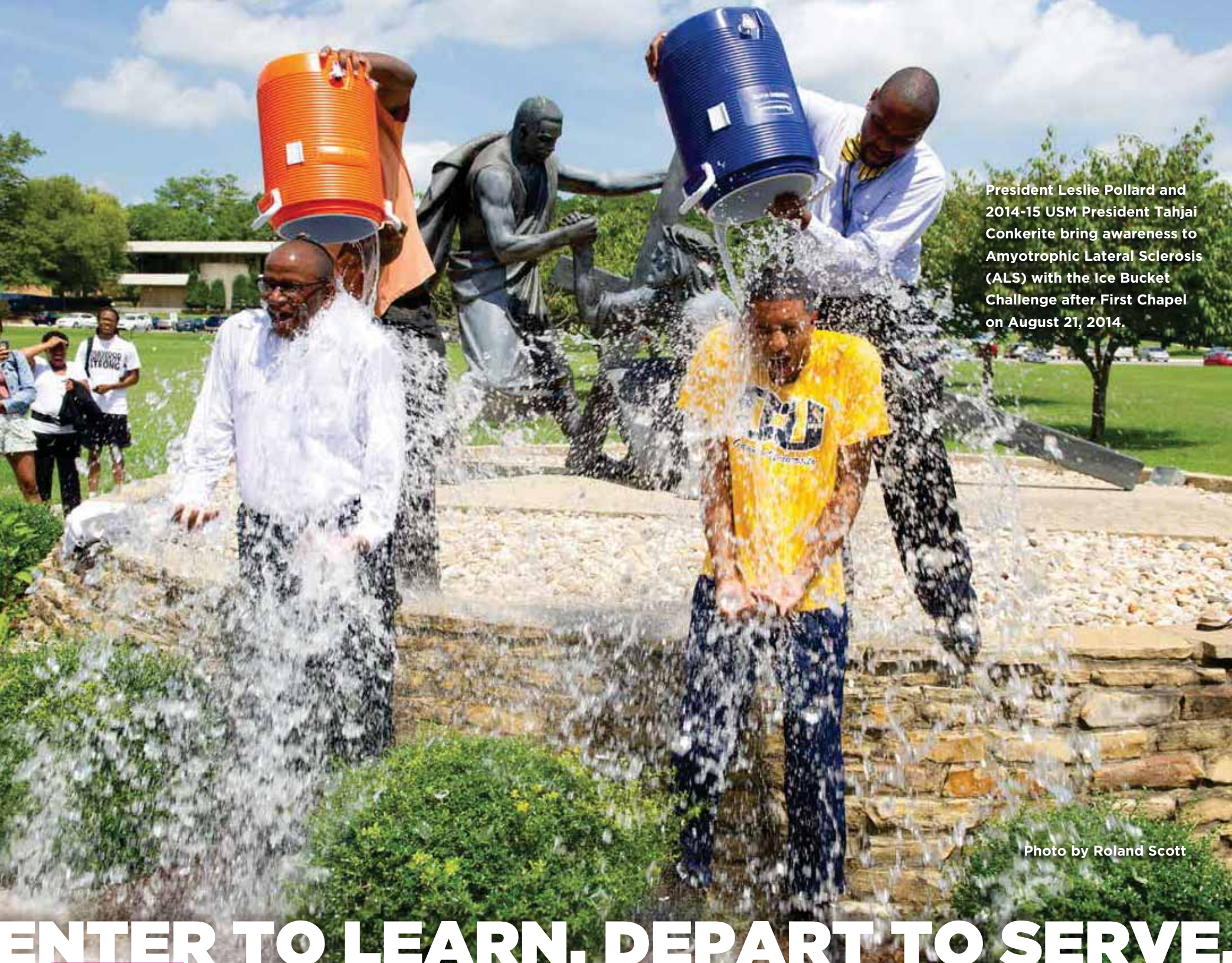
games in Cincinnati, OH.

- ▶ Aeolians also won back-to-back HBCU choir festivals. Aeolians performed Verdi Requiem with Huntsville Symphony Orchestra and their third MLK performance with Alabama Symphony Orchestra.
- ▶ Aeolians performed at Carnegie Hall with the Altino Brothers, and with soprano Kathleen Battle in the Fall of 2015.
- ▶ **Aeolians toured Russia in January of 2012 at the invitation of US State Department Ambassador.**
- ▶ Oakwood becomes first HBCU to offer a MOOC (Massive Open Online Course) in 2014.
- ▶ 20 student interns receive internship placements in places like Mayo Clinic and Loma Linda.

Instructional Facilities/Equipment Upgrades

- ▶ Fifteen digital microscopes were purchased in 2011 and are being used in the Histology Lab.
- ▶ Biology Conference Room has been furnished with a new table and 12 new chairs. (2011)
- ▶ The department purchased brand new and stable stools for six labs, which replaced the old, unstable stools that had been used for more than 30 years. (2012)
- ▶ **The Human Gross Anatomy Lab has been remodeled and equipped** with four stainless steel dissection tables with hood; durable workstations; padded stools; two 23-inch touch screen computers loaded with Virtual Human Dissector; a smart board instruction and demonstration of VHD images; and three touch-free hand-wash areas. (2012)
- ▶ Biology Media Resources Center was established in the fall of 2013. The Center has 14 computers with MCAT materials and other learning tools.
- ▶ More than 20 microscopes were calibrated or repaired, all skeletons and models were repaired, labeled. Four new boxes of disarticulated skeleton bones, and **numerous models (heart, lung, muscle, eye, ear, two full-body muscle and internal organs).**
- ▶ Two smart boards were purchased and installed in rooms 127 and 123. (2014)

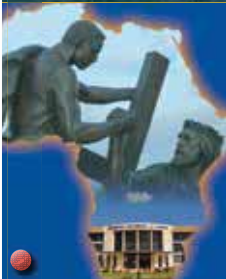




President Leslie Pollard and 2014-15 USM President Tahjai Conkerite bring awareness to Amyotrophic Lateral Sclerosis (ALS) with the Ice Bucket Challenge after First Chapel on August 21, 2014.

Photo by Roland Scott

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- ▶ A thermal cycler for the Cellular & Molecular Biology Lab and a refrigerator in the Microbiology Lab were purchased with supplement funds. (2014)

- ▶ The autoclave, two deep (-20 & -85 degrees Celsius) freezers, and water distillation system were repaired and fully functional. (2014)

- ▶ A backup water distiller was purchased and installed. (2014)

- ▶ A Generator has been installed to supply power to the Cadaver Lab, Animal Lab, and the freezers in the event of power outage.

- ▶ Surgical lights with control box has been installed in cadaver lab. (2014)

- ▶ Purchased six Biopacs and six Touchscreen computers for General Physiology Lab with funds donated by Oakwood Alumni headed by Dr. Davis and the Atlanta Alumni Chapter. (2015)

- ▶ Purchased (with Title III grant funds): 34 CMPD Binocular Microscopes; 5 Var Micropipet 20-100UL; 5 Var Micropipet 2-20UL; 4 CMPD Trinocular Microscopes; 4 Digital Cameras; 4 adapters; 5 Mini Horizontal Systems; 1 CMPD Led Digital Microscope; 1 Heratherm 60L AP Incubator; 1 Heratherm 100L AP Incubator; 1 Forma Cryo Tank 90 Liters; 1 Floid Complete Printer Package; 1 Floid Fluorescent Microscope; 1 Isotemp DHCO1 Inc TC W/HEPA. (2015)

- ▶ Received a portable sound system for Moran Hall auditorium with monetary gift from the class of 2015.

- ▶ Added smart boards to two classrooms, added large monitors to two classrooms, and added projector/sound system in two classrooms.

- ▶ Library: Created the OU Digital Archives and introduced Textbooks@Your Library.

Expanding our Reach

- ▶ Established the Consortium of African Adventist University and Partners. Exchange has begun with the first professor delivering service in Northern Caribbean University in 2014, and two more professors delivering service in Rwanda and Haiti in

the summer of 2015.

- ▶ Blacks in Nutrition and Dietetics Symposium, April 14-15, 2016.

- ▶ Partnership between Education Department and Huntsville City School Board to improve Highland Elementary students' academic achievement

- ▶ Chinese network HBCU initiative.

- ▶ Business Redstone partnerships for high-schoolers program launched at the School of Business in summer of 2015.

- ▶ Signed MOUs with the University of Memphis and Michigan State to globalize the Business curriculum.

- ▶ Established annual CASE competition with Florida Hospital support.

- ▶ Received grant to train Social Workers for the North Alabama Region.

- ▶ Signed Articulation Agreement with Drake State University.



THE THIRD STRATEGIC GOAL speaks to the institution's mission through the commitment to a **LEARNING SUPPORTIVE ENVIRONMENT** which

“facilitates a nurturing environment that is sensitive to the needs of students and supportive of the academic mission of the institution.” This aspect of the mission is delegated to the Division of Student Services.

The focus of the Division of Student Services is the facilitation of learning outside the classroom for building a community in which students are encouraged to be responsible citizens. The Division consists of: Non-coed housing (residence halls, annex apartments and West Oaks Complex), Intramural sports program, Food Services, Student Activities, Health and Counseling Services, Athletics, New Beginnings, and the **United Student Movement (USM)**.

During this quinquennium, the Student Services Office relocated from Ford Hall to Blake Center to facilitate increased contact and visibility with the student body. The Division of Student Services enjoyed many accomplishments between 2011 and 2016.

Health & Counseling Services

- Provided a full service staff in the Health and Counseling Center, including a director/physician, two full time nurses, two full time licensed counselors, and a medical insurance specialist.
- Implemented electronic medical records system to transition Health and Counseling Services to a paperless system.
- Relocated Health and Counseling Services from a remote site to a central location on the main campus at Cunningham Hall. The relocation provided a more convenient access which resulted in a significant increase in utilization.

Residential Life

- Provided tutors for the Living Learning Centers in the residence halls in support of the academic mission of the institution.
- Launched holistic programming that helps define the Oakwood Woman/Man (Ex: Inside Out, Alpha Male, Masculine & Noble Under Pressure (MANUP)).
- Adventist 101, hosted by Holland Hall, is a session designed to help residents who are not Seventh-day Adventist, as well as those who are, to become familiar with the tenets of our faith.

Career Services and Testing

- My Plan is a free online student assessment which allows individuals to participate in this four-part career instrument. The instrument allows students to complete a personality test, interest inventory; values assessment, and a skills profile. The inventory may be completed in student rooms, library, or wherever there is a computer. Upon completion, the student prints and brings the analysis report to the career counselor for interpretation and career option guidance. The program was installed in the fall of 2013. To date, 211 individuals have completed the assessment instrument.

Athletics

- Oakwood University Ambassadors Men's Basketball Team won two United States College Athletic Association (USCAA)

Division 1 National Championships in 2012 and 2016.

Title IX

- Developed, implemented, and trained faculty, staff and students on a comprehensive Title IX policy as mandated by the Department of Education and the Office of Civil Rights.

United Student Movement

- USM has been proactive in dealing with civil and social issues by organizing marches and public forums, which included city officials.
- Relocated to Blake Center for increased contact and visibility.

Honda Campus All-Star Championship

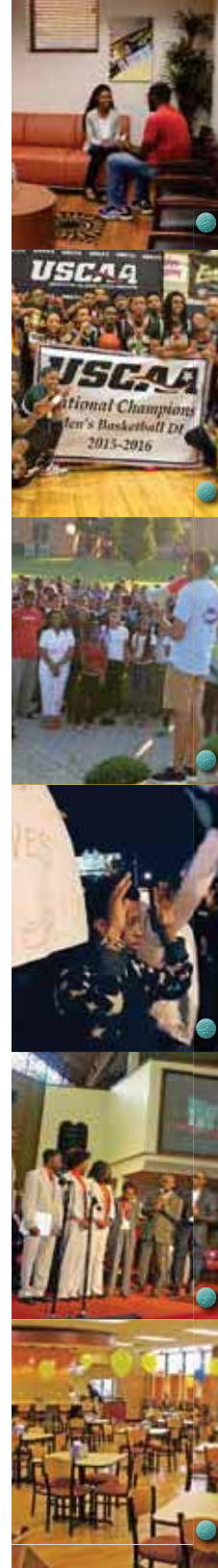
- Placed second of 48 teams in the 2012 Annual Honda Campus All-Star Challenge in Torrance, California. They were national champions in 2008, 2009 and runners-up in 2011. Each placement results in a cash prize to the institution for the competition.

Campus Nutrition and Health

- Changed food service suppliers from Marriott Sodexo to Thompson Hospitality Services.
- Hosted a Cultural Day once a month in the student dining hall, focusing on one international culture through trivia, music, food, and other surprises.
- More than 80 students have been trained as Health Ambassadors for Healthy Campus 2020 on the STANDOUT principles.
- Hosted Healthy Campus 2020 Vending fair which led to conversion of 50% of all vending machines to healthier choices.
- Won Tobacco-Free Campus Award at White House Conference on HBCUs in 2015.

Student Activities

- Conducted annual Town Halls
- Broadcast USM elections through OUBN





Renovations were completed in residence halls

- \$500K renovations were made to Edwards Hall bathrooms in 2015.
- Carter Hall reconstruction was completed in Spring of the 2014/15 school year, with ribbon-cutting ceremonies on April 3, 2015, during Alumni Weekend. The \$6.9M+ newly-renovated residence hall housed 240 students in the fall of 2015. Suite restrooms were added on the northeast side of the residence hall, providing those residents with one restroom connecting two resident rooms. The southeast side of the residence hall features spa bathrooms to be shared by the residents in the remaining rooms on each wing.

We launched in 2014 our annual Student Leadership Academy, in which we develop our student government leaders in the art and science of servant leadership. In support of international student population, added 20 new flags to existing world flags on campus.



THE FOURTH STRATEGIC GOAL speaks to the institution's mission through our commitment to excellence in **RESEARCH AND FACULTY**

DEVELOPMENT. This Division "facilitates development of our research infrastructure and assures exceptional performance of faculty and staff through the utilization of best-in-class talent acquisition, management, and employee development." The Research & Faculty Development (RFD) Division began in 2013 as the Research & Employee Services Division to facilitate development of the University's research and employee infrastructure. The Division was refocused in 2016 to address major new initiatives of Oakwood University. Noteworthy achievements include the following:

- Developed an integrated approach for research, faculty scholarship, and grants administration. In 2013, we designed Oakwood's first Faculty Resource Center (FRC). The FRC is located in the newly renovated Cunningham Hall. The Center is a retreat for faculty designed to encourage cross-disciplinary collaboration, and is the primary location for faculty workshops and "Lunch & Learn" sessions. The President's Council

celebrated an Open House with the new Faculty Development staff on March 13, 2013.

- NIH grant IMARI RISE II: Currently 20 students participate in year-long, faculty-mentored training and spend their summers in diverse research institutions.
- Acquired an electronic grants administration program to improve the effectiveness and efficiency of grants administration.

1. RFD conducted needs-assessment and development a grant-seeking strategy for the university.

- Prepared "Prospecting Reports: Master's Program in Biomedical Science."
- Centralized all employee services and transitions performance management to a digital platform called NEOGov. The newly established Department of Employee Services coordinates Human Resources, Student Employment, and Payroll, and reports to the President's Office.
- With the new Performance Management converted from a paper-and-pencil to an electronic system, we are capable of generating individual development plans, as needed.
- In 2011, this Division implemented a mission-focused hiring rubric designed to ensure that our hires fit the mission of the University (see the Appendix on page 51).

2. RFD administers the accreditation-mandated (SACSCOC) Quality Enhancement Plan to enhance the critical thinking through writing skills of all students. Four courses were re-designed to infuse critical thinking into each course and faculty receive development to deliver instruction, through a certificate program to teach critical thinking.

3. We continue to develop our faculty with intentionality. Since 2011, the annual Faculty Development Needs Assessment Survey has provided guidance as to the faculty development needs of the University. The Faculty Training and Development brochure lists the schedule for webinars, workshops, conferences, think tanks, lunch-n-learn sessions, and new faculty orientations. Workshops, one-on-one sessions, and webinars resulted in development of the teaching faculty in two key areas to enhance student learning:

- Teaching—workshops included topics such as critical think-

ing, instructional pedagogy, and course management.

- Scholarly Activity—both workshops and specialized programs were designed to encourage scholarly activity by the faculty.

4. Launched the innovative Faculty Development Grant Program (FDGP) which incentivizes faculty scholarship through an internal and competitive grant seeking program.

5. **The Annual Research Symposium provides a venue for faculty to present the research they developed with FIDGP funding.** The program will celebrate its 5th anniversary on April 19, 2016.

6. Designed a program and wrote grant proposal to UNCF to provide Career Pathways for Graduates with implementation planned for January 1, 2017.

7. Supported the development of research faculty by sponsoring their participation in three international and national conferences:

- The ASI-Helderberg College Conference on Sustainability.
- The General Conference and West African Division Conference on Biblical Foundations for the Disciplines at Babcock University, Nigeria; and Valley View University, Ghana, respectively.
- The General Conference's Family Ministries Department Conference on Human Sexuality, Johannesburg, South Africa.
- Intensified the Faculty Development Grant Program to include a post-presentation external reviewer for selected papers, editorial services on request, and encouragement of grant recipients to mature their research projects through the new research Agreement (MOU) between Oakwood University and the North American Division.
- Oakwood will host the upcoming Human Subjects Research Conference, May 10-12, 2016, sponsored by the General Conference Office of Archives and Statistics.

8. RFD administers and manages electronic delivery of learning on a Learning Management System (LMS).

- Increased faculty usage of the D2L system from 10 to 35%, within three years.
- Enhanced access to the LMS for students with visual disabilities.

- Created courses for academic departments, the online initiative, and for the LEAP online learning environment.
- Provided D2L support during the online pilot and for LEAP.

9. **We established the LifeCore® Research Center to understand the spiritual life of students.** To date the survey has been administered three times: 2011, 2013, and 2015. Findings allowed the campus to understand the spiritual commitments and needs of the student body. Findings led to creation of the Spiritual Life Master Plan for the campus by the Office of Spiritual Life.

- Reports have been presented to the Black Adventist Youth Directors Association (BAYDA) and other stakeholders.

- 2016 data is forthcoming.

10. Asked RFD to administer the Anna Knight Center for Women's Leadership.

- The Center is housed on the lower level of the Eva B. Dykes Library.

• **Grand Opening took place on Sunday, March 27, 2016.**

- Plans for the Center are to advance research on women's leadership, with an emphasis on African-American women in the Seventh-day Adventist Church.

11. RFD developed and implemented Healthy Campus 2020, a comprehensive approach to wholistic campus health and wellness.

- **Conducted 2015 Student Health Fair (August 2015).**

- **Organized 40 student Health Ambassadors.**

- Revised the freshman curriculum to include the eight laws of health into the study of the principles of health, through a novel acronym titled S.T.A.N.D.O.U.T.

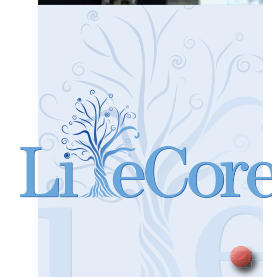
- **Developed Memorandum of Understanding with the Partnership for a Healthier America (PHA), a national organization with First Lady Michelle Obama as the Honorary Chairperson.**

Oakwood is the first university in Alabama to commit to a plan to transform the campus into a healthier campus.

- **Began fundraising to build a Community Health Action Clinic for students to engage with the community with the goal of improving community health.**

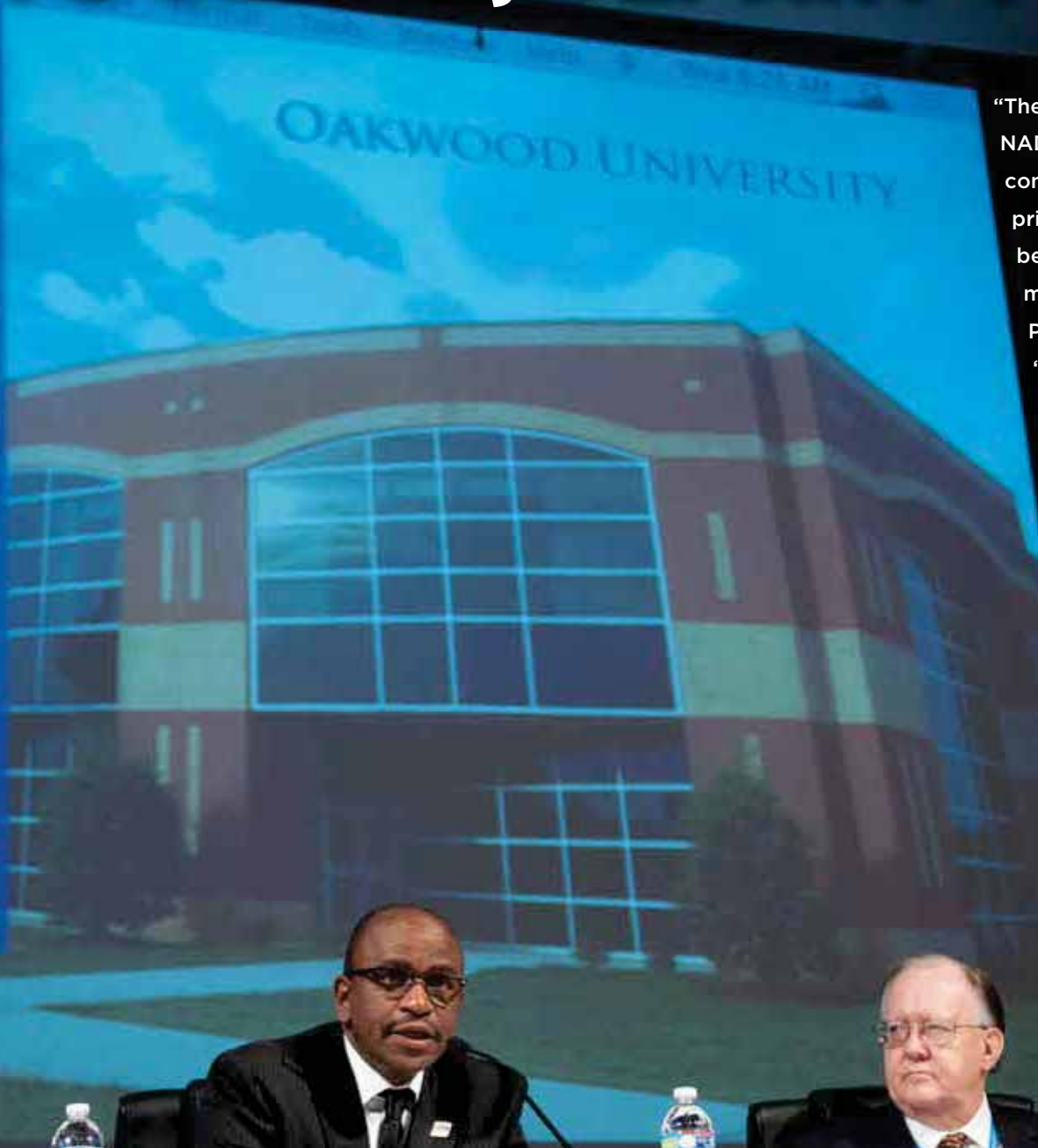
- Achievement—\$900,000 was raised across six months.
- Construction of the CHAC begins Fall 2016.

- Constructed an outdoor exercise yard to engage students in



ENTER TO LEARN, DEPART TO SERVE.

Oakwood
University
C to NAD
us on Future
Mission



“The decision to transition Oakwood to NAD aligns Oakwood with its historical constituencies. Thus, the people primarily served by Oakwood will be better positioned to advocate for the mission of Oakwood,” said Dr. Leslie Pollard at the October 15, 2014, “Called Session” of the Oakwood University Constituency in Silver Spring, Maryland.

Pictured with Dr. Pollard are Karnik Doukmetzian, Dan Jackson, and Ella Simmons.





outdoor physical activity. The fully equipped outdoor exercise yard is a collaboration with the Office of Advancement & Development and was funded through winnings from the Home Depot “Retool Your School” Campus Improvement grant.

- Published a book, *8 Secrets to Unlocking Your Potential*, as an instructional resource for faculty and students. Several faculty and students contributed to the publication of the book, including President Leslie Pollard, Dr. Tricia Penniecook, Dr. Havovi Patel, Dr. Fiona Lewis, Dr. Karen Anderson, Dr. Howard Shaw, Dr. Prudence Pollard, and Dr. Howard Weems. Students authors are Lauren Eaton and Cherah Lindo. The editor is Dr. Prudence Pollard and managing editor is Dr. Shirna Gullo.

12. Launched two leadership academies to develop the workforce to deliver on Vision 2020.

- The Oakwood University Leadership Academy is for middle and upper level managers with an emphasis on developing leadership values to support the strategic plan. Recently the focus has been on diversity, performance appraisal, and supervisory skills.
- The OU FrontLine Academy is for front line staff and addresses skill-based needs which are identified by the performance evaluation system, requested by supervisors, or as needed to support new processes.

Future Plans:

- Continue to increase scholarly activity by faculty and students.
- Disseminate LifeCore© findings to leaders of youth and young adults within the SDA church.
- Ensure that OU is among the healthiest campuses in North America.
- Report to SACSCOC on the outcomes of the QEP: Critical Thinking initiative.
- Faculty Development Summer Institute 2016: The Disciplines & Biblical Foundations for Teaching and Learning.
- Grand opening of the Community Health Clinic.
- Implement the 23 PHA initiatives designed to ensure that Oakwood University is one of the healthiest universities in America.

We thank God for the work conducted by this Division and its contribution to our mission.



THE FIFTH STRATEGIC GOAL speaks to the institution’s mission through our commitment to excellence in **ADVANCEMENT AND DEVELOPMENT OF THE UNIVERSITY**. Advancement & Development secures the University through increased philanthropy and fund development. The generous support of Oakwood’s alumni and friends is vital to the success of the only Adventist historically Black University in North America. Advancement & Development seeks to enhance the well-being of the University through fund-raising, receipt of gifts, applications for grants and contracts, and establishment of scholarships. Funds garnered through Advancement & Development make possible improvements to the University’s infrastructure in the form of new construction, acquisition and renovation of facilities, and campus beautification. The department also raises scholarship funds for the UNCF (United Negro College Fund), of which Oakwood is a member institution, through the annual UNCF Gala, and an annual Golf Tournament. The Division also houses the function of Alumni Relations, Online Giving, Trust Services, Integrated Marketing & Public Relations, WJOU-90.1FM, Oakwood Memorial Gardens, and Customer Care. Highlights of progress over the past five years in these specific administrative areas include:

In the area of ALUMNI RELATIONS, we . . .

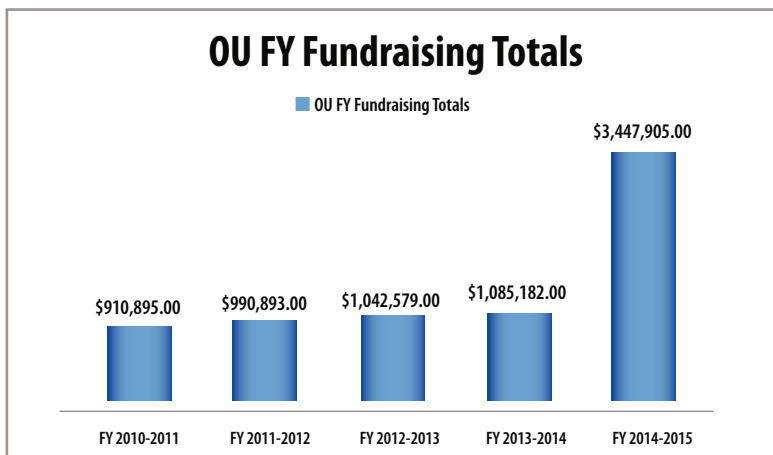
- Implemented and managed the Oakwood on the Road program to New York, Chicago, Miami, Washington D.C., Dallas, Houston, Atlanta, Los Angeles, San Antonio, Nashville, San Francisco, and other cities.
- Managed the Miss UNCF pageant and coronation.
- Coordinated the Pre-Alumni Council of the United Negro College Fund which experienced a 50% growth in membership.

In the area of DEVELOPMENT, we . . .

- Successfully won Home Depot “Retool Your School” Campus Improvement program and secured the grant: \$50,000 (2013),

\$25,000 (2014), \$50,000 (2015). Oakwood is the only three-time winner of the competition in its history!

- Increased the amount of alumni giving across the last five years.
- Launched the Blue and Gold Challenge to encourage end-of-the-fiscal-year giving from Oakwood alumni.
- Launched a mini-capital campaign, “Building on the Past, Claiming the Future,” to support the renovation of Carter Hall and Ford Hall, and the new Peters Media Center. The campaign raised \$1.6M.
- Maintained and established certification of development staff (Kisha Norris and Cheri Wilson, CFRE; Fred Pullins, CSPG; and Lewis Jones, CPGS).
- Establishment of new stewardship protocols.
- Established endowments.
- Transitioned from Fred Pullins to Lewis Jones for the management of Planned Giving.
- Launched Giving Tuesday program with successful goal achievement of \$25,000 per year for the last three years.
- Launched the *Raise a Leader* Scholarship (Prudence Pollard, author) in which all of the book royalties went into scholarship for students.
- Received both the largest corporate gift (\$2M) and largest individual gift (\$1.2M) in Oakwood’s history.
- Launched a new Student Philanthropy Program.



In INTEGRATED MARKETING AND PUBLIC RELATIONS, we ...

- Developed weekly *InsideOakwood* e-newsletter to engage constituents in the weekly happenings of the Oakwood campus (formerly, *OU? Oh, Yes!*).
- Increased production of *Oakwood Magazine* to four times per year.
- Established Marketing Department to enhance the branding of the University and assist departments with advertising.
- Launched the University on social media platforms.
- Managed marketing for Edible Arrangements franchises.

At WJOU, we ...

- Celebrated 35th year anniversary for WJOU.
- Established the Community Health Fair, and awarded scholarships to students in communication, nursing, and allied health.
- Began Angels Among Us campaign to benefit needy families.
- Began preparation for installation of new transmitter.
- Secured remote broadcasting equipment and began live broadcasting from events.
- Installed a new phone interfacing system.
- Developed a new broadcasting clock for the station.
- Developed and produced new original shows for airing in 2016.
- Signed an agreement with SIRIUS XM HBCU station.

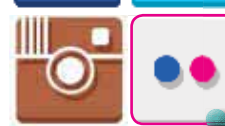
At OAKWOOD MEMORIAL GARDENS, we ...

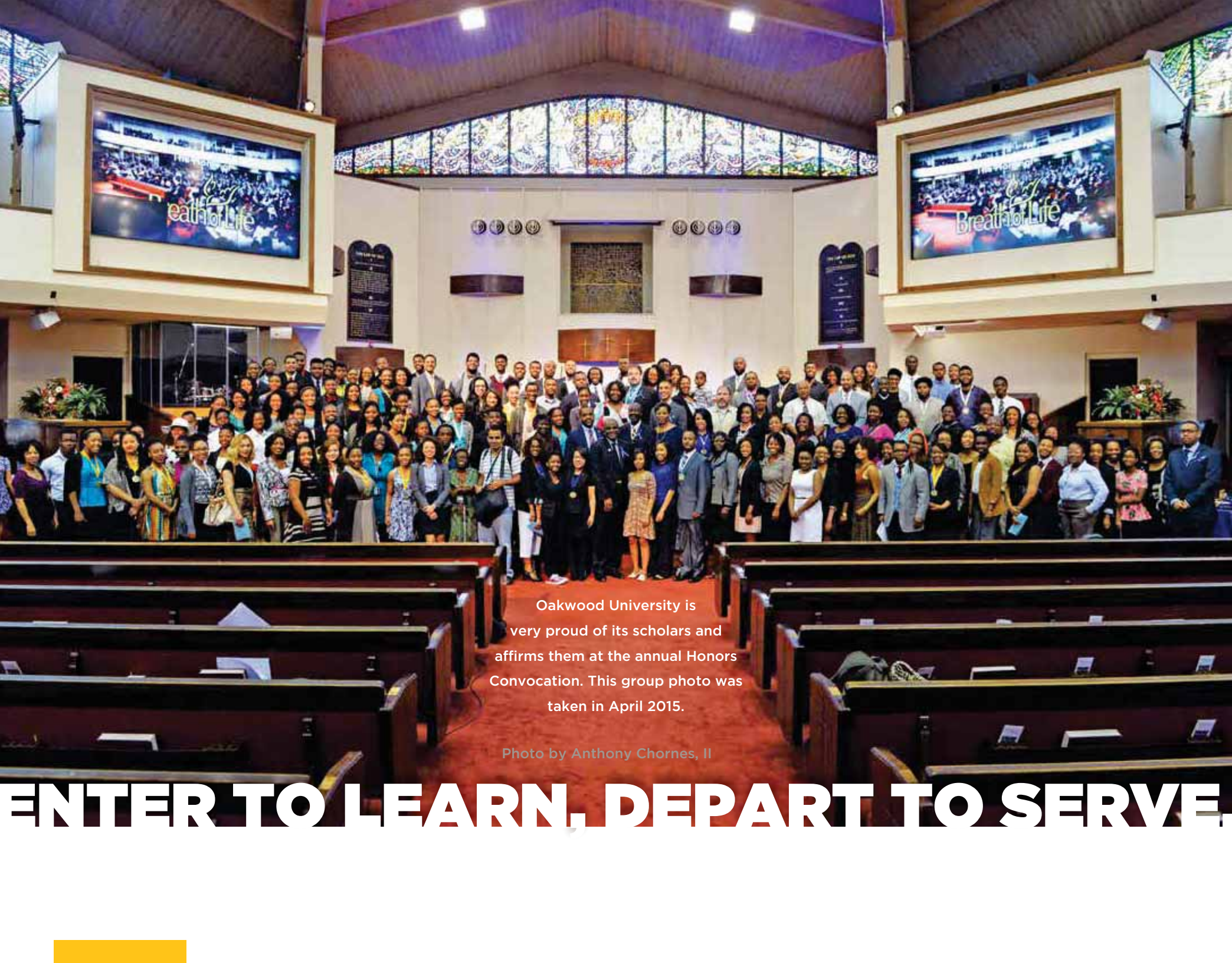
- Updated policies and procedures for Oakwood Memorial Gardens.
- Purchased new tractor and equipment to maintain the grounds.
- Began to award scholarships to graduating seniors from the proceeds from plot sales.
- Expanded and prepared land for future plot sales.

GIVING TUESDAY



InsideOakwood

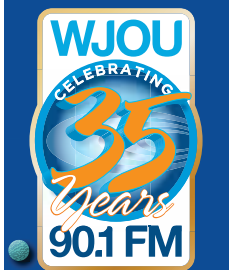




Oakwood University is very proud of its scholars and affirms them at the annual Honors Convocation. This group photo was taken in April 2015.

Photo by Anthony Chornes, II

ENTER TO LEARN, DEPART TO SERVE.



THE SIXTH STRATEGIC GOAL speaks to the institution's mission through our commitment to excellence in **FISCAL GROWTH, RESPONSIBLE MANAGEMENT, AND LONG-TERM STABILITY.**

Our goal is to 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.

Financial Administration provides supervision for specific administrative functions including Accounting, Student Accounts, Financial Resolution, Oakwood University Police Department, Transportation, Facilities, Grounds, Custodial Services, Bookstore, Mailroom, Construction/Renovations, Government & Vendor Contracts, and Oakwood University Industries including Edible Arrangements.

The Oakwood University Division of Financial Administration is dedicated to fulfilling its role in the University's overall mission of service to God and humanity with a view to Oakwood's "God First" motto. In spite of the global declining economic conditions, Oakwood University continues to maintain financial solvency due to a committed Board of Trustees, responsible administrative leadership, disciplined fiscal management, and a host of supportive constituents. As of the 2015 audit observable successes include:

7.5 months of Operating Reserves
(Chart B)

CFI Score of 5.1
(Chart C-1 & C-2)

Positive increase in net assets (\$5.3m+)
(Chart D)

*A five-year financial summary is presented in the four graphs on pages 39 and 40.

Like other institutions of higher learning nationwide, Oakwood University faces many challenges and, as noted in Chart A, the Uni-

Chart A	
Recruitment/Student retention	<ul style="list-style-type: none"> Developing & expanding marketable programs Ensuring students persist to graduation by implementing plans to promote student satisfactory academic progress Implementing plans to incentivize faculty engagement with students Engaging students and ensuring a robust student life by building and renovating residential and academic facilities Implementing effective student intervention and recovery protocols
Ensuring Oakwood is affordable for its constituencies	<ul style="list-style-type: none"> \$0 Increase in tuition for 2016 and 2016, Funding new scholarship programs Compiled and published article: "17 ways Oakwood is affordable"
Facilities Maintenance	<ul style="list-style-type: none"> Funding depreciable asset replacement – minimum \$2.6M annually
Building Endowments	<ul style="list-style-type: none"> Growing endowment from \$13M to \$20M by 2020?
Revenue Diversification	<ul style="list-style-type: none"> Reduce dependency on student generated income Expanding Industries - Edible Arrangements Increase returns from government contracts
Ensuring that Oakwood continues to provide a safe and secure campus where students can worship, learn, live, and work	<ul style="list-style-type: none"> OU state authorized police agency, Continued disaster preparedness training, RAD training

versity is addressing those challenges through some key strategies. (See Chart A above).

In maintaining a sustainable and viable organization, we implemented a series of financial efficiency and cost reduction measures designed to grow into our envisioned future. Such measures allowed the organization to see five consecutive years of revenues exceeding expenses. This year's proposed fiscal year salary w/benefits budget reductions will retain an estimated \$1.8M in savings. These savings will allow our institution to invest in new programming and innovations intended to "grow forward" our institution. In our efforts to retain current students and recruit new students, we launched five initiatives . . .

- The Church Matching Scholarship:** Within certain restrictions, Oakwood University will match up to 30% of tuition and matriculation fees ONLY for students receiving 70% subsidies from church-related employers. Thus students could receive a total of 100% free tuition and matriculation fees. Students must have at least one parent who receives NAD tuition assistance (per NAD Working Policy) at 70% Oakwood University's tuition

cost to be eligible. This program begins in the fall of 2016.

- **My Road to Graduation Scholarship:** With certain restrictions, Oakwood University provides funding on a semester basis to assist students who entered as first time freshman, who did not break matriculation and who complete at least 15 hours per semester and maintain a 2.0 GPA.

- **Amnesty Scholarship:** Many students have exited Oakwood University for various reasons and subsequently did not complete their bachelor's degree. Throughout the years, former students have expressed a desire to return and complete their undergraduate degree; but in some cases, aged account balances present a formidable obstacle. [Oakwood University will offer financial amnesty or "debt forgiveness" to former students who have not attended Oakwood in the past five years, and who desire to complete their bachelor's degree at Oakwood University.](#)

- **Valedictorian/Salutatorian Scholarship:** Awarded to students who are given the class standing of Valedictorian/Salutatorian upon graduation from high school.

- **Student Training Entrepreneurial Program:** The Student Training Entrepreneurial Program (STEP) is designed to ensure students develop entrepreneurial skills that will assist them in their matriculation process at Oakwood and aid them as they depart to serve the world-wide community.

We also implemented cost reduction strategies, such as an approximate 5% cut in non-salary budgets which resulted in an unrestricted gain of \$2.2M for fiscal 2015. Additionally, a 2015-2016 reduction in salary budgets is expected to net savings of at least \$1.8M. Furthermore, we successfully completed our rightsizing program on December 31, 2015.

In seeking to move away from tuition dependence, we launched our Revenue Diversification Strategy. [We purchased two Edible Arrangements franchise stores to provide student employment and future dollars for operations and scholarships.](#) Operating two locations allows us to employ 15+ students/graduates throughout the year. We also established a Purchase Card Payment Program with Visa and American Express. Approximately 60 vendors

have signed on. Program payments have crossed the million dollar mark and cash rebates to the University currently total \$36K. Under the same revenue diversification strategy, the University currently operates 8+ contracts and other agreements which represented \$330K in profits and \$217K in overhead recovery for fiscal 2015.

In growing new and sustaining current physical infrastructure, we completed more than \$20M worth of Facility Improvements and Maintenance (Physical Plant). Examples include the following major projects:

1. [Completed the renovation of 40K square-foot building, Cunningham Hall—\\$5M+—to create a "one stop" environment for student matriculation.](#) Moved Health Services, Registrar's Office, Faculty Development, Admissions & Recruitment, CAS, Career Services & Testing, Financial Aid, and Student Accounts to the "new" Cunningham Hall.

2. [Completed new construction of \\$2.6M+ Peters Media Center to house the Oakwood University Broadcast Network and Communication Department instructional studios.](#)

3. Completed phase II renovation 2nd floor of Ford Hall and expansion of the building for the Communications Department, estimated cost—\$450K+.

4. Completed renovation of Carter Hall—\$6.9M+.

5. [Developed concept design for the proposed Health & Wellness Facility, estimated cost—\\$20M.](#)

6. Completed renovation and expansion of parking lot at Moseley Complex and OU Church—\$600K+.

7. Completed a \$500,000 upgrade of the Snack Bar (Market Square).

8. Completed renovation of Edwards Hall bathrooms—\$500K.

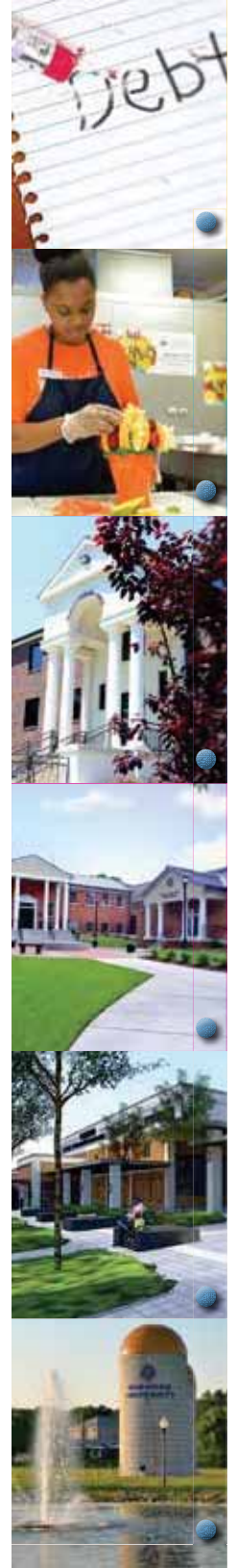
Other Projects

1. Completed installation of back-up generator for dining hall and administration—\$180K.

2. Completed installation of Mitsubishi energy saving HVAC system throughout Cooper Complex—\$375K.

3. Installed new Trane high efficiency replacement chiller for Moran Hall—\$90K.

4. [Completed renovation of Jacobs Historic Silos Plaza as a](#)





landmark for Oakwood University—\$70K+.

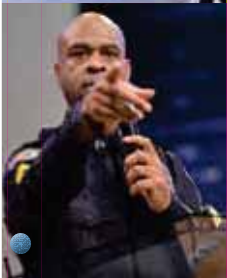
5. Business and Technology HVAC—\$120K.

Emergency Planning, Crime Prevention, and Safety Awareness

• During the last Quinquennium, we converted OU Public Safety to a Oakwood University Police Department, a licensed division of the State of Alabama’s Law Enforcement services.

OUPD conducted Emergency Planning, Crime Prevention Education and Safety Awareness. Their work included the following:

- ▶ Public Safety - FEMA Emergency Management Institute - emergency planning, crime prevention and safety awareness.
- ▶ Campus Community - Eight presentations on active shooter survival, sexual assault prevention, and fire safety.
- ▶ Campus Community - Completed two rape aggression defense training course with OU female faculty and staff members.
- ▶ NWS Designation - Completed all the required guidelines to become designated a storm ready university by the National Weather Service (NWS).
- ▶ Alabama Certified Emergency Manager Certifications – three staff persons; Ethics Instructor certification – one staff person.
- ▶ Rape Aggression Defense (RAD) Instructor Certification – two staff persons.
- ▶ FEMA Professional Continuity Practitioner Certification – three staff persons.
- ▶ Public Safety - Instructor certification in the Strategic Self-defense and Grappling Tactics (SSGT) Vanguard Level
- ▶ Public Safety - New Chief’s Development Certification - Acting Chief of Oakwood University Police Department (OUPD).
- ▶ Public Safety - International Association of Campus Law Enforcement Administrators (IACLEA) Executive - Acting Chief of OUPD.
- ▶ Public Safety - Instructor certification in the Strategic Self-defense and Grappling Tactics (SSGT) Vanguard Level



Executive - Acting Chief of OUPD.

- ▶ Completed all phase I of the Master Security Surveillance System.
- ▶ Coordinated “Operation Safe Travel, Safe Return” just prior to Thanksgiving Break. Provided free mechanical services and safe driving tips for students traveling during the break.
- ▶ Completed revision of the Emergency Operations Plan (EOP).
- ▶ Installed a radio and telephone recording system for Public Safety in compliance with federal regulations.
- ▶ Over 80 faculty, staff, administrators, and students received updated active shooter survival training. Attendees learned that they have the option of “running out, hiding out, or fighting it out.”
- ▶ Designed a golf cart safety training and certification program.

We also launched customer service initiatives designed to make the student registration and financial process a one-stop, seamless encounter by improving Student Accounts, Financial Resolution, Custodial Services, and the Bookstore experience.

- ▶ Implemented an internal interactive financial clearance worksheet to reduce customer wait time during registration.
- ▶ Formalized the in-house payment plan for current students with balances to provide patrons with additional payment options.
- ▶ Implemented new Student Accounts’ telephone system to ensure that students and parents can access account, demographic and other information by phone.
- ▶ Implemented a “Restroom” Customer Care Program. Posters were designed and installed throughout the campus restrooms to encourage our customers to contact custodial services when Oakwood’s facilities need attention.
- ▶ Implemented book rental and eBooks program for students.

• Very important on the University’s agenda has been our

Student Loan Default Prevention initiative through our Student Accounts Department and Financial Resolution Office. This program has resulted in a steady reduction of our Student Loan Default rate.

- ▶ Began implementation of a comprehensive Financial Aid Default Prevention Program.
- ▶ Assigned a Default Prevention Coordinator.
- ▶ Partnered with ASI and USA funds to implement default prevention strategies including:
 1. Teaching debt awareness and financial literacy as part of OU 101.
 2. Providing students with web resources to aid in default prevention via the SALT program.
 3. Continually contacting delinquent former students to provide them with options while they are in repayment before default occurs.

In ACCOUNTING, we...

- ▶ Implemented and expanded the Purchase Rebate Program.
- ▶ Completed conversion of financial records to new administrative software system.
- ▶ Implemented EX budget set-up for new budget year. Budget Managers are able to design their own monthly budgets online and currently have 24/7 live access to the department's budget to view activities and transfer between budget line items.

In the MAILROOM we...

- ▶ Upgraded services to “high-tech” by using a computerized scanner and new meter equipment. This state of the art system equips the mailroom with commercial user capabilities, and provides additional savings and increases mail tracking efficiency.

In TRANSPORTATION we...

- ▶ Purchased a J4500 Motor Coach to transport students, faculty, and staff—\$500K.

- ▶ Purchased two 4HIM transit vans for mission outreach and witnessing—\$70,000.

In GROUNDS we...

- ▶ View stewardship of our sacred grounds as important to us and our community.
- ▶ Hosted the 2015 Huntsville Beautification Awards Ceremony; received the top beautification award—The Mayor's Award in 2010, remained on the Beautification Honor Roll, and received a Beautification Award for the 13th consecutive year in the summer of 2015.
- ▶ Implemented part of landscape master plan at entrances: east gate, west gate, Cunningham Hall and McKee Business & Technology Complex.
- ▶ Improved the Reflection Pond and the Wynn Drive intersection.
- ▶ Created picnic area at the Unity Pond with our Home Depot grants.



Chart B

Financial Health Ratios

Year	2013	2014	2013	2014	2015	Target
Primary Reserve Ratio How long can OU operate without additional net assets?	59%	65%	59%	65%	63% (7.5 months)	40% (5 months)
Return on Net Assets Ratio Does assets performance support the strategic direction of OU?	9%	6%	9%	6%	8%	4-8%
Net Income Ratio Is OU living within its available resources?	9%	4%	9%	4%	4%	2-4%
Viability Ratio Is debt managed strategically to advance OU?	3.77	2.66	3.77	2.66	2.82	1.25 to 2

Chart C-1

CFI Scoring Guide

Scale Level	CFI Scoring Range	Action
One	-1 to 1	Assess viability of institution's survival
Two	0 to 2	Re-engineer the institution
Three	1 to 3	
Four	2 to 4	Direct resources toward transformation
Five	3 to 5	
Six	4 to 6	Focus resources to compete
Seven	5 to 7	
Eight	6 to 8	Experiment with new initiatives
Nine	7 to 9	Experiment with new initiatives; achieve a robust mission
Ten	>9	Deploy resources to achieve a robust mission

Chart C-2

Composite Financial Index (CFI) Financial Health Indicator

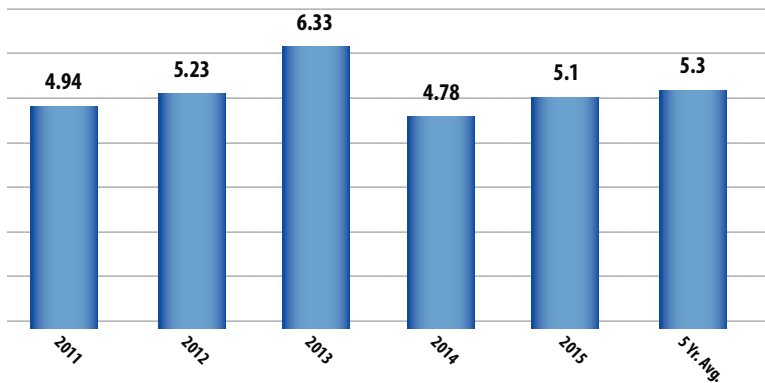
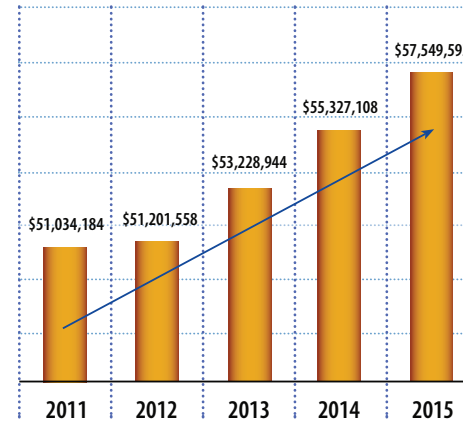


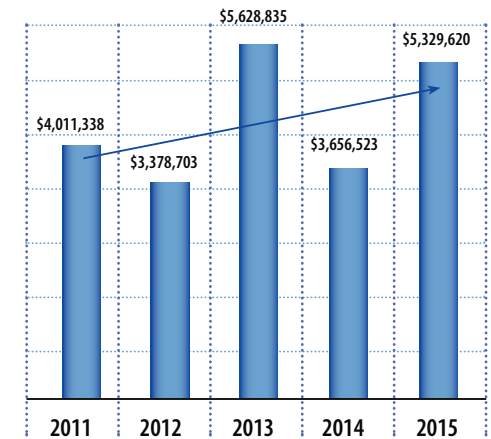
Chart D

Schedule of Activities

Net Revenues



Net Income (Revenues less expenditures)





THE SEVENTH STRATEGIC GOAL speaks to the institution's mission through our commitment to excellence in **OPERATIONAL AND TECHNOLOGICAL LEADERSHIP**. This goal improves operational efficiency and creates a seamless infrastructure capable of expanding educational and service opportunities. The Office of the Provost/Senior Vice President played a crucial role in the operation of the institution.

The mission of the Provost is to assist the President in the day by day operational and long-range, strategic management of the institution. This included serving as Chief Operating Officer. The Provost also coordinates the delivery of campus-wide programs including **Colloquia and Black History planning and implementation** and supervision of specific administrative functions including: IT (Information Technology), BCBLC (Bradford Cleveland Brooks Leadership Center), CAMROU (Center for Adventist-Muslim Relations), Ellen White Research Center, Title III (Federal funding for Institutional Development); and two relatively new areas, the (CCC) Customer Care Center and (OUBN), Oakwood University's Broadcast Network.

Information Technology and Administrative Systems

- Implemented upgrades and interfaces for campus-wide systems including HR, Finance, Registration, Student Services, Housing, and Advancement.
- Upgraded dining hall and Chapel ID card system hardware & software.
- Reconfigured Administration Systems to accommodate improvements for registration.
- Implemented online payroll budgeting and other user-friendly programs using the MyOakwood interface.
- Implemented phase 1 of Systems virtualization project.
- **Launched Microsoft 365 Exchange as the new campus-wide electronic service.**
- Implemented campus-wide computer replacement plan.
- Purchased and installed Backup Power Generators for major IT functions.
- Upgraded Internet Access Bandwidth from 100 MBPS to 900 MBPS.

Telecommunications

- Provided fast, courteous, and efficient operator-assistance services.
- Upgraded Telemate Call Accounting Software.
- Converted telecommunication lines from analog to digital
- Provided effective training for campus-wide users.

Oakwood University Broadcasting Network

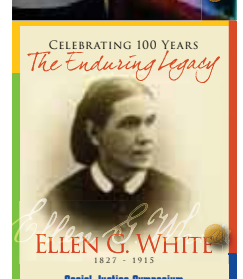
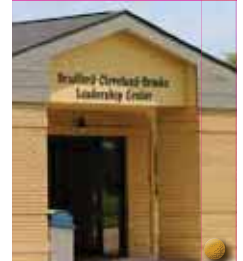
- Produced promotional videos for General Conference and other media events highlighting OU schools, programs and activities.
- Provided live streaming of Chapel, OU Church services, and other major media events.
- Provided students with practical laboratory instruction and experience in various forms of media production.
- Provided campus-wide media support.
- Maintained campus-wide CATV infrastructure for offices, residence halls, and academic facilities.

Bradford-Cleveland-Brooks Leadership Center

- **Completed a collaborative agreement between BCBLC and NAD Education Department's Adventist Learning Center (ALC) to provide evidence-based continuing education for clergy.**
- Prepared and presented BCBLC education sessions to clergy at South Central Conference Camp Meeting, the NAD ministerial convention, as well as the GC session in San Antonio, Texas; and the Regional Caucus Meeting in Spokane, Washington.
- Director appointed as Vice President for the NAD's Adventist Association of Family Life Professionals (AAFLP), and Editor of the Association's quarterly e-publication. (2016)

CAMROU (The Center for Adventist-Muslim Relations)

- Presented a seminars for Campus Chaplains for the Adventist Chaplaincy Ministry World Congress.
- Delivered major presentations to various conferences, unions, and world-wide divisions on Muslim-related topics.
- Participated in Muslim-Christian emphasis days in various





churches throughout the US and internationally.

- Collaborated with the Alabama Islamic Educational Center in Huntsville.
- Coordinated Adventist- Muslim relations seminars for world leaders on the Oakwood campus.

Ellen G. White Research Center

- Provided preaching/instructional resources to more than 20 church pastors per month.
- Provided scholarships of \$200-\$500 to more than 10 OU students.
- Sponsored Project Re-Connect Outreach Ministry where OU students volunteered student ministry services to several area churches.
- Conducted seminars and revivals at five churches throughout the country on Spirit of Prophecy themes.
- Sponsored and implemented a major conference on Ellen White and social justice during the 100th anniversary of her death featuring presentations and workshops from world-acclaimed speakers and researchers.

Title III Federal Program for Strengthening HBCUs

- Received grant funding from the Department of Education in the amount of \$8,920,618 over the last four years. Title III grant funding supported initial phase of the virtualization projects began in April 2015 resulting in the development of the virtual infrastructure which consolidated 24 servers. The development of the virtual infrastructure has prepared the foundation to begin the utilization of cloud computing. Cloud leverages all the capabilities of a virtual environment. Over \$207,730 has been expended in phase I and II of the virtualization project.
- The Title III grant has allowed the institution to complete renovations and repurposing of instructional facilities Ford and Burrell Halls for the Communication Department (five-year project) which has assisted with the fiscal health of the institution in addition to increasing academic quality. All students at the University are required to take CO201 Fundamentals of Public Speaking. The grant provided funds for additional

rooms for approximately 1700+ students on the campus to comfortably attend offered classes. Over \$200,000 in equipment upgrades provides real-time learning experiences for the students.

- This fiscal year approximately \$114,000 has been spent to enhance the infrastructure including, acquisition of equipment for laboratories, and development of smart rooms for instruction, seminars and conferences for the Biology and Chemistry Departments.
- Faculty and staff are able to attend one or more conferences per year in various areas and disciplines, thus enhancing advising and classroom instruction in various disciplines in addition to ascertaining the latest trends in higher education. Each year over \$143,000 in professional development is supported by the grant.

The Customer Care Center

- Reopened in the Blake Center Mall.
- Developed an online feedback instrument for all frontline inquiries and comments.
- Developed a tracking process for customer care concerns.
- Provided assistance in copyediting *Oakwood Magazine*.
- Coordinated design, purchase and installation process for conversion of new conference room in Blake Center.
- Coordinated campus signage projects for building dedication and installation of new plaques.
- Wrote and received a grant from Alabama Historical Society to benefit Oakwood Memorial Gardens. 📄



On April 28, 2015, the Office of Spiritual Life held a prayer service for unity and peace after the tragic events that occurred in Baltimore, Maryland, surrounding the Freddie Gray case, a man who was allegedly killed while in the care of Baltimore city police.

During this service, eight students who are from the Baltimore area, as well as three staff members who have ties to "Charm City," were surrounded by the group of fellow students and employees on the Eva B. Dykes Library patio.

Photo by Anthony Chornes, II

ENTER TO LEARN. DEPART TO SERVE.

RESEARCH TOOL HELPS OAKWOOD ADMINISTRATION FOCUS ON STUDENTS' SPIRITUALITY

Fortifying the spiritual mission and culture of Oakwood University is the highest priority of President Leslie N. Pollard and his administrative team. “God First” captures the collective determination of Oakwood University faculty, staff, and students. From the beginning of his administration, President Pollard outlined the case for Oakwood University to immediately launch an unprecedented research study of Oakwood students’ spiritual commitments and beliefs. As part of his “Vision 2020” address on January 25, 2011, he anticipated that “OU’s original **LifeCore**® research

on youth spirituality will provide annual data for targeted planning

of the University’s mission activities.” And **LifeCore**® was born!

LifeCore® is a collaborative effort between the Office of the President, the Division of Student Services, the Office of Spiritual Life, and the United Student Movement (USM). The research task and questionnaire development was assigned to Dr. Prudence Pollard, then the Assistant Vice President for Faculty Development and Research. She and the USM officers mobilized the student body, faculty, and

staff to produce a direct and extensive study of spirituality on the OU Campus. The first survey consisted of 52 items across a broad range of areas—spiritual commitment, Adventist belief, home practices, parental influence, etc. Within two months of promotion, 852 students had completed the questionnaire.

The **LifeCore**® family of surveys was developed to assess the spiritual needs of the University student. **LifeCore**® represents a comprehensive assessment of the spiritual needs of the University student family. **LifeCore**® consists of teams of students, faculty and staff who review the survey, promote it through media campaigns and unique buzz marketing efforts, analyze the data, report the data to the student body, and work to encourage use of **LifeCore**® data to enhance and develop Oakwood’s spiritual culture.

Another University priority is to facilitate the development of our research infrastructure and increase grant writing and funding through research. The **LifeCore**® initiative fosters students’ desires and experiences in the research arena, allowing them to gain valuable research and writing skills to facilitate their careers.

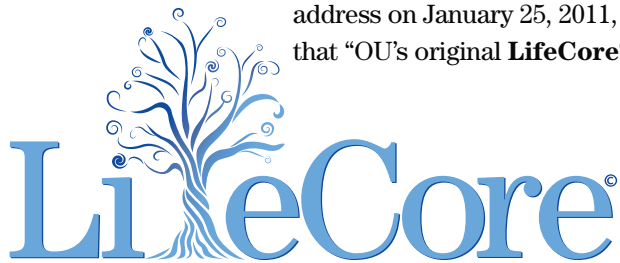
The immediate vision of **LifeCore**® is to provide data-based planning and intelligence for creating and guiding the spiritual agenda of the Oakwood Uni-

versity mission. Our ultimate vision is to expand **LifeCore**®’s reach across global institutions as a tool to assess and enhance University student spiritual commitments around the world. (See [Chart 1 and 2](#))

LifeCore® research validates that Seventh-day Adventist mothers played a significant role in the formation of Oakwood University students’ faith. Forty-nine percent (49%) of our students pointed to their mothers’ faith as positively influencing their walk with Christ. (See [Chart 3](#))


LifeCore® 2011 was the first survey administered in collaboration with the 2011-2012 USM leadership. The survey consisted of 55 questions. In comparison with other studies of spirituality among college students, namely UCLA’s Higher Education Research Institute (HERI) study on Spirituality in Higher Education, the 2011 **LifeCore**® data suggested that Oakwood students reported higher levels of commitment than that of their peers and other born-again Christians in every category of commitment. We found that the home atmosphere was correlated with a positive faith (See [Chart 4](#)).

LifeCore® 2013 was a mini survey which assessed the student body in relation to spiritual formation. The 26-question survey examined religious habits of the students, the faith of the students, as well as the significance of demographics, parental



influence, peer influence, and personal experiences as it related to the shaping and development of the individual's faith.

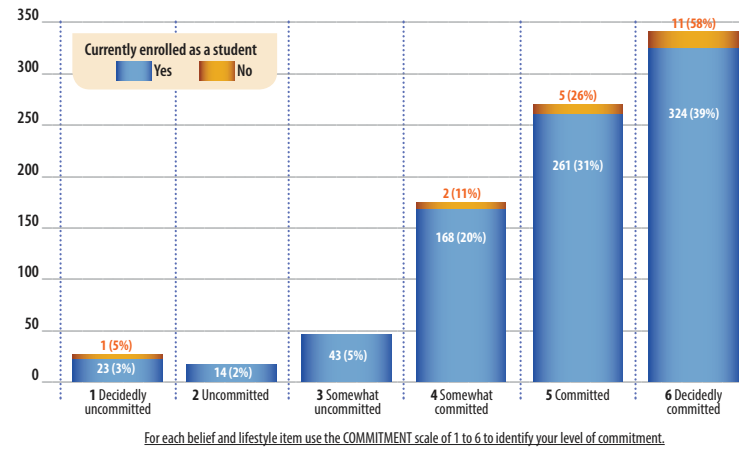
LifeCore® 2015 focused primarily on writing and publishing a paper of the 2011 and 2013 surveys results. This effort is being led by the Student Leadership Team of Reginald Mattison and Maya Raphael, both junior psychology majors, who are very active in the University research community. Both Mattison and Raphael work with Faculty Development Grant Program Awardees on their research projects and are a part of the Increasing Minority Admission to Research Institution (IMARI) research grant program, which is designed to increase the pool of competitive minority students electing to pursue advanced biomedical research careers. Both students presented at the Southeastern Psychological Association (SEPA) Annual Meeting in March 2014, in Nashville, Tn.

"**LifeCore**® has taught me to think outside of myself and to contribute to a greater cause. The one area in which **LifeCore**® has helped me improve the most is my leadership skills," says Raphael. 

Adapted from the *Oakwood Magazine*, Spring 2014

Chart 1

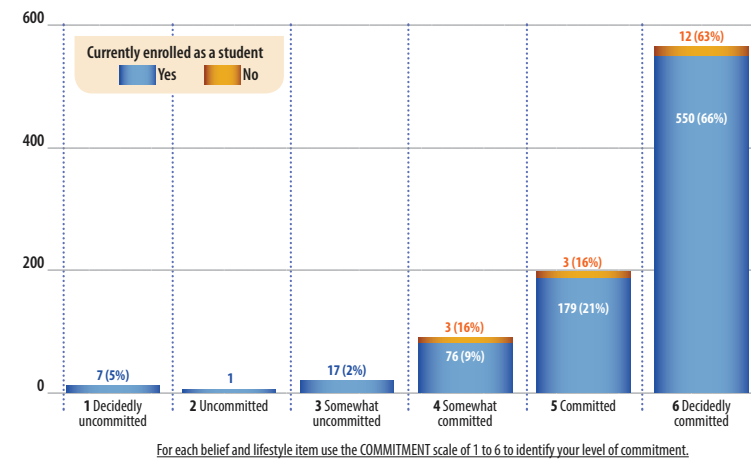
Commitment to the Teachings of the SDA Church



More than 90% of the 852 students who completed the 52-item questionnaire indicated that they were committed or strongly committed to the teachings of the Seventh-day Adventist Church.

Chart 2

Commitment to a Relationship with God



96% of Oakwood students indicated that they were committed or strongly committed to having a relationship with God.

Chart 3

Who has most positively influenced your walk with Christ?

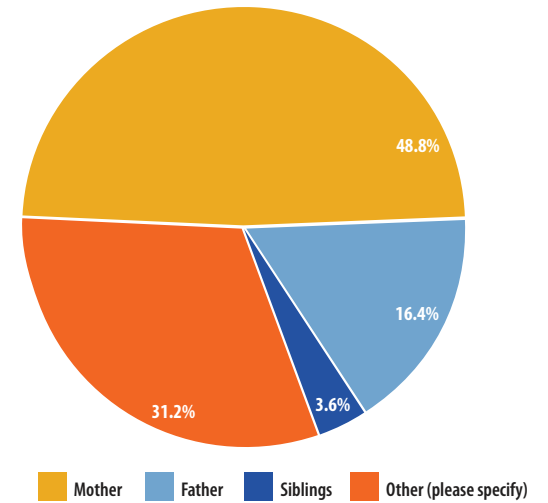
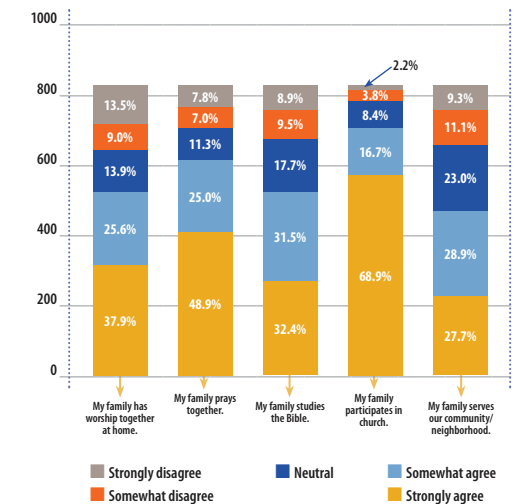


Chart 4

Spiritual Atmosphere in the Home



OAKWOOD SERVES AND LEARNS IN COMMUNITY CLASSROOM ON AGAPE DAY

by Naomi Coggs, Student Writer

Since 2005, Oakwood University has designated one day as Agape Day, when classroom instruction is officially set aside so that students and employees can “depart to serve” in the Huntsville/Madison County area, and learn in the “community classroom.”

October 6 was Agape Day 2015. The day began at 8:45 a.m., when approximately 500 volunteers in their bright yellow T-shirts boarded the buses to be transported to work sites in the greater Huntsville area. Work projects included painting, planting, weeding, general cleanup, assisting senior citizens, and reading to elementary school children. There were 35 work sites this year, including the CASA Community Garden, the Alabama Constitution Village, the Huntsville Botanical Garden, Christmas Charities Year Round, Downtown Rescue Mission, Habitat for Humanity, Huntsville Historic Depot, and the U.S. Space and Rocket Center.

Agape Day was first launched as an initiative between the Division of Academic Administration and the Freshman Studies Department. It is now coordinated by the Department of Service Learning. Pa-

tricia Daniel, coordinator, shared, “Agape Day was a blessing to those who rendered service and to those who were beneficiaries of the service. Students who participated want to continue relationships with those they served. Community members and service recipients appreciate the way that Oakwood is helping people and want us to return in the near future.”

* Reprinted from *Oakwood Magazine* Winter 2016 issue



FROM KENYA, WITH LOVE...

GLIMPSES FROM THE 4HIM MISSION TRIP

by **George Johnson Jr.**

Photos by Ronald Pollard



MTV's reality television show titled "The Real World," begins each of its episodes with the statement: "This is the true story... of seven strangers... picked to live in a house... work together and have their lives taped... to find out what happens... when people stop being polite... and start getting real... The Real World." While Oakwood's 4HIM International Missions program is in no way a comparison to the ills of pop-culture's The Real World, this summer's



mission excursion to Kenya (specifically Nairobi and Mombasa) on June 10-July 3 proved to be a "real world" experience for the 2014 delegation. The 21 representatives consisted of students, and staff, and a few non-Oakwood volunteers.

The Vision

More than 15 years ago, Ronald Pollard, then youth director for the Southern California Conference, began Heritage Missions, a ministry that exposed Adventist teens and youth to various areas in Zimbabwe – focusing on compassion, commitment in community service, and orphanage support. His vision sought to make the participants aware of the dire needs of the Kenyan people – since more than three-fourths of the population lives under the poverty level. After leading more than 400 participants on these trips, Pollard, now the missions and campus ministries director for Oakwood University, continues to see this as an opportunity to assist young people into a life-changing process. "These are not just mission trips, these are movements," said Pollard. This is the second year an Oakwood delegation has visited Kenya.

Because it is nearly impossible to plan every detail for an international mission trip from the United States, Pollard has relied on the expertise of Millicent Odhiambo,

an Adventist and community activist who is also an employee of the Mombasa and Coast Tourist Association. Odhiambo's connection with Pollard and now Oakwood is an endearing one. "Working with Oakwood gives me a chance to experience and understand the challenges we have here in Kenya. It's not easy here, but we are alive in Christ," she said. Odhiambo has seen many mission groups come through but sees something special in the Oakwood group. "You easily bend and don't build boundaries. This is what makes the Oakwood mission group different from all other mission groups," she said.

THE PROJECTS

4HIM 2014 participated in six projects:

Motherly Care Orphanage

Founded in 2003 with the ability to service just 10 children, Motherly Care is now home to 130 children ranging in age from two to 17 years old. Not only is the orphanage a home to the residents, it also serves as an educational institution. While at the Motherly Care, 4HIM volunteers sang songs and donated food items, toiletries and toys. "I would have to have hope that there is life beyond what my eyes can see," said Caleb Miles, a senior psychology major as he reflected on his experience at Motherly Care.

Canaan Orphanage and School

With the motto “Every child has a right to a good life,” Canaan provides childcare and support to approximately 30 orphans. While at the orphanage, 4HIM volunteers painted the outside of the building,



prepared lunch, washed clothes, bathed younger children, read stories and played games with the orphans, and donated food items, toiletries and toys. “If I lived in a orphanage, I would have a dire need for love like none before. Love is so important to have and to feel,” said Alyce Hendricks, a junior nursing major.

Kibera Slums

Kibera is the largest slum in Nairobi with a population of 1.5 million people. Kibera is divided into villages including Kianda, Soweto East, Gatwekera, Kisumu Ndogo, Lindi, Laini Saba, Siranga, Makina and Mashimoni. The conditions in Kibera are extremely poor, and most residents lack access to basic necessities such as electricity and running water. While in Kibera, 4HIM

volunteers conducted a clothing distribution in Soweto East. “The things that we gave to them represented hope. That’s why we do what we do,” said Pollard. “Giving clothes is an expression of love in Kenya because you are giving of something that you owned,” said Odhiambo.

Tchuda Slums

Tchuda is a slum located in Mombasa with a population of 50,000 people. While in Tchuda, 4HIM volunteers visited various homes in the community to pray with people including a woman who had a large abscess on her foot, which needed urgent medical attention. Volunteers also conducted a clothing distribution for the community. “These people are living with nothing while we in America are dying with everything,” said Tunisha Buttler, a dean at Mount Vernon Academy.

Corner Chaani SDA Clinic

Some of the major causes of morbidity and mortality in Kenya include HIV/AIDS, tuberculosis, malaria, pneumonia, respiratory tract infections, gastroenteritis, and diabetes. Local community members living near the SDA clinic in Mombasa were able to receive free medical consultation and medication from a licensed doctor. Four 4HIM volunteers assisted the doctor by recording blood pressure and weight information as well as providing STD and TB prevention brochures to the clinic attendees. “Being able to help people make lifestyle changes was simply amazing because of the joy they had received from our

knowledge,” said Pecolia Dismuke, junior nursing major.

Jeremic Adventist Academy

Educating approximately 200 children from grades Pre-K to eighth grade, Jeremic Adventist Academy is located in the slums of Kibera in Nairobi. Founded in 1994, its vision is “to be an institution that prides in preparing learners within the slums of Kibera for life’s responsibilities, equipping



them with a dynamic recipe for current and prospective physical, mental, social and spiritual challenges.” While there, 4HIM volunteers sang songs with the students and donated school supplies. “When little things like a pack of crayons and a few textbooks bring children to tears, it becomes a life-altering experience in giving back. It may have been just a pencil to us Americans, but to them it was an object of hope,” said Kimberly Pearson, associate chaplain.





WHAT DID YOU LEARN ABOUT GOD TODAY?

Trena: I learned that God gave people amazing talents that they can use to make people happy or just smile. I learned that God gave people the ability to be happy no matter their circumstances.

Chaplain Mann: The beauty of God's word is that it is living and breathing. This morning during worship, we shared our favorite verses and God reminded me of the first promise He made to me. I've read Psalms 138 at least 100 times. He reminded me that He has kept His promise. God is both diverse and similar. He exposed some negative stereotypes that I had and revealed the beauty of people and culture. The character of God always speaks to the most decency of people, their kindness, hope, being happy, and service.

Tori: God blesses His people in the slums with hope and such diverse talents. He does things in such an interesting way; such as putting healing power in the saliva of a giraffe. God is fun and has such a sense of humor. He doesn't look on me with the disappointment the way I look at myself with when I make a mistake.

Caleb: God speaks to us beautifully. Even through our differences, God still gets the glory. God's grace is truly sufficient. The heart of a child is the closest thing to the heart of God.

Cerron: God definitely provides joy for His children in any circumstance. God made everyone different for a reason to teach us lessons about life and ourselves.

The Churches and Revivals

After the projects were completed each day, the volunteers were divided into various groups for evening revival services at local churches. There, the missionaries participated in preaching (on the theme of "living a transformed life by His grace"), singing, scripture reading and praying. Along with Pollard, preachers for the Kenya excursion included Aisha Allsop, LETC director; Bright Baah, sophomore theology major; Gerard St. Hilaire, second-year 4HIM missionary; Kimberly Pearson, associate chaplain; and O'Neal Thomas, sophomore theology and business management major. "This was not just a trip. It was an experience I needed," said Baah.

Life Transformations

Members of the 2014 mission excursion all agree that they left Kenya and returned to their homes a different person. Many of them thought about their faith and how it would or would not be affected if

they lived in those conditions. "I feel my faith would be stronger because I would have to rely on God for everything," said Thomas. "My faith would be real and raw and not so much commercialized or entertainment-based because the churches here have so little that they are forced to be authentic," said Kandace Clark, sophomore marketing major.

All the volunteers gave of themselves – whether it was a monetary donation for food and supplies or hugs, tears, and prayers for their fellow man/woman/ child. Janet Barnhill of California has taken this trip for five consecutive years. She sees the trip as an "investment in the kingdom" and the "dividends are eternal life." "I enjoy speaking with and praying for the people of Kenya," she exclaimed. 🙏

To help support 4HIM Missions, please visit www.ougiving.com or call (256) 726-7108.

Reprinted from *Oakwood Magazine* Summer 2014 issue

ENTER TO LEARN, DEPART TO SERVE



Scan the QR codes with a smart phone or tablet to check out videos for each school. ↙



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At **Oakwood University**, not only are students a part of history in the making, but they continue the grand legacy of those who have changed history. Since its birth in 1896, Oakwood has proved itself to be a major force in academic studies and performing arts by setting the standard for Christ-centered higher education.

MISSION-FOCUSED HIRING RUBRIC

Levels of Qualification for Resume Rankings	Eligibility Criteria				
	(1) Mission Fit	(2) Education	(3) Experience	(4) Success Orientation	(5) Meets Posted Expectations
Tier 1. Candidate holds or has held the specific job title, work experience, career preparation, and certifications with reported success. Job success is reflected on candidate's resume and in candidate's references. References check out positively with former employer and from peers. From a professional position, a Tier 1 candidate meets all or most of the expectations required in the posted position.	Fit to support spiritual mission, culture of excellence, commitment to service, and institutional values.	Educational degree, professional certifications, etc.	Holds or has held the specific job title, work experience, career preparation	Job success is reflected on candidates' resume and in candidate's references	Meets all or most of the expectations required in the posted position.
Tier 2. Candidate has never held the position within another organization, but may have some of the related experience germane to the advertised position. While the candidate has never held that position, candidate may have worked in a related field or department. Candidate may have delivered on some of the requirements related to the advertised position.	Fit to support spiritual mission, culture of excellence, commitment to service, and institutional values.	Related educational degree, related certifications, etc.	Have some of the related experience germane to the advertised position	Worked in a related field or department	Delivered on some of the requirements related to the advertised position.
Tier 3. Candidate has not held a job similar to the job advertised, neither has the candidate worked in a related field, but appears to have potential based on training, education, etc. In professional sports, this is the "best-athlete-in-the draft" selection. Candidate may have volunteer experience in the field, but has not been held accountable for the deliverables required in the posted position.	Fit to support spiritual mission, culture of excellence, commitment to service, and institutional values.	No educational degree, no certifications, some training, etc.	Appears to have potential based on training, education, etc.	Volunteer experience in the field	Has not been held accountable for the deliverables required in the posted position.
Tier 4. Candidate meets none of the above criteria and would be a detriment to the mission of the institution if hired in the advertised position. Such a candidate will NOT be invited to campus!	None	None	None	None	None

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IN MEMORIAM

Whenever we lay members of the Oakwood Family to rest, we are left with lasting memories, and yet, we sorrow not as those who have no hope (1 Thessalonians 4:13). This partial list of individuals who have passed away during the last five years includes the names of those who have contributed to our history — either as students, current or past Board members, employees, or former employees. We thank God for the blessing of allowing us to know them. Their contribution to the legacy of Oakwood University will forever be appreciated.

Sidney W. Anderson
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