

National Champions  
2008, 2009, 2017  
HONDA Campus  
All-Star Challenge

Best Regional  
College for  
Value

(South and  
Historically Black  
College and  
Universities)

US News & World  
Report 2019

Ranked  
one of the nation's best  
educational  
institutions in the  
South.



USCAA Men's Basketball

4X  
Division 1  
Champions

3  
GOLD MEDALS  
10TH WORLD CHOIR GAMES,  
2018, TSHWANE, SOUTH AFRICA

The Aeolians of  
Oakwood University

# 125 Years of Blessings, Breakthroughs, & Mission Impact



65  
different  
Majors  
divided  
across  
5  
Schools

College Consensus 2019

Ranked one of the best  
retention and graduation rates  
among HBCUs in the nation.

Ranked No. 1  
HBCU science program  
by Ebony Magazine.

15,000+  
Members of  
Oakwood's  
Alumni  
Network.

producers of  
undergraduate  
Black  
applicants to  
medical school.  
Association for  
American Medical  
Colleges

Listed as No. 8  
in the Top Medical Programs  
in Alabama rankings.  
med-colleges.com



Becoming the healthiest  
campus in the United States,  
Oakwood received the PHA  
Crystal Apple Award for 2018

MORE THAN 50  
COUNTRIES  
REPRESENTED

One of the

2017 CHORIR OF  
THE WORLD  
International Musical Eisteddfod,  
Llangollen, Wales  
The Aeolians of Oakwood University

# OAKWOOD UNIVERSITY

125 Years of Blessings, Breakthroughs, & Mission Impact

CORPORATE MEMBERS MEETING  
2017 - 2022

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Thursday, June 16, 2022

Oakwood University Church  
Huntsville, Alabama

PRODUCED BY THE PRESIDENT'S OFFICE

**Leslie N. Pollard • Adana Wilson**

AND THE OFFICE OF INTEGRATED MARKETING & PUBLIC RELATIONS

**Sabrina Cotton • Cheri Wilson • Debbe Millet • Ron J. Pride**

ENTER TO LEARN, DEPART TO SERVE







## 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.

## Count Your Blessings

When upon life's billows you are tempest  
tossed,  
When you are discouraged, thinking all is  
lost,  
Count your many blessings, name them  
one by one,  
And it will surprise you what the Lord hath  
done.

### Refrain:

Count your blessings, name them one  
by one;  
Count your blessings, see what God  
hath done;  
Count your blessings, name them one  
by one;  
Count your many blessings, see what  
God hath done.

So, amid the conflict, whether great or  
small,  
Do not be discouraged, God is over all;  
Count your many blessings, angels will  
attend,  
Help and comfort give you to your  
journey's end.

### Refrain:

## We Have This Hope

We have this hope  
That burns within our hearts,  
Hope in the  
Coming of the Lord.

We have this faith  
That Christ alone imparts,  
Faith in the  
Promise of His Word.

We believe the time is here,  
When the nations far and near  
Shall awake, and shout, and sing -  
Hallelujah! Christ is King!

We have this hope  
That burns within our hearts,  
Hope in the  
Coming of the Lord!



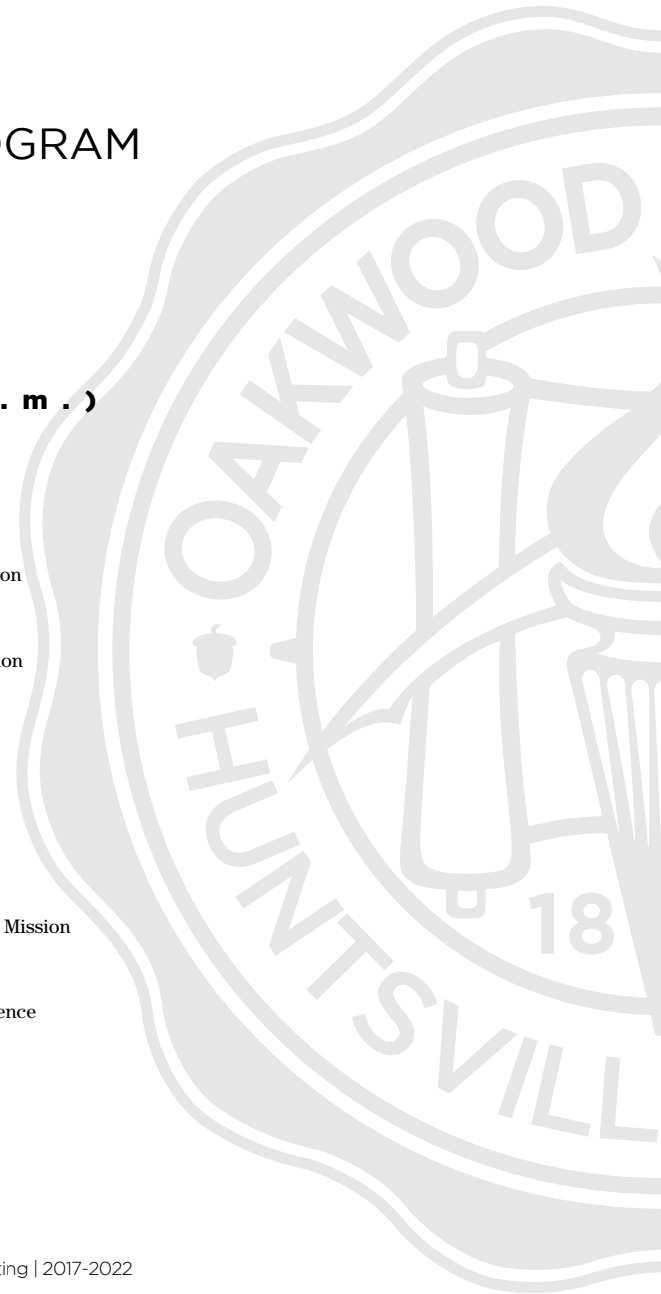
# OAKWOOD UNIVERSITY

## CORPORATE MEMBERS MEETING PROGRAM

Oakwood University Church  
Huntsville, Alabama  
Thursday, June 16, 2022

### DEVOTIONAL ( 9 : 0 0 - 9 : 2 0 a . m . )

- Opening Hymn.....“*Count Your Blessings*”  
Lyrics on page 5
- Invocation.....Kyoshin Ahn  
Secretary, North American Division
- Welcome.....G. Alexander Bryant  
President, North American Division
- Introduction of Speaker.....Leslie N. Pollard  
President, Oakwood University
- Music.....Julie Moore Foster  
Chair, Music Department
- Devotional.....David Richardson  
Vice President for Student Life & Mission
- Prayer.....William Winston  
President, South Atlantic Conference



**B U S I N E S S   S E S S I O N   /   A G E N D A   ( 9 : 3 0   a . m .   -   1 2 : 0 0   p . m . )**

**9:20 – 9:30 a.m.**

Seating of the Delegates / Call to Order ..... Karnik Doukmetzian  
Official Announcement / Parliamentarian / Rules of Order

**9:30 – 10:30 a.m.**

Special Constitution and Bylaw—VIRTUAL VOTE  
Institutional Report ..... President/Administrators

**10:30 – 11:00 a.m.**

Nominating Committee Report ..... Session  
Board of Trustee Membership Recommendations

**11:00 – 11:25 a.m.**

Articles of Incorporation and Bylaws Revision ..... Kyoshin Ahn  
Chairman, Articles of Incorporation and Bylaws Committee  
Tim McDonald, Secretary

**11:25 – 11:50 a.m.**

Election of Nominating Committee ..... Assigned Spaces  
Nominating Committee Membership Recommendations

**11:55 a.m.**

Closing Song ..... Julie Moore Foster  
Chair, Music Department

*“We Have This Hope”*    Lyrics on page 5

Closing Prayer

**L U N C H   ( 1 2 : 0 0   -   1 : 3 0   p . m . )**

**1:30 – 3:00 p.m.**

Board of Trustees Meeting ..... Leroy & Lois Peters Media Center



**LATE JUNE OF 1904** is the first recorded visit of Ellen White to Oakwood in Huntsville, Alabama. Thanks in no small part to the counsel and efforts of Ellen White, by the time of her visit, Oakwood was off to a solid start. Mrs. White, her son Edson, and a small group of other church workers toured various fledgling Adventist efforts in the South in the trilogy of cities central and crucial to the Adventist work.

Ellen White spoke, shared counsel, and admonished at the various sites she visited. Following her deliveries, she often grouped together her counsels for convenience, publication, and future reference.

On such a tour she made an historic visit to Huntsville and spoke for the first time at Oakwood. Two of her talks were transcribed. These speeches, delivered to the student body in the school chapel, are full of positive exhortations and high admonitions.



Chapel Hall, circa 1901





**HUNTSVILLE SCHOOL CHAPEL,**  
**HUNTSVILLE, ALABAMA • JUNE 2 1, 1904**

“I am so pleased to see the colored students who are here today. I wish that there were a hundred of them, as it has been presented to me that there should be. I wish there were many more here in training for service; for there is a large field to be worked among the colored people. To those who are here, I would say, ‘Seek to understand the Scriptures. God will help you. His eye is upon the colored race, and He will send His angels to open your understanding.’

In regard to this school here at Huntsville, I wish to say that for the past two or three years I have been receiving instruction regarding it—what it should be and what those who come here as students are to become. All that is done by those connected with this school, whether they be white or black, is to be done with the realization that this is the Lord’s institution, in which the students are to be taught how to cultivate the land, and how to labor for the uplifting of their own people.

Those connected with the farm are to work with such earnestness and perseverance that it will bear testimony to the world, to angels, and to men, of the fidelity with which the land has been cared for. This is the Lord’s land, and it is to bear fruit to his glory. Those who attend this school are to be taught in right lines, on the farm or in the schoolroom. They are to be taught how to live in close connection with God.

The Lord says, ‘Work out your own salvation.’ How are you to do this? By doing the

very things He wants you to do, that you may become intelligent in His service. He has given you talents to be improved. He has bestowed on the colored race some of the best and highest talents. He will bless in the work of transforming mind and character.

Students, there is something for every one of you to do in God’s service. The Lord wants you to be His helping hand in reaching souls in many places. He wants you to have an intelligence so sharp and clear that you can grasp the most precious truths, and in the simplicity of Christ present these truths to those who have never heard them. There is great need for colored workers to labor for their own people. You can labor in many places where others cannot. White workers can labor for the colored people in some places. This is why we have established our printing office in Nashville. In and near Nashville there are large institutions for the education of the colored people. The men who established these institutions have opened the way for the light of the gospel to go to the colored people.

We want every one who comes to this school, to try to get some other one to come. There should be one hundred students in attendance at the next session of the school. Will you not try in every way possible to swell the number to one hundred? And when the school year is over, these students should not be sent out to go where they please. They are to be trained and educated till they are able to go out into the field to work successfully for the Master.”

—from *A Place Called Oakwood*, p. 3-5



## PRESIDENT'S MESSAGE

**O**n behalf of the Oakwood University family, welcome to the 2022 Quinquennial Members meeting of the Oakwood University Corporation. This five-year gathering of members is special because it commemorates 125 years of service to God and humanity at Oakwood University. During the quinquennium years, through God's guiding providence, Trustees and leadership strategically positioned Oakwood to continue flourishing and ground itself missionally, culturally, spiritually, and financially.

In 1896, a small group of courageous visionaries founded the Oakwood Industrial School to educate the children of recently freed African American slaves on a former slave plantation. Under Ellen G. White's burden for the colored people—our recently freed, legally denied, and painfully deprived colored people—125 years ago, the founders purchased 360 acres, 9 slave cabins, a dilapidated old manor house with 65 oak trees for \$6,700 dollars. Now, 125 years later, the campus has more than 40 buildings, 1,192 acres (about twice the area of Central Park in New York City), and is now a one-hundred-million-dollar enterprise—God has blessed us! We host a God-first faculty, a nimble and brilliant student body, a consecrated staff, and a diverse campus population representing over 50 countries. Our founders would shout, "Praise the Lord!"

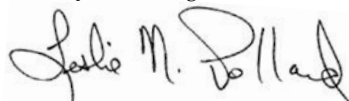
As we prepare for Vision 2030, we believe it is necessary to thank God for the benefits He has bestowed upon on His institution. Quinquennial initiatives raised the Honors Program enrollment from 24 students in 2020 to 50 in 2021. The University's dual enrollment

program was expanded to include six new academy partners, and Oakwood established the OU C.A.R.E. Work Scholarship program to reduce student debt by 66%.

Since April 2016, we have experienced a number of extraordinary and even memorable occurrences. The 2016 presidential election was one of the most divisive and contentious in U.S. history. Since the year 2020, we have successfully navigated a worldwide epidemic. After a cyber-security breach of our IT systems in 2022, we were compelled to recover, restore, secure and enhance our IT infrastructure. And yet, with God's blessing, the University made tremendous progress in achieving its mission by embracing new strategies and implementing remarkable changes.

Further, we are thankful for our strategic partners who have assisted, advised, guided, and stood with us through this quinquennium. We gladly recognize the unlimited assistance that our institution has received and continues to receive from the North American Division, the Oakwood University Alumni Network, regional conferences and churches, the Southern Union, AdventHealth, our donors and partners during the last quinquennium.

God's promises are true. Notwithstanding the challenges we've encountered in the face of a once-in-a-century global epidemic, Oakwood University has seen God's blessings and breakthroughs and His favor on our mission. May this report grant you a small window into why we are so grateful.



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







**James Mbyirukira**  
PROVOST AND SENIOR  
VICE PRESIDENT



**David Richardson**  
VICE PRESIDENT FOR  
STUDENT LIFE & MISSION



**Prudence L. Pollard**  
VICE PRESIDENT FOR  
QUALITY ASSURANCE,  
RESEARCH & FACULTY  
DEVELOPMENT



**Sabrina R. Cotton**  
VICE PRESIDENT FOR  
BUSINESS DEVELOPMENT,  
FINANCE & UNIVERSITY  
ADVANCEMENT



**Karen Benn Marshall**  
VICE PRESIDENT FOR  
ENROLLMENT SERVICES &  
RETENTION



**Howard Weems**  
SPECIAL ASSISTANT TO  
THE PRESIDENT FOR  
BIBLICAL FOUNDATIONS



**Isaac Ibarra**  
SPECIAL ASSISTANT TO  
THE PRESIDENT FOR  
DIVERSITY & INCLUSION



**Cheryl Wilson**  
EXECUTIVE DIRECTOR  
FOR UNIVERSITY  
ADVANCEMENT



2022

More than 1,950 students  
have graduated during  
the last quinquennium.



OAKWOOD UNIVERSITY  
PHOTOGRAPHY





VALUES  
MATTER



A prayerful spectrum of representatives from the University faculty, staff, board, student government and administration, gathered to strategically plan at Joe Wheeler State Park in Rogersville, AL on June 7-10, 2021.

Photo by Jonathan Johnson



# 6

## STRATEGIC PRIORITIES 2017-2022



PAGE 27

### 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.



PAGE 30

### 2. Educational Effectiveness

Ensures academic effectiveness in teaching and learning.



PAGE 34

### 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.



PAGE 36

### 4. Research and Employee Development

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



PAGE 38

### 5. Advancement and Development of the University

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



PAGE 40

### 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.



# PRESIDENT'S REPORT BLESSINGS AND BREAKTHROUGHS

**We** begin this report with our Oakwood University Administration's leadership pledge: "We will launch plans that are destined to fail, except God intervene!" This pledge challenged the leadership of our institution to push, seek, and reach for the extraordinary. If ever such a commitment was needed, it is now. Vision, imagination, innovation, and diligence was vital to the advancement and sustenance of our 125-year-old Oakwood University during a quinquennium unlike any other that preceded it.

Since our last Quinquennial Members Meeting of the Oakwood University Corporation on April 16, 2016, the Oakwood University family of stakeholders, along with the rest of our fellow citizens, have experienced a significant number of rare, even unforgettable, events. Think back across the last five years for a moment. Our quinquennium began in 2016 with one of the most contentious and divisive U.S. presidential elections in recent memory. We witnessed the worst mass murder in history at Orlando's Pulse Nightclub where 49 people were gunned down. We witnessed the independent rises of both the "Make America Great Again" and "Black Lives Matter" movements. We watched the upheaval of European stability in the Brexit decisions. Companies and institutions adjusted policies and practices to accommodate the legalization of same-sex marriages. We stared speechlessly at an insurrection at the US Capital. International tensions between nations—like the US and

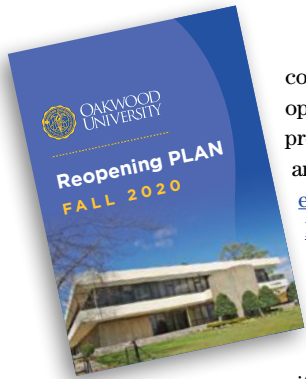
China or North Korea—triggered fears of what one writer called "a nuclear apocalypse." Then in 2020 came news of a global COVID-19 pandemic with its crippling impact on economies and institutions around the world. In 2020, we saw the shutdown of an entire country. In 2022, we were forced to navigate through a cyber-security attack on our IT systems. We mourn the needless loss of life and destruction of property caused by the war in Ukraine. And sadly, at the time of this writing, flags flown at half-mast remind us that together we are weeping through still another elementary-school massacre in Uvalde, Texas. We cannot help but pray with John of Patmos, "Even so, come Lord Jesus!"

However, notwithstanding such heart-rending experiences, even when we faced a once-in-a-century global pandemic, we here at Oakwood University can also testify that, along with facing many unexpected challenges, we have seen God's blessings and breakthroughs on His institution! First, we celebrated in the presence of the pandemic, our 125th birthday.

We experienced institutional transitions, challenges, fluctuations, and adjustments. But through it all, God was faithful toward His school. Examples of such faithfulness are reflected in this report. For instance, in 2021, Oakwood University's progress cannot be understood or discussed responsibly unless we express our gratitude to God for the profound blessings and breakthroughs He has bestowed upon His institution in its 125th year of service! As we prepare for Vision 2030 and the strategies that follow it, we believe it is important to pause and express our gratitude to God for His blessings during the last quinquennium!

## OPERATING IN A GLOBAL PANDEMIC

Per Ellen White, Oakwood is "the Lord's Institution." In March of 2020, the pandemic forced closure of Oakwood's on-campus operations. Within a one month window, our dedicated faculty



converted 694 courses to virtual delivery. By June of 2020, we developed our Oakwood University COVID-19 Reopening Plan. This plan provided a roadmap of how we would navigate the pandemic safely and intentionally: <https://www2.oakwood.edu/wp-content/uploads/OU-FALL-2020-RE-OPENING-PLAN-draft6x.pdf>

We were delighted to open a number of facilities, that grew out of programs launched during the quinquennium.

For instance, the build of the Community Health Action Center was the community-facing outcome of Healthy Campus 2020, launched in 2015 and matured during the quinquennium. This initiative proved to make major impact in the lives of students and our Huntsville community.

### CAPITAL PROJECTS DURING THE QUINQUENNium

It was during this last quinquennium when we completed more than \$30,000,000 in major capital projects and opened new and renovated facilities during the pandemic. These facilities include:

- Peterson Hall - \$7 million
- Community Health Action Center - \$4.1 million
- Oakwood Farms - \$3.6 million
- Cooper - Biology - \$1.3 million
- Library - \$600K
- Ashby - Gymnasium \$300K
- Holland Hall - \$400K
- Wade Hall - \$500K
- Oakwood Industries - \$500K



### BLESSINGS AND BREAKTHROUGHS . . . GOD PROVIDED!

In 2018 we created the Office of Diversity and Inclusion. We invited Elder Isaac Ibarra, a Southeastern Conference Pastor who is originally from Cuba and a two-time graduate of Oakwood University, to serve as the first Special Assistant to the President for Diversity and Inclusion. This office creates and promotes programming designed to reach our diverse constituencies. Across the last quinquennium, we have seen the launch of the Primero Dios (“God First”) experience realized a 150% increase in Latino enrollment.



In October of 2020, we launched an “All Hands on Deck” recruitment promotion among employees, including our Affinity Group Recruitment Strategy. In addition to our historic populations, this effort resulted in an increase of more than 100 Rwandan/Congolese students. God used this effort and blessed us with increased enrollment over the previous year.

Other enrollment highlights include:

- The Oakwood University Honors College in-



created its enrollment from 24 students in 2020 to 50 members in the 2021 school year.

- In September of 2021, Oakwood University is currently among three of the 13 institutions in NAD





Rousing fireworks were the highlight of the Founders Day 125th Anniversary Celebration



Dr. Pollard kicks-off the 125th Anniversary Celebration on Founders Day on November 16, 2021

Dr. Pollard and USM President Donovan Williams tossed the first soil onto the 125th Commemorative Time Capsule.



Photos by Teymi Townsend

Lawrence Jacobs, Sr.  
Historic Silos



(center) Dr. Leslie Pollard and Mr. David Spillers, Huntsville Hospital CEO, are joined by Huntsville Mayor Tommy Battle (center, right) and local leaders, dignitaries, Oakwood Administration Team, and supporters at the ribbon cutting for Community Health Action Center.



Oakwood Farms Market opened for business on June 24, 2020, to the delight of Huntsville residents.





Oakwood's Mobile Market began to meet the food insecurity needs of our local community on February 2, 2021.

Photos by Teymi Townsend





that showed an enrollment increase over the previous year.

- In January of 2021, Oakwood launched its “Return to Residency Program” (entitled Live, Learn and Play Safely), for students to stay on campus as the safest place in Huntsville. Our campus residency is at capacity, with expansion planned for a complete remodeling of our Married Student Apartments along with other campus spaces.
- The COVID infection rate on campus was managed with no break in operations. In this year the active cases were less than 3%.
- Oakwood Live! (October 6-9, 2021) brought 400+ high school students and 100+ chaperones to the campus; 118 prospective first-time students received on-the-spot acceptance for Fall 2022; a total of 243 prospective students applied during the 3-day event.
- During the Oakwood Live! activities, Oakwood University’s dual enrollment program expanded to six new academy partners in addition to Oakwood Adventist Academy—Greater Atlanta Adventist Academy, Pine Forge Academy, Takoma Academy, Boston Adventist Dream Academy, Northeastern Academy (Boston Campus, Northeastern, South Brooklyn Academy).
- In 2020 and 2021 we awarded \$4.1M in HEERF (Higher Education Emergency Relief Fund) emergency aid and financial assistance. For Fall 2021 and Spring 2022 we awarded institutional aid, including academic scholarships of \$12.5M (\$4.6M non-academic; \$7.9M academic).
- Oakwood has maintained the most affordable tuition in NAD for 10 consecutive years.
- In 2020, we relaunched the Oakwood App which places University information and service access in the hands of students.
- In 2018, the President’s Office created and launched the Office of the SDA Encyclopedia. This organization of Oakwood Scholars’ research and writing has resulted in 40 Oakwood articles submitted and entered into the new 2020 Seventh-day Adventist Encyclopedia, regarding the history and contributions of Oakwood University to the SDA church.

Speaking of influence, during this quinquennium, we experienced a first in the history of Oakwood University. Two of our



University, were honored on March 22, 2022.

### **MORE BLESSINGS AND BREAKTHROUGHS . . . GOD WAS FAITHFUL**

- During the pandemic, Oakwood University ended fiscal year 2020-21 with an \$8.3M increase to its bottom line.
- In light of the uncertainty of the global pandemic, rather than launch layoffs, Oakwood reduced salaries on a graduated scale in November of 2020 with the President taking the largest reduction. This action protected employment and ensured healthcare to our 325-member workforce.
- In August 2021, under the blessing of God’s provision, the University returned ALL back pay to affected employees in a single payroll check AND included the COLA adjustment check of 3% to each employee for Christmas, 2021.
- In 2021, Oakwood University was awarded \$16,954,939 in HEERF (federal and state grant funding). Grants awarded in 2021, including HEERF, totaled \$26,525,824.
- In 2019, Oakwood won a \$1.5M Alabama State contract to host the new Alabama School of Cyber Technology and Engineering.
- Oakwood applied for and won a \$1,000,000 federal contract with the US Census Bureau.
- In May 2021 Oakwood University applied for and was awarded \$350,000 in grants to serve as a COVID testing and vaccination site for the State of Alabama.
- In 2020-2021 fiscal year, donors generously gave more than \$2.5 million dollars to support the mission of Oakwood University.
- Industry recovery was expanded with construction and comple-



tion of a farm-to-table supermarket in 2020. <https://www.youroakwoodfarms.com/>

- In October 2021, we rolled out our focused \$50M “Enlarging Our Territory” Capital Campaign. Currently, silent-phase commitments stand at \$10M.
- In January of 2020, our “20 by 20” Endowment campaign reached the goal of \$20M (increased University endowment by 205%); by 2021 the Endowment has climbed to \$26M—with a goal of \$35M by 2025 (see chart).
- Oakwood University has a Composite Financial Index score of 6.78, placing Oakwood 3rd among the 13 SDA Colleges and Universities in North America at the time of publication.

### BLESSINGS AND BREAKTHROUGHS . . . WE WERE CARED FOR

- Oakwood University’s Digital Tour of the campus, which began in 2017—making Oakwood the first Seventh-day Adventist University to do so—proved to be an excellent resource during the time of the pandemic. <https://www.youvisit.com/tour/oakwood>



- In July 2021, Oakwood completed a \$1M renovation of the historic Eva B. Dykes Library.
- In July 2020, a \$1.6M renovation of the Department of Biological Sciences was completed.
- In August of 2020, Oakwood created and implemented the OU C.A.R.E. Work Scholarship program, which reduces student debt by 66% across a 4-year university education. OU C.A.R.E. currently supports more than 233 students. <https://www.youtube.com/watch?v=8eNwswXL-RI>, [https://www2.oakwood.edu/wp-content/uploads/Oakwood-Univ.-C.A.R.E.-brochure\\_x6.pdf](https://www2.oakwood.edu/wp-content/uploads/Oakwood-Univ.-C.A.R.E.-brochure_x6.pdf)
- Oakwood University launched three new graduate degrees:
  - 2019: Master of Public Health—in Nutrition and Wellness



- 2019: Master of Business Administration in Leadership and Management
- 2019: Master of Arts in Urban Ministry
- Graduate education enrollment grew during the pandemic with enrollment increases in August 2021.
- OU LaunchPad opened the OU LaunchPad Center for Entrepreneurship in 2021. <https://youtu.be/-Tq8RPUCIbE>
- In August 2020, we conducted our first successful COVID-19-friendly graduation of 334 students.

### BLESSINGS AND BREAKTHROUGHS . . . WE WERE RECOGNIZED

- Oakwood University ranked 4th among HBCUs (Historically Black Colleges and Universities) for graduating African-American students in STEM fields (Math and Biology) by [thehundred-seven.org](http://thehundred-seven.org).
- Oakwood ranked 11th among HBCUs for sending African-American students to medical school by [aamc.org](http://aamc.org).
- Oakwood ranked 12th in the country for the best bachelor’s in mathematics against 100 small and large institutions. <https://study.com/degrees/bachelors-degrees-in-mathematics.html>





Consider some of the successes of our Math and Computer Engineering Department.

- October 2020 – We received funding for the Minority Science and Engineering Improvement Program (MSEIP) Creating Opportunities for Success in STEM (CROSS) grant by the U.S. Department of Education. The grant is for 3 years totaling up to \$750,000.
- March 2022 –The MSEIP-CROSS the grant supported preparation costs (resume writing and mock interview workshops) and travel expenses for the 21 students who attended the convention of the National Society of Black Engineers conference in Anaheim, California. OU students received 59 formal interview call backs resulting in 13 students (62%) receiving summer internships, CO-OP opportunities, and permanent job offers.
- March 2021 – Oakwood University’s math program was ranked #12 in best bachelor’s in mathematics programs by [Study.com](https://www.study.com/).
- 2020 – Oakwood University ranked #4 among smaller HBCUs for top producers of students with mathematics degrees by TheHundred-Seven.
- May 2022 – Mersaydes Goodson (’17, B.S. Mathematics) graduated with the Ph.D. in Physics from the Alabama A&M University in Huntsville, AL. The significance of this Oakwood University alum’s graduation is that less than 100 African-American women in the U.S. have earned a doctorate in Physics between 1972 and 2017. Note: There are less than 100 African-American women with PhDs in Physics in the U.S. Now an Oakwood graduate has been added to that list.

### BLESSINGS AND BREAKTHROUGHS . . . WE SHARED THE OU STORY

- Created and launched bi-annual study of young adult spirituality called LifeCore. Study conducted in 2011, 2013, 2015, 2017 and 2019, and 2021.  
<https://www2.oakwood.edu/life-at-oakwood/lifecore/>
- Prepared an International Young Women’s Devotional through our Oakwood University Anna Knight Center for Women’s Leadership. Scheduled for publication in 2022.
- Oakwood University Broadcast Network was reorganized in January 2020. OUBN has produced and/or facilitated over 120 media

products in telling the Oakwood Story. Examples include:

- <https://media.oakwood.edu/>
- <https://www.youtube.com/watch?v=B5QGZMEGvRo>
- [https://youtu.be/FHIM8\\_3J4FU](https://youtu.be/FHIM8_3J4FU)
- <https://youtu.be/7wbRH05232U>
- <https://youtu.be/RdLQCBNkV9E>
- <https://youtu.be/j1SjgMC0gk4>
- <https://www.waaytv.com/content/video/573864522.html>

- Aeolians named the “Choir of the World” in 2017



- Oakwood Featured in the Summer 2020 *Huntsville Magazine*-US-CAA Champions-Men’s Basketball Team; Honda All Star Champions; World Choir Game Champions-Aeolians

Without the strong commitment made to Oakwood University Broadcasting Network, communicating and keeping constituents informed would have been almost impossible. OUBN and WJOU



were a regular lifeline to our publics.

- OUBN produced promotional videos for the Virtual General Conference Global Campmeeting and other media events highlighting OU schools, programs and activities.
- OUBN produced two virtual Alumni Weekends.
- 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.
- In 2020, we created the bi-weekly “Inside Oakwood with Dr. Leslie Pollard” radio simulcast on WJOU 90.1 FM and Facebook. <https://www.facebook.com/Praise90.1FM/videos/398923571313419>
- During the pandemic, we implemented virtual weekly Town Hall meetings to facilitate direct communication to employees via ZOOM. Attendance ranges from 120 to 190 employees weekly.



And one that I am especially grateful for—we took a faith position in 2020 that God as our helper, during a wave of business downsizings and layoffs, Oakwood University did not have to lay off one employee! To God be the Glory!

### **OAKWOOD HIGHLIGHTS PRIOR TO THE PANDEMIC—GOD WAS VERY GOOD TO US!**

Members, what has become clear is that much of the groundwork for our University’s survival and thriving during the pandemic was laid in the years leading up to the pandemic. It was during those years that the institution was being grounded culturally, spiritually, financially, and missionally. Between 2016 and 2019 our administrators, faculty, and staff, were implementing innovations while diligently working to advance the institution. Below are just

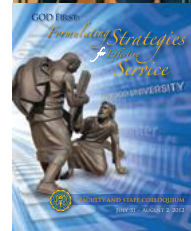
a few of the highlights from that time of institutional activity. We give God the glory for the accomplishments of His people and His institution.

### **THE ANCHORING AND ORIENTING VISION 2020**

Prior to and during the Global Pandemic of 2020, Oakwood University was guided by “Vision 2020—A Road Map to the Future for Faculty, Staff, and Students.” On January 25, 2011, we did not know that God was providing Oakwood with a roadmap of principles, programs, and provisions that would bless and secure the institution during the unforeseen, once-in-a-century Global Pandemic of 2020. This vision and strategic focus provided a roadmap that identified and plotted the coordinates of our journey, while also allowing us the needed flexibility to adjust to changes in our social, political, physical, and spiritual terrain and roadways. It facilitated nimbleness in seizing opportunities, while maintaining big goals. Our leadership team embraced our administrative pledge: “We will launch plans that are destined to fail, except God intervene.” On April 14, 2021, we dedicated a display in the Eva. B. Dykes Library to all of the accomplishments of Vision 2020.

Note the following excerpt from Vision 2020 for the most recent quinquennium:

“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





Oakland  
UNIVERSITY

VIEWPOINT







Dr. Prudence Pollard and her family enjoy the unveiling of the display in the Eva B. Dykes Library, of all of the accomplishments of Vision 2020.

Photo by Teymi Townsend



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."

### PARTNERSHIPS AND STRATEGIES THAT MATTER

Believing that there is no progress without a plan, seven Strategic Priorities (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 strategic movements in the last quinquennium which advanced the mission of Oakwood University. We have met multiple times since then, but this meeting was a cornerstone of visioning for our shared future.

2016 was a midpoint in our strategic focus. Periodic and regular revisitation of our goals have carried our institution forward through very difficult times in SDA higher education. During

this quinquennium, we needed our strategic partners to support, counsel, guide, and stand with our institution as we matured our University identity. Our partners delivered that and more.

Consider our sponsor, the North American Division. It is clear that a major strategic move for Oakwood University occurred at the beginning of the last quinquennium. That strategic relocation was our critical organizational transition to the North American Division (NAD) in 2015. Little did we know in 2016 that the transition to NAD would provide us the critical and connective inputs needed to navigate some of the most threatening crises that the institution would face during the quinquennium, including the recent cyber-attack on our systems. No conversation about the progress of Oakwood University would be complete without acknowledgement of the sponsorship and support of our North American Division for Oakwood University.



President Pollard with the OU Board of Trustees in April 2022

Another strategic partnership came in the form of the Southern Union (SU). The administrative team of our Southern Union have been an inclusive and supportive local family. From the financial support to the team support of the SU leaders, Oakwood has been blessed by our Partners in the Southern Union.

Another strategic partnership that nurtures Oakwood comes in the form of our Office for Regional Conference Ministries (ORCM) and our Regional Conferences. The symbiotic relationship with our key stakeholders has been a blessing to the Oakwood University operation for 80 years. During this quinquennium, that historic relationship has been concretized, not only through the continued financial support extended to Oakwood, but through the recruitment support and initiative launched and hosted within their Conferences. Culminating this relationship, the Board of Trustees voted to welcome onto the Oakwood University Campus the new headquarters building for ORCM. The leaders of the Regional Presidents' Caucus broke ground in the Fall of 2020,



for a brand new, 32,000 sq/ft. center of operation located on the campus of Oakwood University. The building is scheduled to open in Fall of 2022. In recognition of the key educational partnership between ORCM and Oakwood University, the leadership voluntarily included classrooms to be dedicated to educating University students and revisiting the history of mission among our distinctive people group.

Another important partnership that we gratefully acknowledge is the unrestricted support that our institution received and continues to receive from AdventHealth every year of the past quin-



num. The leadership team of AdventHealth continues to invest in SDA education and we especially appreciate the support directed specifically to Oakwood University. We cannot thank the leadership of AdventHealth enough for looking with favor upon our institution and blessing our operation.

As you read across this report you will note many partnerships in addition to these. Partnerships with our Oakwood University Alumni Network and our academy partners are critical to the success of our mission. You will note that our Parent Town Halls, students, faculty members, staff members, University administrators, local churches, local pastors, and many others are reflected in our Members' booklet.

## STRATEGIC PRIORITIES, ACTIONS, AND RESULTS

The **first Strategic Priority** growing out of our Quinquennium's Strategic Plan captured the centrality of our "God First" commitment in the area of University Mission and Culture. In the past quinquennium through the Office of Spiritual Life, Oakwood University embraced the first Strategic Priority—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 diversely populated Office of Spiritual Life (OSL). By supporting the diverse constituencies composing our University family, with the support of the Board of Trustees, and growing out of Vision 2020, we recruited youth specialists to serve faculty and staff, a youth director to serve as one of our chaplains who would focus on our male ministry initiatives and campus ministries, and an associate chaplain, who would focus on our female ministry initiatives. Together coordinated 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 2016, we intensified the building of an intentional spiritual life ministry to the Oakwood University family. In conjunction with our student body, the LifeCore® Research Center continued its conduct of an assessment of the spiritual needs, interests, and commitments of the student body. By directive of the President's Office, with the cooperation of Student Services, the Office of Spiritual Life, the expertise of the Research Division, and the enthusiastic support of the United Student Movement, we continued 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 LifeCore® Spiritual Life survey in 2011, 2013, 2015, 2017, 2019, and in 2021.





This data-for-decision making approach 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<sup>®</sup> 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<sup>®</sup> constitutes a body of original spiritual life research because our motto in survey development is that the measures must match the mission. Our findings tell us that our Oakwood University spiritual life commitments are profound and pervasive. Samples of some of our findings are found in the Appendix to this report on page 48.

During this quinquennium, at the height of the pandemic, we elevated and intensified the ministry of Oakwood University Broadcasting Network (OUBN) and the ministry of WJOU. As President, and Chief Spiritual Officer of the University, we complimented the weekly InsideOakwood electronic newsletter, by creating and launching InsideOakwood (WJOU radio broadcast) and on Friday night "Oakwood Praise," which later became "Windows on the Word" and our Friday night Block of family-friendly programming.

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. Students continue to offer service to local, national, and international communities. In the Summer of 2018, 19 Oakwood University students, accompanied by the OSL Team traveled to Amazonas, Brazil, to participate in the erection of a campus construction project. Along with several other Adventist Institutions across the North American Division, a total of ten buildings were built on the grounds to construct an entire campus for learning, spiritual and social purposes. Among those ten buildings, Oakwood University contributed a classroom and a library on the campus.

In 2019, OSL embarked upon a medical mission trip to Flores and Poptun, Guatemala. Oakwood University, in collaboration with a medical missionary team, set up clinics in various areas, fed the homeless, visited nursing homes, an orphanage, and performed a spiritually uplifting program for a local elementary school. Free dental care and medical care were provided. Fourteen students and OSL staff are currently traveling back to Guatemala to continue the work of global service to humanity.

In addition, over the last several years, OSL has completed national efforts of service by responding to Hurricane Harvey in Houston in collaboration with Southwest Region under the leadership of Dr. Calvin Watkins and setting up community relief posts. These community service projects were launched in Atlanta, Tampa, the US Virgin Islands, Little Rock, Dallas, and most recently South Carolina. Between 2016 and 2021, local Agape Days as well as national mission trips to remote sites, and international service defined our student in mission program.

## PERSONAL MINISTRY TO STUDENTS AND FROM STUDENTS

Chaplains have been appointed to visit students, faculty, and staff members to provide spiritual counseling, Bible studies, and



spiritual nurture. The growth of our National Mission Trips continues to bless students.

- In the Fall 2021, 12 students joined the mission trip to Little Rock, Arkansas, to help clean a number of houses in a gentrified community. The students spent three nights of drive-through evangelistic efforts and distributed practical goods (like 200 gallons of detergent) with their messages about Christ.
- In the Spring of 2022 Oakwood students conducted a mission trip from April 28 – May 5, in the Rockhill/Pageland area of South Carolina. The OSLM team conducted an international mission trip to Guatemala for the summer of 2022 with 17 students, 4 Oakwood employees and 2 non-Oakwood professionals registering for the trip.
- The United Student Movement (USM) continued its commitment to the spirituality to the campus by organizing a prayer Vigil for Ukraine.
- On April 21, 2022, USM Sabbath was conducted to the delight of our student body.
- One ministry to student leaders came in the form of the President's Student Leadership Tours—pictured below is the trip to Montgomery Civil Rights Museum.



President Pollard pictured with USM Officers on USM Day, April 2, 2022

### FIRST CHAPEL—MISSION CONSECRATION

From 2016 to 2021, the University continued its annual 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.

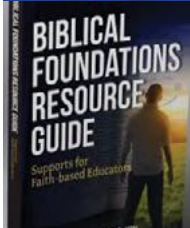
### DISCIPLESHIP THROUGH BAPTISM AND NEW MINISTRIES

From 2016 to 2021, the Office of Spiritual life has baptized \_\_\_ 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 Weekends, 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 thank Dr. Carlton Byrd for his ministry as Senior Pastor to the Oakwood University community and we welcome Elder Debleaire Snell in his new role. We cannot overestimate the value of the student-sensitive Sabbath programming and the fellowship-dinner support for students who may have a limited or no meal-plan during the Quinquennium. 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.

I am delighted to affirm 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 to Breath of Life. In the last 10 years, 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. In summary, the model for integrative, diverse, and wholistic spiritual care executed in the OSL model, and in partnership with local churches across the last 12 years on the University Campus has resulted in the more than 25 pre-pandemic ministries. With 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 Priority** spoke 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 and ground in the Biblical Foundations upon which our institution reasts. Our mission is to “transform students through biblically-based education for service to God and to humanity.” The purpose of our educational enterprise is 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!

Based on the diligent work of our Academic Division in the last Quinquennium, our institution continued with full reaccreditation through SACSCOC. During our 2018 follow up visit, our Quality Enhancement Program with its emphasis on critical thinking through writing, passed accreditation review with no comments.

Within the last five years, we successfully completed accreditation by the following agencies. Oakwood . . .

- Successfully completed and received the full AAA site visit in 2018.

- 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 2021.
- 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 DEANS AND GRADUATE PROGRAMS

Oakwood University’s Academic Division has made significant advances in the last quinquennium. Three new Master’s programs have been launched since our last Corporate Member’s Meeting along with the launch of a New School of Graduate Studies. We are pleased to announce that we graduated students in both the Master of Business Administration and the Master of Urban Ministry Programs.

In 2021, we also created a new School of Graduate Studies to house our growing advancement in graduate education. Given the challenges in retention across our SDA institutions, in 2020 we also created two new dean positions—a Dean of Enrollment & Retention Services, and a Dean for Graduate Studies. The Dean for Enrollment & Retention 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 Graduate Studies coordinates the resources of the institution to support the management, coordination, and expansion of graduate education. The services that support these endeavors are all located in Cunningham Hall, thus providing a “one-stop shop” for registration, enrollment, and student success. We also recruited and





installed new deans in the School of Arts & Sciences and the School of Theology.

## ENROLLMENT AND NEW PROGRAMS

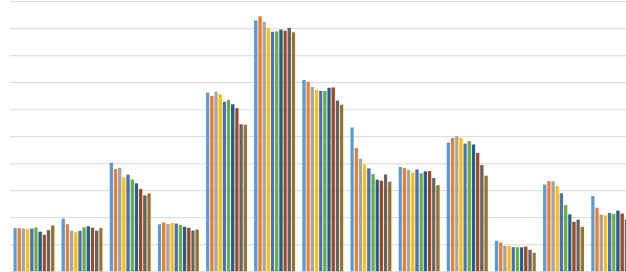
Oakwood Live! (formerly College Days) was rebranded and implemented in October 2015 for the purpose of bringing a new perspective to enrolling at Oakwood, making the experience more interactive and representative of the full “Oakwood Experience” for high school juniors and seniors. During the pandemic, we reconvened Oakwood Live! here on the campus and the attendance was overwhelming: 600 attendees, with 500 prospective freshmen attending in 2021 and 140 registered “on the spot” to enroll in Oakwood for Fall 2022.

This work of enrollment is vital to the success of SDA institutions of Higher Education. A look at the trends of the Adventist Higher Education across the last 10 years indicates that we must do more to promote and enroll students into our institutions. It is clear the Adventist Higher Education faces headwinds that are being further precipitated by the impact of COVID-19 on higher education.

## INCREASED ENROLLMENT AND RETENTION EFFORTS

The institution experienced enrollment growth during the 2021-2022 academic year during both the fall and spring semesters.

Enrollment Trends in SDA Higher Education 2012-2022 In North America

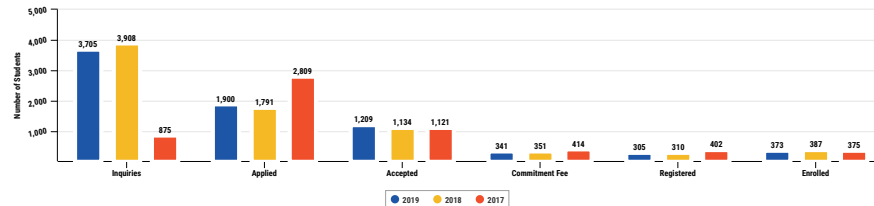


the Zoom platform, Affinity Group Recruitment efforts have resulted in (need to add data). Dual Enrollment agreements have expanded to additional partner institutions outside of OAA to institutions such as Pine Forge Academy, GAAA, Takoma Academy, and others. Oakwood Live! programming focused on onsite acceptances and awarding of scholarships. The institution expanded its efforts to

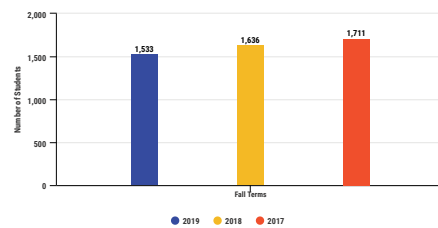


## Fall 2019 New Student Enrollment Stats

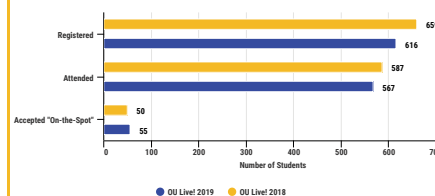
FALL 2017 - 2019 COMPARISON



2017-2019 TOTAL ENROLLMENT COMPARISON



2018-19 OU LIVE! STATS



July 30, 2019

The recruitment team has expanded their recruitment efforts into additional territories with intentionality, to special populations. These recruitment efforts included targeting special school events, to children in kindergarten, as well as eighth grade graduations at our partner institutions. More visits are being made to public, private and Christian schools, as well as churches. Through





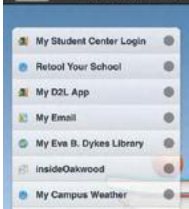




Dr. Pollard meets with a group of potential students from the Detroit, Michigan area.

Photo by Teymi Townsend





improve its graduation and retention rates by offering classes year-round – fall, winter break, spring, summer 1 and summer 2.

In response to these trends, Oakwood University launched our OU C.A.R.E. program. OU C.A.R.E., with its family-friendly funding model, allows families to reduce college loan debt by 60%. In the first year of its rollout in 2019, 247 students were able to enroll in Oakwood and finance their education. It is possible to earn a 4-year university with less than \$10,000 in debt.

We are pleased to report that we are beginning to see the results of these initiatives. Through the collective hard work of our campus and our enrollment team, we are grateful for the enrollment increase we experienced in Fall 2021. Oakwood was among four of 13 SDA institutions in the North American Division who experienced an increase enrollment. At the same time, in 2018, the Academic Division reduced the number of graduation credit requirements needed to graduate from 128, and in some cases 132, to 120. Thus, students can graduate earlier, and save expenses while doing so. The Academic Division also oversaw the issuance of workplace-validated certificates as students enroll as freshmen and matriculate toward graduation as seniors.

A number of progressive initiatives were launched during the last quinquennium, including the groundbreaking work of our newly named School of Theology. Following are significant achievements by the School of Theology over the past quinquennium.

- Our School of Theology (ST) acquired full membership in the Association of Theological Schools (ATS). The signature graduate programs of the ST, the Master of Arts in Pastoral Studies (MAPS) and the Master of Arts in Urban Ministry (MAUM), both received the maximum accreditation by ATS — 7 years.
- In partnership with the Office of Grants and Research, in December 2021, ST was awarded a 1 million-dollar Lilly Endowment grant to retool the curriculum for the 21st century minister in the areas of diversity and inclusion, community health education and promotion, and social justice.
- The Master of Arts in Urban Ministry program was launched in 2019; by 2022, MAUM will have 15 graduates.

Students enrolling at Oakwood during the last quinquennium

were also the beneficiaries of our \$2.800,000 Career Pathways Grant program in 2018, which began the award of a \$100,000 planning grant in 2017. Through Career Pathways, students were able to earn industry-valued professional certificates which were incorporated into the classes within their academic programs. We also used those funds to create the new OUApp—which brings institutional information to the devices of our students.



The **third Strategic Priority** 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 is the facilitation of learning outside the classroom for building a commu-

nity in which students are encouraged to be responsible citizens.

The Division consists of the Office of Spiritual Life, Residential Life (non-coed housing in residence halls, annex apartments and West Oaks Complex), Intramural sports program, Food Services, Student Activities, Health and Counseling Services, Athletics, New Beginnings, OUPD, and the United Student Movement (USM).

Some of the key accomplishments during the last quinquennium consisted of Technology advancements, and focused Student Spiritual development and service filled mission trips. Spiritual Life & Mission (SLM) moved from a manual Chapel check-in process to a simplified and





efficient technological solution by using a quick response code better known as a “QR Code” and the students’ personal smartphones. For students without smartphones a digital link is provided for check-in. Benefits of this transition resulted in the elimination of students standing in long lines to enter the church, which provided the ability participate in service sooner to hear announcements and other items that enhance the students’ experience. SLM also revamped the Chapel Fining System to increase student accountability, enhance the student/customer experience and provide stronger cooperation for each individual student’s spiritual development.

Service-inspired Mission Trips also were key marks of SLM during last quinquennium as shared above. SLM also enhanced the Oakwood University Athletic Program, Retention and Renovations of Residential Life. In 2019 the Men’s Basketball team won the USCAA Championship for its third USCAA title. In 2022, the Oakwood Ambassadors joined the National Association of Intercollegiate Athletics. This switch will expand the reach of Oakwood and its influence on the league. In 2022, the Oakwood University Athletics Department was voted and joined as full member of the National Association of Intercollegiate Athletics (NAIA) and voted and joined as a member of the Gulf Coast Athletic Conference (GCAC). One of the advantages of joining the NAIA is to develop champions of character, fuel better performance on the court, and as a result, fuel better performance in the classroom, in personal relationships and prepare our athletes for leadership roles post-graduation.

Innovation of Campus Health & Wellness-Partnership with Huntsville Hospital also were accomplishments of the SLM Division. In 2022 SLM improved continuity of care for OU students by providing a full-service health team staffed by Huntsville Hospital with a state-of-the-art facility to address our students and staff health

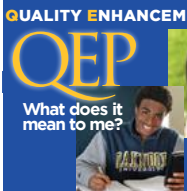
concerns at the Community Health Action Center (CHAC). In 2020, we negotiated a partnership with Huntsville Hospital to guarantee continuity of care for students enrolled at Oakwood University. Our new partnership is located on the East Campus at our Community Health Action Center. Also, a full-time counsellor for mental health was hired, and a Testing and Vaccination site was established at our new Community Health Action Center. The new Director for Health Services also continues to coordinate a full-service operation in the Health and Counseling Center, to assist our students in the interface with Huntsville Hospital and to address the mental health needs of our students.

Regarding our campus safety climate, Title IX reexaminations occurred during the quinquennium. SLM 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. We also utilized consulting support to upgrade the investigative techniques and add electronic record keeping to the Title IX process.

The working relationship with the United Student Movement is a tremendous resource in maintaining good communication with our students. USM has been proactive in dealing with civil and social issues by organizing marches and public forums, which included city officials.

USM was deeply involved in the efforts to protect the campus from COVID-19 during the last two years. The Honda Campus All-Star Championship placed in the Final





4 of 48 teams in the 2022 Annual Honda Campus All-Star Challenge in Torrance, California. Oakwood has previously been national champions in 2008, 2009, and 2017. Each placement results in a cash prize to the institution for the competition.

SLM was instrumental in assisting with the decision to change food service suppliers from Thompson Hospitality Services to Sodexo. Through the work of Student Activities, more than 40 students have been trained as Health Ambassadors for Healthy Campus 2020 and Healthy Community on the STANDOUT principles. Our health Ambassadors hosted a Healthy Campus 2020 vending fair which led to conversion of 50% of all vending machines to healthier choices. Oakwood also won the Tobacco-Free Campus Award at White House Conference on HBCUs at beginning of quinquennium during the 2015-2016 School year.

## STUDENT ACTIVITIES

Renovations are underway in the effort to recapture decreased residential capacity in residence halls AND in residential housing, such as the married students' apartments. In support of Oakwood's growing international student population, 20 new flags have been added to existing world flags on campus. More than 50 nationalities are represented between the student body and our workforce. We say to God be the Glory!!!

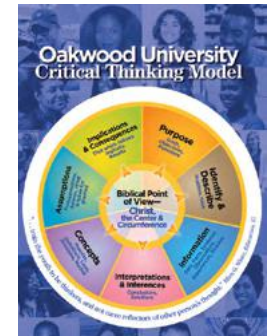
The **fourth Strategic Priority** spoke to the institution's mission through our commitment to excellence in Research and Faculty Development. This Division "facilitates development of our research infrastructure and assures exceptional performance of faculty and staff through the utilization of best-in-class 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:

- Along with identifying a Dean for the School of Graduate studies, during the last quinquennium, we built the school structure to

support the desired quality for interdisciplinary collaboration growth of academic programs. This sixth School in our growing structure provides the base for integrative conversations and planning for the rapid expansion of the Graduate program.

- As mentioned above, in 2021, Oakwood University authorized the creation of the School of Graduate Studies. Immediately upon its formation, the leadership organized a Graduate Council to create customized policies, procedures, and shared goal setting. One of the first plans designed intends to move the university to a doctoral degree-granting institution by 2024.
- During the last Quinquennium, the Division of Research and Faculty Development identified, procured, and deployed academic technologies to support learning delivery by the Oakwood faculty.
- Certifying faculty to deliver student-engaged online learning, in response to the pandemic crisis of 2020 to certify teachers in online delivery of learning and building the instructional spaces for online instruction. (Next is buildout of the co-curriculum environment for delivery of technology mediated advising.)
- Successful implementation of the 5-year, accreditation-required, Quality Enhancement Program: Critical Thinking Developed Through Writing and moving it to sustainability by embedding the initiative into the general education program as student learning outcome number four, development of a Biblical approach to thinking, and implementation of the Faculty Certificate in Critical Thinking to support instruction and learning.
- Implementation of the Healthy Campus 2020 (now Healthy





Campus, Healthy Community-HCHC) initiative, resulting in the Partnership for Healthier America's 2018 certification of the campus as a healthier campus and awarding it the Crystal Apple Award.



With donations from alumni and friends, in 2021, phase II was implemented at the newly built Community Health Action Center. The Center is home to a Mobile Market that serves food deserts



and swamps with affordable fruits and vegetables; a Food Pantry stocked with free groceries and fruits and vegetables; a COVID-19 testing and vaccination site; a Health Education Teaching Kitchen; and a STEAM program for children that is named Camp OAKS; <https://chac.oakwood.edu/camp-oaks/> and a Primary Care Clinic operated by Huntsville Hospital.

The Division of Research and Faculty Development's proposal for \$6,000,000 was funded to transform education here at Oakwood. Through these resources, the institution was able to convert student work-study into micro-internships, launch certifications, create the Oakwood App, and rethink our approaches to advising and retention.

During the quinquennium, the RFD Division also secured donor

funding for the Faculty Development Summer Institutes through which 60 faculty annually had the opportunity to ground their disciplines in the Biblical Foundations for the disciplines.

Growing out of these 5 years of work on Biblical Foundation came the text for future sustainability, "Biblical Foundations for the Disciplines."

It was during these summer sessions that our faculty was able to interact with and contribute to the development of a biblical approach to what's widely touted as critical thinking. The Oakwood Model for Critical Thinking reflects a biblical foundations and Christ-centered approach to thinking.

When we 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 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 Faculty Resource Center now houses the new Faculty Institute for Teaching and Learning beginning 2022.

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

RFD administered 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. Faculty receive development to deliver instruction through a certificate program to teach critical thinking. In 2018, the QEP program was reviewed by SACSCOC and was passed without one recommendation.

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. During the last quinquennium, the same rigor assisted in the planning for Faculty's success in the classroom, in the laboratory,





and in the community of academics. Recently, two of our Faculty were selected to attend the Stanford University Faculty Innovation Sessions. The Faculty Training and Development brochure lists the schedule for webinars, workshops, conferences, think tanks, lunch-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 thinking, instructional pedagogy, and course management.
- Scholarly Activity—both workshops and specialized programs were designed to encourage scholarly activity by the faculty. The innovative Faculty Development Grant Program (FDGP) incentivizes faculty scholarship through an internal and competitive grant seeking program.
- RFD was asked to administer the Anna Knight Center for Women’s Leadership in 2017. The Center is housed on the lower level of the Eva B. Dykes Library. The Grand Opening took place on March 27, 2016. The Center has advanced research on women’s leadership, with an emphasis on African American women in the Seventh-day Adventist Church. It also published a small devotional with the help of a multi-racial and international group of writers.
- 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. In 2018, Oakwood was awarded the prestigious Crystal Apple Award from Partnership for a Healthier America as a premier campus wellness program in the United States.
- 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 began Fall 2020. The CHAC opened in June of 2021, at the height of the pandemic.
- Constructed an outdoor exercise yard to engage students in out-



door 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.



The **fifth Strategic Priority** addresses the institution’s mission by encouraging philanthropy through identifying, cultivating, soliciting, and stewarding donors. The Office of University Advancement fortifies the university through philanthropy and fund development. The mission of this office would not be possible without the continual support of the OU family. The generosity of Oakwood’s alumni and friends has been a backbone to the success of the only Seventh-day Adventist historically Black University in North America.

The Office of University Advancement includes Advancement Services, Alumni Relations, Customer Care, Development, Integrated Marketing & Public Relations, and WJOU-90.1 FM. Collectively, the departments strive to transform students’ lives by building and maintaining internal and external partnerships. The functions of the office provide support to the mission, priorities, vision, and strategic plans of the institution.

The sustainability, advancement, and development of the University are supported through donations to the annual fund, major gifts, scholarships and endowments, planned gifts, and capital campaigns. Funds garnered make possible improvements to the University’s infrastructure, curricular and co-curricular programs and activities, and new construction. Oakwood



is also a proud member institution of the UNCF (United Negro College Fund) network and hosts its North Alabama campaign.

As Oakwood University ambassadors, we strive to serve our alumni and friends, students, faculty, staff, and community. We champion belief in the African proverb, “if you want to go fast, go alone, but if you want to go far, go together.” Let’s go together! High-



lights of progress over the past five years in this specific administrative areas include:

### IN ALUMNI RELATIONS, WE . . .

- Developed programs and expanded alumni engagement through Alumni 360 (career mentoring, job placement, and networking); Beyond the Oaks (service and volunteering), Oakwood Legacy Families; and Affinity Groups (student recruitment); Ignite 10 (recurring gifts to support the University).
- Significantly improved the celebration and recognition of reunion honor class engagement and giving participation.
- Established the Oakwood University Alumni Council, to provide coordination, assistance, support and programs to increase alumni engagement and networking.
- Launched the annual Alumni Summit, a strategic planning and networking event, to provide advice from alumni and friends to increase engagement and communication between the University and its stakeholders.
- Increased total annual Alumni Giving participation rate from 2.51 to 4.68 within the last five years.



- Encouraged service among the graduating senior class and recognized their giving by adding a philanthropy honor cord to their regalia.

### IN DEVELOPMENT, WE . . .

- Grew philanthropy to \$12,150,007 between FY17-FY22 (to date of this printing)
- Launched the \$50 Million dollar capital campaign, Enlarging Our Territory: One Faith, One Future, One Oakwood!
- Established the Major Gifts Morning Star Giving Society.

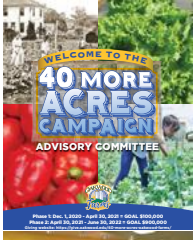


### IN INTEGRATED MARKETING & PUBLIC RELATIONS, WE . . .

- Developed weekly *InsideOakwood* e-newsletter to engage constituents in the weekly happenings of the Oakwood campus.
- 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 40th 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 a new transmitter and applied for an increase in wattage from 25k to 33K watts.
- 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.



The **sixth Strategic Priority** spoke to the institution’s mission through our commitment to excellence in Fiscal Growth, Responsible Management, and Long-term Stability.

The University administration has implemented a financial strategy to promote the long-term health and viability of the University. The strategy involves setting benchmarks and implementing plans and processes to ensure that the University had adequate resources to increase the overall wealth of the University, attract and retain students, maintain, and develop campus facilities, increase operational efficiency, and develop multiple revenue sources.

Financial Administration provides strategic oversight based on Vision 2020/2030 for specific administrative functions including Accounting, Student Financial Services, Advancement, WJOU-90.1FM-Radio, Integrated Marketing & Public Relations, Bookstore, Mailroom, Government & Vendor Contracts, and Oakwood University Industries including Edible Arrangements, Oakwood Farms Market, and Oakwood University Memorial Gardens Cemetery.

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.

The institution has policies and practices in place to ensure that financial statements are accurate, consistent, and auditable. During the last two decades, the institution has received unquali-

fied audits with management letters (zero findings in management letters), as documented in the independently verified audited financial statements, and in the institution’s most recent management letters. Furthermore, the institution achieved and maintained low risk audit status for the audit of government funds, allowing the institution to reduce audit cost and time. In 2021, the Schedule of Findings and Questions Costs for 2020/2021 Audited Financial Statements documents that Oakwood University received a Unqualified (clean) Opinion; and that there was no material weakness, significant deficiencies, or areas of non-compliance.

Despite the declining of global 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 constitu-



An outstanding series of blessings and breakthroughs were experienced in our financial division. God honored our commitments to be careful stewards of both His human and financial resources. Note the following highlights of the last quinquennium:

In light of the uncertainty of the global pandemic, rather than launch layoffs, Oakwood reduced salaries on a graduated scale in November of 2020 with the President taking the largest reduction. This action protected employment and ensured healthcare to our 325-member workforce.

- In August 2021, under the blessing of God’s provision, the University returned ALL back pay to affected employees in a single payroll check AND included the COLA adjustment check of 3% to each employee for Christmas, 2021.
- In 2021, Oakwood University was awarded \$16,954,939 in HEERF (federal and state grant funding). Grants awarded in 2021, including HEERF, totaled \$26,525,824.
- In 2019, Oakwood won a \$1.M+ Alabama State contract to host the new Alabama School of Cyber Technology and Engineering



and applied for and won a \$1m+ federal contract with the US Census Bureau.

- In May 2022 Oakwood University applied for and was awarded grants \$350,000 to serve as a COVID testing and vaccination site for the State of Alabama.
- In 2020-2021 fiscal year, donors generously gave more than \$2.5 million dollars to support the mission of Oakwood University.
- Expanded industry recovery with construction and completion of a farm-to-table supermarket in 2020. [https:// www.youroakwoodfarms.com/](https://www.youroakwoodfarms.com/)
- In October 2021, we will roll out our focused \$50m “Enlarging Our Territory” Capital Campaign. Commitments stand at \$10M.
- In January of 2020, our “20 by 20” Endowment campaign reached the goal of \$20M (increased University endowment by 205%); by 2021 the Endowment has climbed to \$26M— with a goal of \$35M by 2025.
- Ended Fiscal 2021 with Composite Financial Index score of 6.78 indicating increasing financial viability.



As of the 2021 audit observable successes include:

As highlighted in Chart A revenue has exceed expenditures for all five years of the quinquennium with a net increase of \$8.5m in fiscal year 2021. As noted in Chart B the institution financial ratios indicate institutional viability. The Net Income Ratio has increased from -2.57% in fiscal 2020 to 5.58% in Fiscal 2021. The Return on Net Assets ratio indicating that the University is operating within



its means grew from .061% (2020) to 9.74% (2021). The Primary Reserve ratio grew from 66% (2020) to 72% (2021), illustrating that Oakwood can thrive for nine (9) months without additional resources. The institution maintains a strong viability ratio of 3.68 indicating that debt is managed strategically to support the University. The 2021 Composite Financial Index (CFI) score of 6.76 indicates the University is thriving financially (Chart C). Furthermore, the institution's restricted and quasi-endowment increased by \$9.7 million (59.5%) (Chart D) indicating increasing long-term viability. As further illustrated in Chart E, the Seventh-day Adventist Church continues to be a strong supporter of the University. During the last five years, contributions from the Church have increased 10.51% to \$6.4 million and represent about 10% of gross revenues (Chart E). Finally as illustrated by Chart F annual fundraising dollars have increased over 98% annually since 2017.

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:

#### MAJOR CONSTRUCTION PROJECTS:

- Peterson Hall Residential Facility - Opened July 2021 - \$7 million.
- Community Health Action Center (CHAC): Completed construction of the CHAC with instructional kitchen – Opened – July 2021 - \$4 million.
- Oakwood Farms Market: Completed the Construction of Oakwood Farms Market & Pavilion. Opened June 2020 - \$3.6 million.
- Peters Music Building – Coming August 2023 - \$4.5 million.
- CHAC Pavilion - Coming August 2023 - \$950K.

#### AT OAKWOOD UNIVERSITY MEMORIAL GARDENS CEMETERY, WE . . .

- Updated policies and procedures for Oakwood University Memorial Gardens Cemetery.
- 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.





**ACADEMIC PHYSICAL RESOURCES ENHANCEMENTS COMPLETED:**

- Renovated and upgraded furniture, fixtures, HVAC, classroom, labs, and circulation areas in the Biological Sciences Department.
- Renovated floors, lighting in classrooms and other areas in the Health & Exercise Facilities.
- Remodeled the Child Development Lab’s kitchen in the Cooper Complex.
- Installed a new central air conditioning system in Peters Hall.
- Painted the entire inside of the Millet Activity Center.
- Renovated Green Hall, first level to the lower level.
- Anna Knight Hall: Renovated and installed two (2) central air conditioning systems, resurfaced/restriped the parking lot and power washed Atrium Roof.
- Art Building: Installation of A/C unit, installed new duct work.
- Burrell Hall: Heating unit replaced in the auditorium.
- Eva B Dykes Library: Upgraded lighting, painted, floors replaced, and reconstructed pavilion – Colwick Wilson, Project Manager.

- Heating Ventilation & Air Conditioning.
- Installed new chiller at the McKee Business & Technology Complex.

Oakwood University maintains a system of security for the well-being of students, employees, and public and endeavors to enhance the system on a continuous basis. The University has an Emergency Operations Plan that is reviewed and periodically updated. The Emergency Operations Plan establishes the policy, procedures, and organizational structure to plan for, respond to, and recover from emergency situations. The plan adopts an “all-hazard” approach to include responses to multiple types of emergencies, including acts of terrorism, civil disturbances, explosions, flooding, food-borne illnesses, pandemic diseases, hazardous material spills, severe weather, and utility failures, etc. This plan follows the National Incident Management System (NIMS) model mandated by the federal government with particular emphasis on the Incident Command System component. Safety enhancements include:

# Financial Highlights FYE 2021



**Unqualified (Unmodified) Financial Audit  
Low Risk Auditee** 

**Composite Financial Index Score of 6.76** 

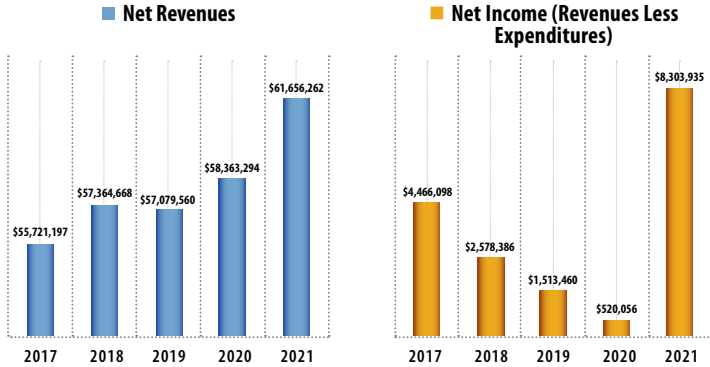
**9 Months of Operating Reserves** 

**Days of Cash-on-hand: 78** 



**CHART A**

## Schedule of Activities



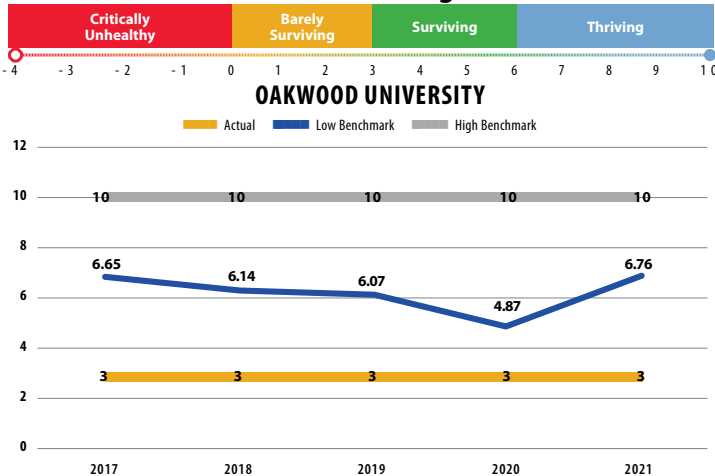
**CHART B**

## Financial Health Ratios for latest 5 complete fiscal years

YEAR	2017	2018	2019	2020	2021	TARGET
<b>PRIMARY RESERVE RATIO</b> How long can OU operate w/o additional net assets?	75%	75%	72%	66%	72%	40%
<b>RETURN ON NET ASSETS RATIO</b> Does assets performance support the strategic direction of OU?	5.9%	3.20%	1.82%	0.61%	9.74%	3-4%
<b>NET INCOME RATIO</b> Is OU living within its available resources?	3.9%	1.20%	-0.02%	-2.57%	5.58%	2-4%
<b>VIABILITY RATIO</b> Is debt managed strategically to advance OU?	4.27	4.4	4.79	4.11	3.68	1.25 to 2

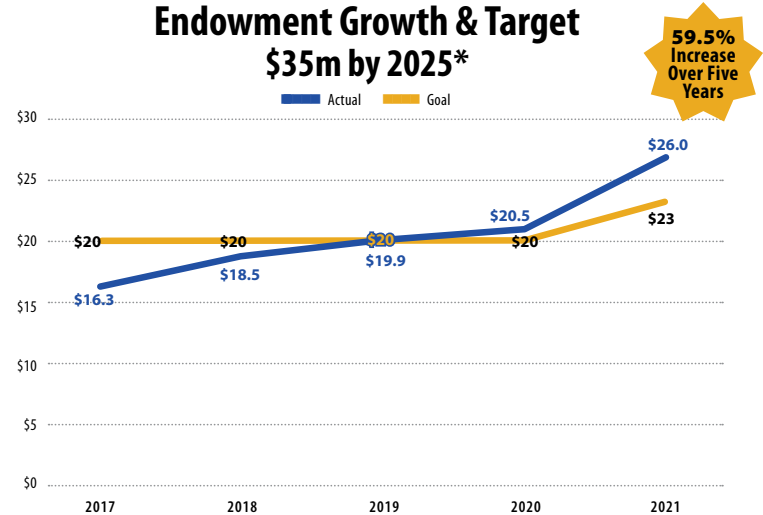
**CHART C**

## CFI-Modified Scale for Charting CFI Performance



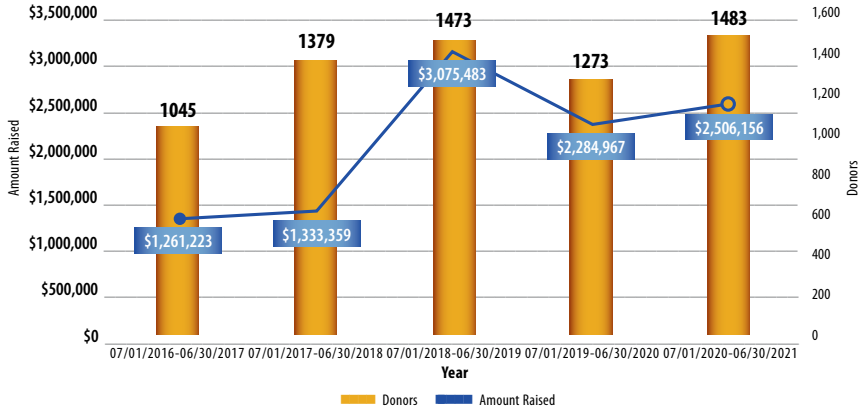
**CHART D**

## Endowment Growth & Target



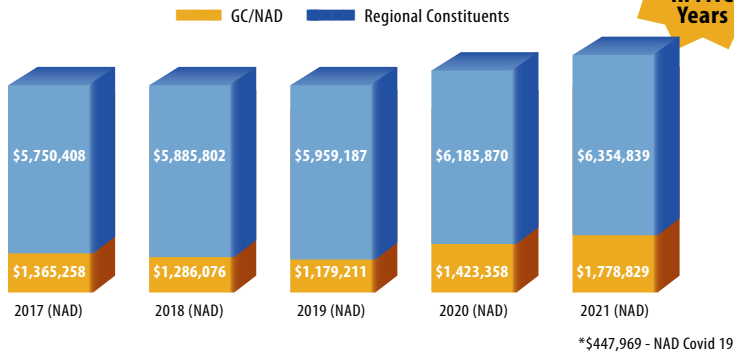
**CHART F**

### 5-Year Fundraising Report



**CHART E**

### Affiliated Organizations



### COVID-19 PANDEMIC SUPPORT:

During the COVID-19 pandemic, which began in March 2020, the University adopted rigorous safety rules and procedures: The University COVID-19 website lists the resources and procedures (Oakwood University COVID-19 Website). The website contains official announcements from the President, student information and resources, general COVID-19 resources and information, travel warnings, study abroad information, and COVID-19 communication delivered during the continuing epidemic.

An Emergency Notification System is in place that provides alerts to the campus community in the event of an impending or actual critical incident which may include: severe weather; active shooter; dangerous person on or near campus, etc. The system involves sending text messages (students, employees, and 3327 text, & 2699 emails parents registered for 2021, and 2020 respectively); emails (all employees and students are assigned an Oakwood email address to receive information), and alerts and updates are posted via Facebook and Twitter.

Oakwood University is a State-designated Police agency with full law enforcement authority. This allows Oakwood University Police Department to provide for decreased response time to critical incidents, expeditious resolution of incidents, state certification of officers (with required police academy training and yearly in-service training requirements), sharing of intelligence information with area law enforcement, and increased staff professionalism.

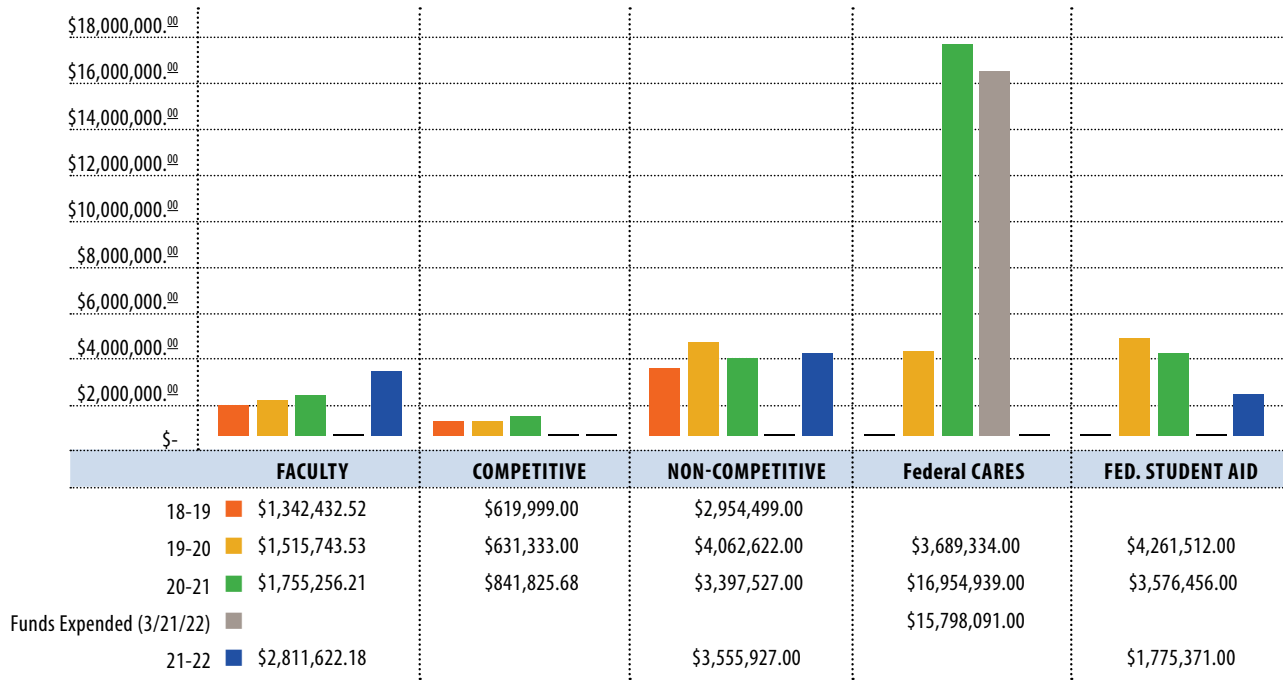
### THE CUSTOMER CARE CENTER

- 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. 🍷



# Oakwood University

## Awarded Grants by Categories



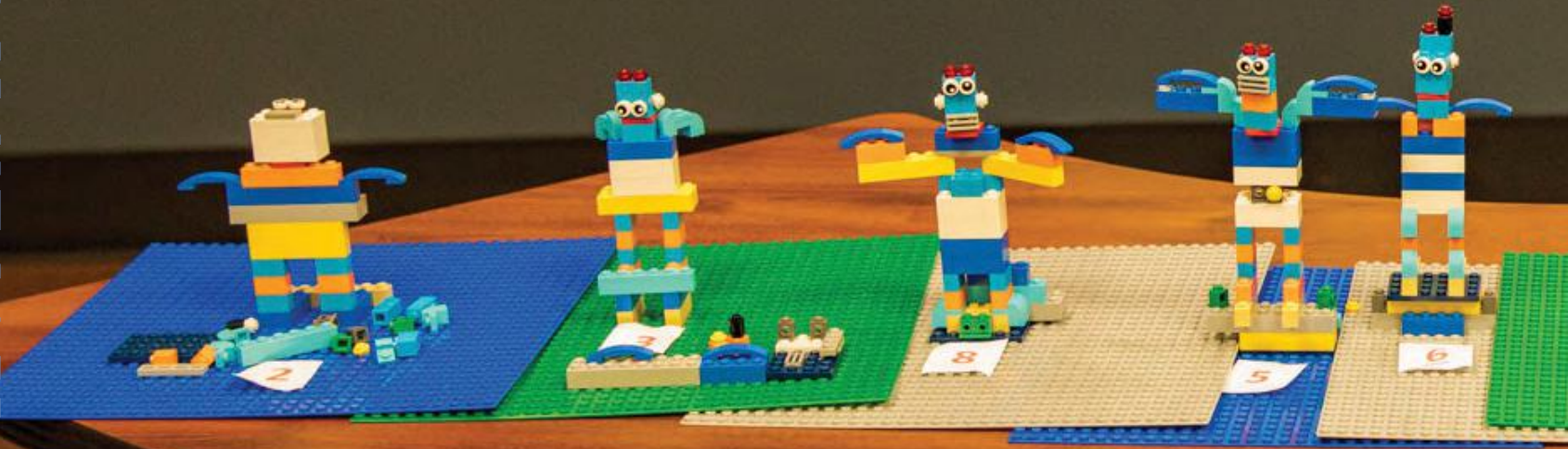
**FREE LIVE WEBINAR**

### IS COVID-19 WINNING?

**Dr. James E. K. Hildreth**  
 Presidential SCC  
 Meharry Medical College  
 Member, FDA Advisory Committee  
 for New Covid Vaccine Approval

**YOUR QUESTIONS ANSWERED ABOUT MUTATIONS VACCINES ACCESS**









University ThinkTank 2022 closed-out the academic year for administration, faculty and staff with a great spirit of camaraderie and cooperation. Fun learning, fellowship and planning for the future helps keep us as “One Oakwood.”

Photos by Alvin Goulbourne



## RESEARCH TOOL HELPS OAKWOOD ADMINISTRATION FOCUS ON STUDENTS' SPIRITUALITY

**F**ortifying 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.

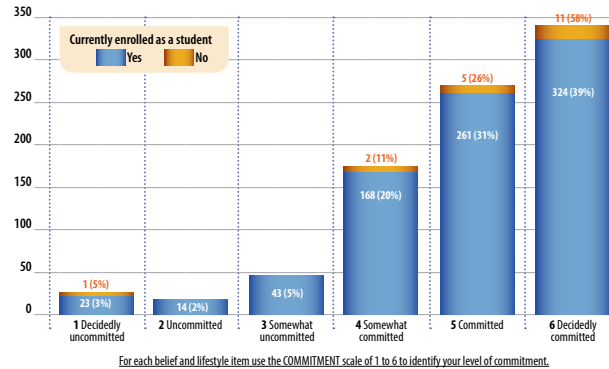
**LifeCore**® 2015 focused primarily on writing and publishing a paper of the 2011 and 2013 surveys results. This effort is being led by the Student Leadership Team of Reginald Mattison and Maya Raphael, both junior psychology majors, who are very active in the University research community. Both Mattison 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

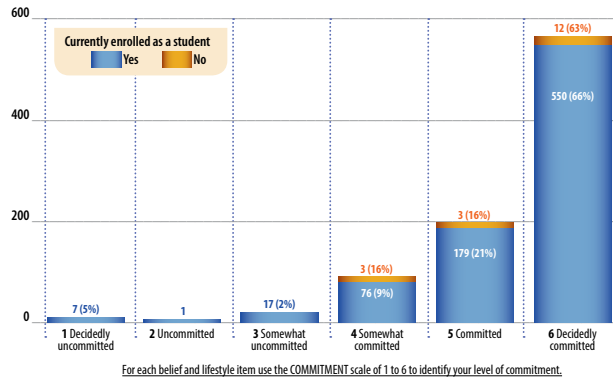
### Commitment to the Teachings of the SDA Church



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?

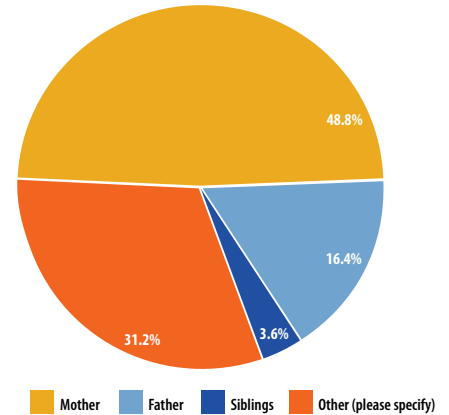
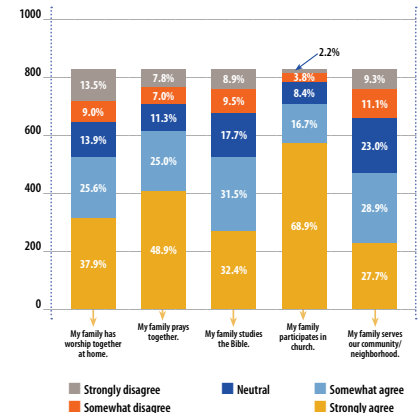


Chart 4

### Spiritual Atmosphere in the Home



# Academic Degree Programs

## SCHOOL OF ARTS & SCIENCES

### AS Visual Media

Concentrations:  
Graphic Design  
Photography

### BA Visual Media

Concentrations:  
Graphic Design  
Photography  
Photojournalism

### BA Communication Media

Concentrations:  
Film & TV Production  
Print & Digital Media

### BA Computer Networks

Concentrations:  
BA English  
Literature  
Performance Studies  
Professional Writing  
Teaching English to Speakers  
of Other Languages (TESOL)

### BA Music

Concentrations:  
Instrument  
Piano  
Voice

### BM Music

Concentrations:  
Composition and Recording Arts  
Vocal Performance & Pedagogy

### BA Psychology

BA Spanish  
BA Mathematics

### BS Applied Mathematics

Concentrations:  
Quantitative Science  
Mathematical Techniques  
Engineering

### BS Mathematics

BS Engineering (Dual-Degree Partnership Program)

BS Biochemistry  
BS Biomedical Sciences

### BS Biology

Concentrations:  
Biomedical Engineering  
General Biology  
Pre-Dentistry/Pre-Dental Medicine  
Pre-Medicine/Pre-Osteopathic Medicine  
Pre-Pharmacy  
Pre-Veterinary Medicine

BS Chemistry  
BS Chemistry/Chemical Engineering  
BS Computer Science  
BS Psychology

## SCHOOL OF BUSINESS

### BBA Business Administration

Concentrations:  
Health Care Administration  
Human Resource Management  
Management  
Marketing  
BS Accounting  
BS Finance  
BS Management Information Systems

## SCHOOL OF NURSING & HEALTH PROFESSIONS

AS Pre-Speech Pathology  
BS Child Development/Family Studies  
BS Dietetics  
Certificate Distant Dietetic Internship  
BS Nutrition: Vegetarian Culinary  
BS Fitness and Wellness  
BS Sports Management  
BS Sports Marketing  
BS Nursing  
BS Health Science  
Concentrations:  
Pre-Occupational Therapy  
Pre-Physical Therapy  
Pre-Physician Assistant  
BS Medical Technology

## SCHOOL OF EDUCATION & SOCIAL SCIENCES

BS Biology Education  
BS Elementary Education  
BS English Language Arts Education  
BS Health & Physical Education Teaching  
BA History  
BA International Relations  
BS Mathematics Education

## BS Music Education

Concentrations:  
Instrumental  
Vocal/Choral  
BA Legal Studies  
BA Public Policy  
BA Pre-Law  
BS Religious Education  
BS Social Sciences Education  
BSW Social Work

## SCHOOL OF THEOLOGY

### BA Ministerial Theology

Concentrations:  
Pastoral/Evangelistic Ministry  
Pastoral Care & Pre-Chaplaincy  
Biblical Studies and Languages  
Certificate Church Leadership

## ADULT & CONTINUING EDUCATION (LEAP)

Adult Degree Completion Program†  
BS Church Leadership\*  
BS General Psychology  
BS General Studies\*  
BS Information Technology\*  
BS Business Administration

## NON-DEPARTMENTAL

AA Interdisciplinary Studies  
BA Interdisciplinary Studies  
AS General Studies  
BS General Studies

## GRADUATE PROGRAMS\*\*

MA Pastoral Studies (Christian Ministry)  
MPH Public Health (Nutrition; Fitness, Health Promotion & Behavior; Health Disparities & Nutrition; Plant-Based Vegetarian)  
MA Urban Ministry  
MBA Strategic Leadership

\* - Program available online  
† - For more information on Adult Degree Completion Programs (LEAP), call: 256-726-7098.

\*\* - For more information on the Graduate Degree Programs, call: 256-726-8391.

Get the details in our Academic Bulletin 2021-2023 at: [www2.oakwood.edu/academic-experience/](http://www2.oakwood.edu/academic-experience/)

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
<b>Tier 1.</b> 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.
<b>Tier 2.</b> 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.
<b>Tier 3.</b> 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.
<b>Tier 4.</b> 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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