The site visit team began meetings with administrators on Monday, November 18.

The Adventist Accrediting Association site visit concludes

The Adventist Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities (AAA) is the denominational accrediting authority for all tertiary and graduate educational programs and institutions owned by Seventh-day Adventist Church entities.

Every ten years, a team from AAA visits Oakwood University to evaluate the quality of Oakwood's academic programs and our implementation of the Seventh-day Adventist philosophy of education. The central emphasis of the visit revolves around the question of how well is the mission of SDA education being implemented at Oakwood University.

Led by Dr. John McVay, president of Walla Walla University, the site visit team spent the early part of the week interviewing a cross section of Oakwood students, employees and administrators, and reviewing materials.

The committee's recommendations were shared with Board of Trustees' Chairman Daniel
Dr. John McVay, AAA Site Visit Team Leader

Jackson and President Leslie Pollard during a private session. That briefing was followed by a public presentation of findings to administrators, faculty, staff, students and available Board members on Wednesday, November 20, during the exit interview.

The committee reported that there were an exceptional number of commendations of Oakwood University, that included commendation of:

"The Board and administration for the staffing of the Office of Spiritual Life with four chaplains so that each of its [Oakwood's] publics receives that full attention and ministry of a University Chaplain;

"The President and administrative team for developing and implementing a comprehensive, efficient, mission-focused hiring process. This process includes a hiring rubric that ensures candidates fit the spiritual mission of Oakwood University;

"The Administration and Faculty in their thoughtful and deliberate approach to providing a quality curriculum that seeks to develop the Oakwood Man and Woman for service and heaven;

"The Board of Trustees and the Administration for fostering a healthy fiscal environment for Oakwood University, which currently has above-mandated financial reserves and a Combined Financial Index (CFI) of 6.4, and for planning for this healthy fiscal environment to continue by seeking increased extra-tuition funding streams in the context of the 2012 Strategic Plan."

The AAA team concluded that "Oakwood University is operating a highly-efficient University that is poised for outstanding growth in the future," said Dr. Leslie Pollard, OU President. Final confirmation of the AAA team's report will be ratified at the January meeting of the AAA Board in Silver Spring, Maryland.
AAA Site Visit Team (l-r): Isaac Oyewole, Joy Fehr, Marcel Sargeant, John McVay, Adam Fenner, A. Jean Warden, Hudson Kibuuka and R. Clifford Jones.
Singing group "Serenity" at the UNCF Ladies Tea on November 17.

UNCF Ladies Tea described as "a success"

The UNCF Ladies Tea on November 17, celebrating both strong women and higher education for young people, was "a success," said organizer Ashley Simpson, development associate. She indicated that The Ledges of Huntsville ballroom was filled with an audience of approximately 150 attendees.

"We are so grateful for all the ladies (and two gentlemen) who came out to support the UNCF," Simpson said. Almost half of the audience was populated by students, thanks to the generosity of the Offices of the President and Spiritual Life, the Office of Regional Conference Ministry, the Division of Research and Employee Services, and 2 Men in a Kitchen.

An Oakwood Elementary student, an Oakwood University student, and two Oakwood staff members presented poetry selections in a "Tribute to Womanhood." Local businesswoman Valerie Rowan, owner of Bodyology, showed attendees how to create their own body scrub and body lotion.

"Thank you for your dedication toward raising funds for the
Before the program officially began, Miss Elejah Kitchell-Bush played her violin.

United Negro College Fund. We look forward to seeing you again next year," Simpson concluded.

Tea guests enjoying Russian Orange Spice or Camomile Herbal Tea at The Ledges.
Beautiful hats on our guests at the UNCF Ladies Tea.
"Operation Safe Travel, Safe Return," returns
by Lewis A. Eakins, Director, OUPD

"Operation Safe Travel, Safe Return," a free travel initiative sponsored by the Oakwood University Police Department (OUPD), took place on November 21, 2013, on E.C. Ward Way (drive leading to the Oakwood University Church). Drivers started lining up at 11:15, prompting staff to begin a few minutes earlier than the posted 11:30 a.m. start time.

For the past seven (7) years, the OUPD has sponsored this event for students, employees and community members, in partnership with Express Oil Change and Napa Auto Parts. The focus has been on insuring that vehicles leaving for trips during the Thanksgiving break have undergone inspections with topping off of fluids, and oil and headlight checks. And all for free.
Thompson Hospitality provided lunches for the visiting vehicle technicians.

According to OUPD Chief Lewis Eakins, "I think it is important that the institution demonstrate a concern for
our campus community when they leave for the various school breaks. Each year we find several students preparing for extended road trips with only two (2) quarts of oil or balding tires. Our officers have given of their personal means to assist several students in the purchase of suitable used tires."

Each year, Eakins summarized, this program services in excess of 200 vehicles.

"Ma'am, your oil level is a little bit low, but we'll take care of that for you."

**Huntsville Multicultural Affairs Director Speaks to the OU Pre-Law Society**

At the weekly meeting of the OU Pre-Law Society on October 22, 2013, the Society's guest was Kenny Anderson, class of 1983 and Director of Multicultural Affairs for the City of Huntsville.

Anderson appealed for Oakwood students to apply for the internship programs sponsored by the Mayor's Office. In discussing his duties as the Multicultural Affairs Director, Anderson
Kenny Anderson, class of 1983, closed the energetic and engaging hour-long presentation with the quote: "To whom much is given, much is required."

Explained that he is one of five officers who work directly under Mayor Tommy Battle. In this capacity, he ensures that every segment of the Huntsville community gets equal and fair treatment. In addition, he manages the office's Facebook page and Twitter account, meets with various persons and interest groups in the community, and represents the mayor at special events.

Over the past 20 years, Anderson has hosted his own radio program, Second Chance, which airs on Oakwood's radio station, Praise 90.1 WJOU. The program features community guests and various topics of interest.

After Anderson's presentation, he answered a plethora of student questions.

Oakwood professor honored at local AEW celebration

During American Education Week, communities around the country have the opportunity to celebrate public education and honor individuals who are making a difference in ensuring that every child receives a quality education.
OU Provost Dr. Tim McDonald, left, presents award to Mrs. Patrice Conwell, honoree.

Huntsville's celebration began on Monday, November 18, with the annual AEW Luncheon at the Holiday Inn Research Park. This event honors Teachers of the Year for area school systems, colleges and universities. Oakwood's Dr. Roy Malcolm chairs the local committee.

The honorees this year included Oakwood's Mrs. Patrice Conwell, assistant professor of communication, and Oakwood Adventist Academy retired teacher/volunteer Mrs. Zeola Allston.

Click on the National Education Association's website to learn more about AEW history.

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**Strategic Plan Overview, 2013-2017**

Installment 2

As you recall from last week's *OU? Oh, Yes!*, the OU Board of Trustees has approved Oakwood's direction for the next five years, called "The Strategic Plan Overview." For the next several issues, *OU? Oh, Yes!* will present in installments the Organizational Priorities for each division.

You are also welcome to view the document in its entirety on the Oakwood website.

**Priority 2: Educational Effectiveness.**

Oakwood University's Academic Division will ensure academic effectiveness in teaching and learning.
Goals across the next 5 years include:

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

**Coming soon -- Oakwood Adventist Academy & Elementary School Grand Opening and Dedication Service on Sunday, December 8, at 4:00 p.m.**
For more information, visit the PELC website:  www.pelc.cc
Ecclesiology and the Ordination of Women in the Black Church

Featured Guest Presenter
Dr. Charles E. Bradford

December 8, 2013

9:00 a.m. – 12:30 p.m.
LUNCH
1:30 p.m. – 3:00 p.m.

Powell Auditorium
Bradford-Cleveland-Brooks Leadership Center

Oakwood University
7000 Adventist Boulevard
Huntsville, AL 35896
256 726 5357

PAPERS:

Dr. C.E. Bradford – The Church as a Pilgrim People.
Dr. Harold Lee - Bradford the Leader (Response)
Dr. Ciro Sepulveda – The Kind of Adventism that Produced Charles Bradford
Dr. George R. Seay - C. E. Bradford as a Practical Theologian
Dr. Olive Hemmings - The Ordination of Women in the Black Church
Dr. Jean Beedoe – Ordained Women as Ministers of Pastoral Care and Counseling to Congregations
Pastor Lola Moore – The Scandalous Appointment: Toward a Biblical Theology of Calling."

Student Papers: Will There Be a Place in Ministry for Us?
Aldavina DosSantos
Sarina Goulding
Dajanae Maxwell
Tatum Fowler-Gentry
Mujah Gaye

Dr. Leslie Pollard – The Ordination of Women and The Challenge of Ideological and Cultural Assumptions in Black Scholarship and Congregations

* Panel Discussion *

For Further information contact:
Dr. Finbar Benjamin: 256 653 9680, or fsbenre@mac.com

The Association of Black Adventist Religion Scholars
TEAM PR’S THREE-PRONGED MISSION:
TO CAPTURE AND TO CAPSULIZE “THE OAKWOOD EXPERIENCE,” AND TO COMMUNICATE IT WITH SPEED, ACCURACY, CONSISTENCY AND PASSION, TO THOSE ORGANIZATIONS AND PUBLICS UPON WHICH OUR SUCCESS OR FAILURE DEPENDS! FOR YOUR FREE ONLINE SUBSCRIPTION TO OIY? OH, YES!, EMAIL US AT PR@OAKWOOD.EDU.
Oakwood Online University

Oakwood University, the historically Black educational institution in Huntsville, Alabama, has received approval from the Southern Association of Colleges and Schools to offer a business degree in organizational management online. The program is expected to begin in January 2014.

Hyacinth Burton, dean of the university's School of Business and Adult & Continuing Education (below left), stated, "Oakwood Online University will be able to reach adult learners all over the world, who have been waiting to complete a lifelong dream; to finish their college degrees and improve their standards of living and the quality of life for themselves and their families.

Leslie Pollard, president of the university (below right), added, "Oakwood Online University will be a game changer. We will no longer be bounded by local geography, but can make Oakwood University accessible to students around the world."

The online university is supported by a grant from the Bill and Melinda Gates Foundation.
BUSINESS ADVISORY BOARD REKINDLED

The School of Business and Adult & Continuing Education Advisory Board met after a few years of inactivity. The mission of the Advisory Board is to support the School of Business and Continuing Education in its efforts to achieve its goals and objectives and continually improve the quality of education it provides to its students. The new board includes some key people like Mr. M. Brazier of the Chamber of Commerce of Huntsville, Mr. M Cox of Huntsville Region, TASC Inc., Mr. R. Howard of the University of Texas Health Science Center at San Antonio, Mr. K. Anderson of the Mayor's office, Dr. C. Byrd of the Oakwood University Church, Mr. J. Knight of SAIC, Ms S. Randolph (R), Dr. J. Billings of the Defense Systems Management Corporation, Mr. T. Allston of Oakwood University, Mr. B. Harrison of Henderson Financial Group, and Ms. B. Martin of Huntsville Mayor's office (R). Faculty representatives on the Advisory Board include Dean Hyacinth Burton, Director Cheri Wilson, Assistant Professor Christopher Howard, and Chair Faye Brathwaite. Provost Timothy McDonald welcomed the group to Oakwood's campus.
Board members noted the lack of an international program in the department. This is currently being examined by the Management faculty. Also highlighted was the possibility of formalizing a database with local companies that can be used for internships for the students. The third focus was Oakwood students not being hired on the Arsenal. One factor considered was that the Arsenal is more interested in a long term agreement or co-ops’. Security clearance also plays a big role; this is not possible for International students. Finally, the board was divided into committees which will help to fulfill the objectives of the Department such as internships and alumni relations.

MAKE A SPLASH WITH CULLEN JONES

On April 18, 2013, Olympic Gold Medal winner Cullen Jones visited the Huntsville area to promote the USA Swimming Foundation’s Make a Splash program. Cullen Jones, a celebrated gold medalist and the first African-American male to hold a swimming world record, almost drowned at the age of five. The Make a Splash program seeks to accomplish several objectives, one of which Jones holds dear to heart in discussing high rates of unintentional drownings amongst minorities. According to the Centers for Disease Control and Prevention (CDC), every day, about ten people die from unintentional drowning. Of these, two are children aged 14 or younger; and the drowning rate for African-Americans ages 5 to 14 was almost three times that of white children in the same age range. Amongst the leading causes of unintentional injury death in the United States, drowning ranks the fifth highest leading cause.

Christopher Howard 04C, Assistant Professor of Health Care Administration, had the opportunity to meet with Jones to discuss the critical importance of learning to swim as a preventative measure against unintentional drowning. Jones highlighted proper training, supervision, and safety as key steps in learning to swim. He also indicated that overcoming fear, anxiety, and “hair care” stigmas were critical first step measures to properly learn and enjoy the sport, especially amongst African-Americans. Learning to swim is very economical and affordable these days and is a very small price to pay compared to losing a loved one.

DUKE UNIVERSITY PARTNERSHIP

In September, 2012, Hyacinth Burton, Dean – School of Business and Adult & Continuing Education, visited Duke University in Durham, North Carolina to begin a partnership between Duke and Oakwood in the Ph.D. Pipeline Opportunity Program (PPOP). The mission of the PPOP is to inspire and inform undergraduate students to prepare for careers as business faculty, with special emphasis on students in under-
The PPOP is designed to help boost awareness and address the critical shortage of under-represented (African-American, Hispanic-American, Native American) faculty in Ph.D. programs in business and related fields. The PPOP wants to enlarge the number of minority faculty who can serve as role models, mentors, and public policy leaders as well as pursue their academic careers. The three more explicit reasons for the PPOP initiative is to help undergraduate under-represented students 1) learn about the advantages of a career as a business school faculty member, 2) understand the steps necessary to prepare for a career in higher education teaching and research, and 3) acquire a supportive network for success in doctoral programs and faculty careers (Reuben, 2012).

Jorge Borge, an MIS student in the Business and Information Systems Department was selected to participate in Duke's Summer, 2013 Institute (where each student also got a stipend and an iPad) to learn more about how they can contribute to academia by pursuing a Ph.D. in business and other related fields. Jorge was thrilled that he was selected in a very competitive process from among other students attending universities throughout the country. During the two-week Institute he was required to write, present and defend a proposal, an exercise that he welcomed although he admitted that it was extremely challenging. The opportunity to meet and network with professionals in business was priceless, and as Jorge stated, "My experience at Duke is one that has changed my life. It gave me an opportunity to see that a Ph.D. in Business is something I can accomplish."

The main intentions of the PPOP are fivefold: 1) to form partnerships with diverse institutions with the objective of promoting best practices that will encourage targeted students to pursue careers as business faculty, 2) to attend a two-week capstone Summer Institute with faculty and students from across the nation at Duke University's Fuqua School of Business, 3) to express the value of academic research through a variety of issues, especially those that affect minority communities, 4) to create awareness about the benefits of the faculty lifestyle, and 5) to partner with the Ph.D. Project to take advantage of both programs (Reuben, 2012).

Oakwood University has joined a list of other prestigious universities in becoming a partner in the PPOP, and envisions a continuous relationship with Duke University as we work together to prepare students for careers in academia.

Ph.D. Pipeline Opportunity Program 2012 Abridged Report (L. J. Reuben, Program Director)

FACULTY DEVELOPMENT IN INTERNATIONAL BUSINESS

Five faculty members from the School of Business and Adult & Continuing Education attended the Faculty Development in International Business (FDIB) Globalization Seminars at the Robert Wang Center for International Business Education and Research (CIBER) at the University of Memphis. The FDIB Globalization Seminars were held from June 6-9, 2013. The seminars serve as a catalyst and a forum for ongoing analysis, training and discourse on the global economy and the challenges of global competition. The seminars are designed to help U.S. faculty bring international context into the classroom and to expand teaching and research skills.

The FDIB seminars geared to HBCU’s was the initiative of Dr. Prudence Pollard, the Vice President for Research and Humans Services in conjunction with CIBER. Dr. Prudence Pollard attended the seminar together with Hyacinth Burton, Dean, School of Business and Adult & Continuing Education; Faye Brathwaite, Chair, Department of Business and Information Systems; Japheth Kessio, Associate Professor of Finance; and Christopher Howard, Assistant Professor of Health Care Administration.

Currently, the Department faculty has established an internal committee to evaluate a recommendation to establish a minor degree concentration in International Studies.

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**Oakwood Attends 2013 Cyber Huntsville Security Summit**

Assistant Professor Shaunda Roach and Instructor Dan Daniels attended, for the second year in a row, the Huntsville Cyber Security Summit which was co-presented by the North Alabama Chapter of the Information Systems Security Association (NAC-ISSA) and Cyber Huntsville. The goal of the Summit was to provide the medium to educate the Huntsville and greater Tennessee Valley community about cyber threats, vulnerabilities, and potential solutions, in order to raise awareness and increase the Tennessee Valley’s ability to protect our systems and networks. The
Summit provided the forum to continue providing the NAC-ISSA chapter access to industry and government experts who have been on the front lines working to solve our most challenging cyber security problems.

Both Mrs. Roach and Mr. Daniels attended several management and technical tracks presented by members within Huntsville's Department of Defense cyber security community, as well as, key military personnel. Sessions were in areas related to cyber application, behavioral analyses, cyber threats and national policy issues, the impact of cyber-attacks on industry, mobile security, and advanced persistent threats. The Summit was welcomed by Mayor Tommy Battle.

NAC-ISSA is a non-profit organization made up of 180+ Information Security professionals and practitioners in the Tennessee Valley. Their goal is to provide education forums, publications, and professional networking opportunities which enhance the knowledge, skills and professional growth of our members and local community. Mr. Daniels is an active member of the NAC-ISSA.

MIS Instructor Attends Academic Career Workshop at Northwestern University

Over summer break, Mr. Dan Daniels attended the Academic Careers Workshop held at Northwestern University in Chicago, Illinois. The goal of the NSF-funded workshop was to mentor under-represented assistant- and associate-level faculty and senior doctoral students about the academic career ladder. The workshop included panels of diverse senior faculty discussing the tenure and promotion process, launching a research program, professionalism, and a detailed session on proposal writing. Since mentoring activities are critical for successful promotions in the professoriate, activities such as this are especially needed for ethnic minorities in the field of computing, where the number at a given institution is usually very small.

Mix and Mingle Luncheon

Pictured from l-r: Dan Daniels (Oakwood University), Edward McFowland (Carnegie Mellon University), Dr. Jose Martinez (Cornell University), Dr. Natalia
All participants introduced themselves with a presentation of their current research projects. Specifically, Mr. Daniels attended seminars on launching a research program, effective teaching skills, networking, entrepreneurship, administration, and proposal writing. The workshop concluded with a mock NSF panel session where all participants had the opportunity to serve as panel leaders. Presenters and attendees represented several top institutions including Northwestern University, Carnegie Mellon University, Portland State University, Texas A&M University, Rice University, and Georgia Tech.

Mr. Daniels is a doctoral candidate in information technology at Capella University, and is currently assessing the impact of information security behavior on the awareness and availability of open-source intelligence.

Alumni Spotlight

ALYSON PARKER-GORDON
Alyson Parker-Gordon 05C, currently works as the Director of Human Resources for Florida Hospital's Osceola Division and Celebration Health facilities. Parker-Gordon oversees the human capital management of over 500 employees, which includes specialty areas related to strategic management, business communication, and employee training initiatives. During her senior year at Oakwood University, formally known as Oakwood College, she was offered an opportunity to complete a 2-year Management Residency Program with Adventist Health System’s Florida Hospital Region. Throughout this time period, Parker-Gordon also completed the degree requirements for a Master of Business Administration. She is a dedicated professional in the field of Human Resource Management and strongly believes that, “If you're going to be excellent at what you do, you have to be an expert.” Parker-Gordon continually strives for excellence and has continued her professional growth by obtaining a Certification in Compensation Processing (CCP) and Senior Professional in Human Resources (SPHR). More recently, Parker-Gordon enrolled into a graduate degree program focused on change management and was elected as the President of the National Association of Adventist Healthcare Human Resource Association (NAAHHA).

**BYRON BARNES**

Byron Barnes 03C is AVP & Relationship Manager in PNC Bank's Corporate Banking Group. In his role, Mr. Barnes originates and structures debt for PNC's portfolio of middle market ($50 - $500MM in revenues) and large corporate clients ($500MM+ in revenues). Additionally, he leverages PNC's capabilities to provide treasury management, asset management, M&A advisory, capital markets services to these companies. Prior to joining PNC, Mr. Barnes gained a unique set of professional experiences that included reinsurance brokerage, insurance underwriting, and risk management consulting at various international and domestic financial services companies. Mr. Barnes is a graduate of Oakwood University, where he earned his bachelor’s degrees in Spanish and Finance. He earned his Master of Business Administration from the William E. Simon Graduate School of Business at the University of Rochester.

**BIS Alumni Chapter Information**

The School of Business Alumni Chapter Program and Online Alumni Communities offer alumni the opportunity to stay involved with and connect to the University, current students, and fellow alumni. Chapter volunteers are instrumental in bringing alumni closer together, while enriching their own lives and the lives of future BIS alumni.

There are many ways for alumni to connect with their Alma mater through the Oakwood University Alumni Association and School of Business alumni chapters. We hope by staying informed and involved,
BIS alumni are inspired to support the university and department to help ensure its continued excellence. Please contact the BIS Department with new ideas, suggestions, and recommendations today! We look forward to hearing from you!

Also, don't forget to fill out the Alumni Survey here:

**BIS Alumni Survey**

We appreciate your feedback!

**Contact Us:**
7000 Adventist Blvd.
Huntsville, AL 35896

Phone: 256-726-7070
Fax: 256-726-7085

Alumni Email: oubisalumni@gmail.com
OAKWOOD UNIVERSITY
GOD FIRST!

Strategic Plan Overview

Keeping the Promise of Mission:
Oakwood in the 21st Century
Since its founding on November 16, 1896, by the Seventh-day Adventist Church, Oakwood University has prepared students for service to local, national, and international communities. Standing as one of the historic landmarks of the city of Huntsville, Alabama, Oakwood University enjoys a beautiful natural setting on 1,185 acres of choice real estate. Approximately 105 acres comprise the campus, with another 500 acres under cultivation.

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

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

Sincerely,

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

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

Aim: God First!

Motto: Enter to Learn; Depart to Serve

Oakwood University commits to the following values . . .

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

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

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

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

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

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

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

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

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

Priority 1: University Mission and Culture.
Oakwood University's Office of Spiritual Life will produce students who model the mission of Oakwood University and promote the historic culture of faith and life-long service that defines our institution.
Goals across the next 5 years include:
1. Develop and implement the Spiritual Master Plan;
2. Facilitate and support high-quality worship programs;
3. Deliver spiritual care to off-campus students;
4. Provide cross-cultural exposure and global education through participation in local, national and international mission activities;
5. Provide faculty and staff with discipleship training designed to deliver ministry to students;
6. Facilitate the integration of faith and learning across the academic schools, departments, and co-curricular activities to cultivate moral, spiritual and biblical decision-making and critical thinking; and
7. Provide needs-based spiritual counseling to individuals and groups.

Priority 2: Educational Effectiveness.
Oakwood University's Academic Division will ensure academic effectiveness in teaching and learning.
Goals across the next 5 years include:
1. Expand traditional delivery by creating an online delivery system for instruction;
2. Develop an academic master plan that takes into consideration the changes in the academic and professional climate;
3. Design and implement an Honors Program to attract academically-gifted scholars;
4. Strengthen the freshman advising and retention program;
5. Expand graduate degree program offerings
6. Enhance degree program in Communication Media with the addition of a TV production/recording studio; and
7. Review and update existing programs.

Priority 3: Learning-Supportive Environments.
Oakwood University's Division of Student Services will facilitate a nurturing environment that is sensitive to the needs of students and supportive of the academic mission of the institution.
Goals across the next 5 years include:
1. Develop a career-preparation and workforce-tracking program;
2. Design, implement, and facilitate an immersion into the Oakwood Experience;
3. Provide a customer service call center;
4. Provide online career assessment testing;
5. Create a website to identify and promote mentorships between alumni and current students
6. Provide online career services (e.g., career development plan, funding resources, test preparation, internship opportunities); and
7. Create a database for tracking student progress after graduation (in coordination with alumni services).

Priority 4: Research and Employee Development.
The Research and Employee Services Division will facilitate development of our research infrastructure and assure exceptional performance of faculty and staff through the utilization of best-in-class talent acquisition, management and employee development.
Goals across the next 5 years include:
1. Faculty Development and Research will increase grant writing and funding through research;
2. Recruit diverse talent to fill vacancies and fulfill the mission of Oakwood University;
3. Establish a completely electronic hiring process
4. HRM will design and implement a system-wide program of customer care that distinguishes Oakwood University from its competition;
5. HRM will set parameters and guide the process for hiring faculty and staff (internal and external);
6. HRM will develop policies on internal hiring in order to develop talent within the campus (includes faculty and staff); and
7. HRM will design and implement a state-of-the-art excellence-in-employment developmental system.
Priority 5: Advancement and Development of the University.
Oakwood University's Division of Advancement and Development will secure the University through increased philanthropy, contracting, and fund development. The Division's professional staff will raise financial resources from alumni and non-alumni sources to fund the educational and capital needs of the institution.

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

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

Goals across the next 5 years include:
1. Increase revenue and decrease tuition-dependence through the creation and/or procurement of mission and values-compatible businesses;
2. Increase student employment opportunities;
3. Create an industry development endowment;
4. Repurpose and renovate facilities for new uses; and
5. Plan for the development of new and needed facilities.

Priority 7: Operational and Technological Leadership.
The Office of the Provost will facilitate the use of technology to improve operational efficiency and to create a seamless infrastructure capable of expanding educational and service opportunities. The Office will communicate the Oakwood mission and message to local, national, and international markets and constituencies through broadcast and online media. These actions will advance the efficiency and reach of Oakwood University.

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

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