




2018-2019 PRESIDENT'S
REPORT



“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 . . .”

Ellen G. White,
“Address to the Oakwood School,”
June 21, 1904.





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In 2011, Dr. Pollard is named President of Oakwood University. His inaugural address, "Vision 2020," is presented on January 25, 2011. "Vision 2020" provided a road map for the creation of a 21st century University.

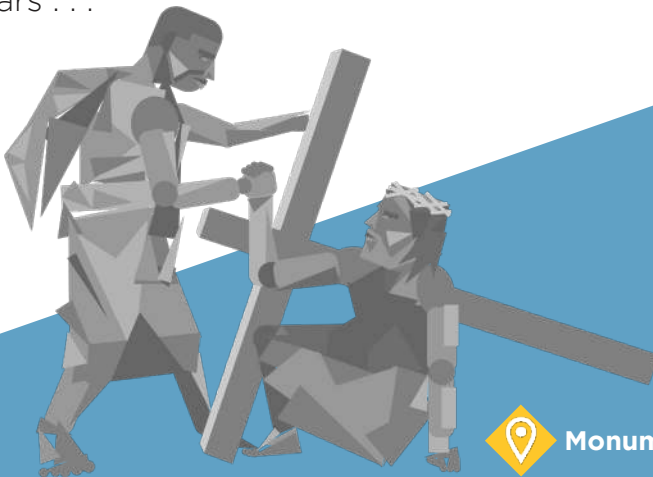


Leslie N. Pollard, Ph.D., D.Min., M.B.A.



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Listed on the following pages are samples of God's blessings on Oakwood University across the last 7 years . . .



Monument to Service

201'

- ▲ Created and launched a study of young adult spirituality called **LifeCore**, placing Oakwood in a data-informed position on millennial spirituality—issued in 2011, 2013, 2015, and 2017—Engaged and trained 50 **LifeCore Student Researchers** to facilitate and present the projects.

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1

▲ Launched first **Faculty Research Symposium**, April 2011.

▲ Launched **Vision 2020** as a roadmap for creating a 21st century University on January 25, 2011.

▲ Launched the **Faculty Development Grant Program** (FDGP) – currently in its seventh year, the FDGP provides seed money for research, teaching and service related projects designed to assist with the development of research/scholarly activity and enhance the effectiveness of individual faculty members. Results: From 2011 to 2017 the FDGP supported 61 faculty engaged in scholarly activity. In addition, the 2018-19 FDGP will support 10 scholarly activity research projects conducted by twenty-two faculty and 12 student researchers and will culminate with oral and poster presentations at the **Faculty Research Symposium** on April 16, 2019.

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Oakwood University Church



- ▲ Facilitated successful **SACSCOC** accreditation visit—University evaluated against 99 Department of Education standards; Oakwood earned a quantified score of 98.9 on its last institutional SACSCOC accreditation visit.



- ▲ Created and launched the **Consortium of 16 African Adventist Universities and Partners (CAAUP)** for faculty exchange—6 exchanges.



- ▲ Received the largest **personal** donation in the history of Oakwood—\$1.25 million dollars which created the Leroy and Lois Peters Media Center.



2012



- ▲ Organized the 5 Schools of Oakwood University—Religion, Nursing and Health Professions, Education and Social Sciences, Arts and Sciences, and Business.
- ▲ Created and commissioned the **“My Oakwood Story”** video vignettes used for graduation services.
- ▲ Won the second Men’s Division I **USCAA basketball** national championship.

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Monument to Service

2014

▲ Launched the first online education program.

▲ Launched the Official state-sanctioned
Oakwood University Police Department.



9



Cunningham Hall



3



▲ Launched the **President's Leadership Tour** to Washington, DC and Birmingham, AL for USM, AYM, and Campus Ministry leaders—100+ student leaders were mentored in leadership.

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▲ Successfully secured **\$2,500,000** in funding from the **National Institutes of Health (NIH)** and retained **IMARI RISE II** (Increasing Minority Admissions to Research Institutions). Oakwood STEM students are mentored for summer research at prestigious research universities. To date, 74 students have been mentored by faculty and 62 students have been placed into paid summer research internships at various universities.

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Students have interned at the following institutions. Duke University, Mayo Clinic, Cleveland Clinic, University of Buffalo, University of Texas at San Antonio, Loma Linda University, University of North Carolina, Chapel Hill,

Johns Hopkins, University of Cincinnati, University of Alabama at Birmingham, University of Pennsylvania, University of Texas, Houston (Health Science Center), University of Michigan, University of Illinois at Chicago, and Virginia Tech.



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- ▲ Facilitated the transition from the General Conference to the **North American Division**.

- ▲ First HBCU to offer a **MOOC** (Massive Open Online Course); offered fall semester 2014.

- ▲ Created and launched **Oakwood University Leadership Academy**—the first ever in-house, competency-based training for mid-level managers.

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2014

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- ▲ Constructed at a cost of \$3,100,000 and 11,000 sq. ft. state-of-the-art **Leroy and Lois Peters Media Center**.
- ▲ Signed MOU with the **Partnership for a Healthier America** (PHA) to implement and audit Oakwood University on 23 initiatives that contribute to a healthy university.
- ▲ Launched **Biblical Foundations for the Disciplines** revision of the curriculum:
 - Conducted Conferences in 2014 and 2015.
- ▲ Purchased and implemented **Microsoft Office 365** as a collaboration enhancement tool.
- ▲ Awarded the largest **planning grant** in history of Oakwood—\$100,000 from UNCF for **Career-Pathways**.



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- ▲ Purchased 2 national-ly-chained **Edible Arrangements** stores allowing Oakwood to own all of the fruit bouquet business in North Alabama—employing up to 100 students.
- ▲ Launch of the first-ever **On-line Town Hall Meeting for Alumni.**



- ▲ Implemented Purchase card and rebate program—have earned \$100,000 in unrestricted income.
- ▲ Created and launched the nationally-recognized **Healthy Campus 2020 Campus** wellness initiative, including:
 - Successfully completed 23 campus-wellness initiatives 6 months ahead of schedule in 2018,
 - Recruited and trained 80 Student Health Ambassadors,
 - Published “STAND-OUT: 8 Secrets” book on 8 principles of health.
- ▲ Led Alabama HBCUs in receiving direct scholarships for students from UNCF.

- ▲ Earned full accreditation by the **Adventist Accrediting Association.**
- ▲ Raised the largest **corporate** donation in the history of Oakwood—\$2 million dollars.
- ▲ Awarded the largest **grant** award in the history of Oakwood—\$6,000,000 for Talladega, Oakwood, Toulaloo—the largest share of \$2.75 million dollars goes to Oakwood for 5 years to implement Career Pathways for Gainful Employment (CPGEM).
- ▲ Launched **Oakwood Farms** in 2016—current income of \$115,000.
- ▲ Launched Inaugural Faculty Development Summer Institute.
- ▲ Created and launched the **Anna Knight Center for Women's Leadership.**
- ▲ Created and launched **Oakwood University Frontline Academy**—first ever inhouse training for front-line employees.



Eva B. Dykes Library

016

- ▲ Produced the **3rd best Composite Financial Index** score among the 13 SDA institutions in North America in 2017.
- ▲ Launched an alumni-sponsored **MCAT Prep Course** in 2016 which raised MCAT scores to national averages and above:
 - **9 of 10 participants have been accepted into medical school**; 2 have changed to dentistry; 1 student opted for Master's degree in research; 2 students chose a gap year, and 1 student was lost to follow up.
- ▲ Created **My Road to Graduation** Scholarship—(facilitated 100 seniors seeking financial assistance to graduate in 2018) Awarded a total \$1,233,016 from August 14, 2016 until May 12, 2018.
- ▲ Purchased and implemented **LaserFische Imaging Solution**.
- ▲ Won third Men's Division I **USCAA basketball** national championship.
- ▲ Created and launched the **Office of the SDA Encyclopedia**—40 articles commissioned.

2017

▲ Successfully accredited 6 academic programs, including: nursing, social work, education, nursing, business, and dietetics.

▲ Created the Provost structure to grow the academic offerings of the University. Three programs were approved:

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▲ Raised **\$2,000,000** for the building of the **Community Health Action Clinic** which will expand the mission footprint of the University beyond the campus borders.

▲ Established the **TOT Administrative Center** for the management of CP-GEM Grant. The total personnel and benefits funded: \$244,849 per year; and 13 FTEs are funded in whole or part.

- Approved by SACSCOC to launch a Master of Urban Ministry in August 2019.
- Approved by SACSCOC to launch a Master of Business Administration program in August 2019.
- Approved by SACSCOC to launch a Master of Public Health in January 2019.

▲ Launched **President's Staff Recognition Awards** in 2017.



▲ Launched the **Ready-to-Work, Financial Literacy, FEMA, National Career Readiness, and Microsoft Office** student certifications in 2017. There were 2951 certifications earned by 385 students in 2017.

▲ Aeolians named **2017 Choir of the World** at the National Eisteddfod of Wales Music Festival.

▲ Implemented the new **Platinum Scholarship** program with increased maximum scholarship from 45k to 65K. Won third **Honda Campus All-Star** Academic Championships in 2017. Oakwood University also placed second three times: 2011, 2012, and 2014.

▲ Launched Career Focused Student Support:

- In Fall 2017, the semester was filled with 37 different events, seven which were sponsored by the Career Center staff. The highlight of this semester was the annual Career Fair open to all students. Cohort 1 participants totaled 40 out of the 203 students,
- The Spring 2018 semester featured 22 events, 12 were sponsored by the Career Center. The most successful event was the Resume Round-up during which 123 resumes were created, reviewed, and entered into a resume database.

▲ Hired **Special Assistant to the President** for Biblical Foundations.

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▲ Increased portfolio earnings as of June 30, 2018. Oakwood University's portfolio was **up +8.43%** over the last 12 months, and **up +7.78%** over the last five years. According to **InvestorForce**, this ranks Oakwood University in the top 23rd percentile over the last year (ahead of 77% of peers), and 6th percentile over the five-year period (ahead of 94% of peers). Over the last five years, endowment has increased by **48% and is currently at \$18.5m**. The goal is to grow endowments to a total \$100m through 7 strategies.

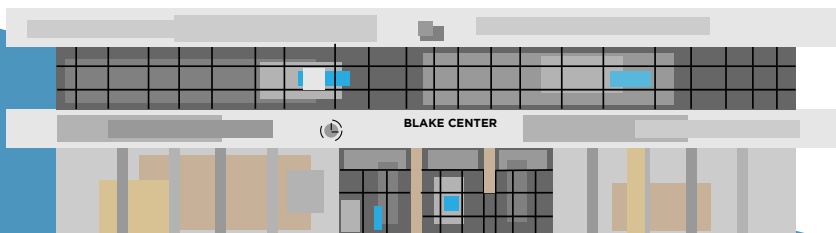
▲ Produced 7 consecutive years of positive fiscal-year bottom lines ranging from 1.5 million to 5.7 million dollars.

▲ Partnered with Alumni and Friends to build the Blake Center **Student Lounge and TreeHouse Cafe**-- \$600,000 project.

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Blake Center



2018

- ▲ Generated \$325,000 in **revenues** and awarded \$71,000 in scholarships from Oakwood Memorial Gardens in last 5 years. The goal is to transfer the remaining unexpended amount (\$200K) to a quasi-endowment.
- ▲ Became members of the Association of Theological Schools.
- ▲ Invested \$25 million dollars in **renovations and new construction** including Cunningham Hall and Carter Hall across last 7 years.
- ▲ Created new Division in response to enrollment trends. The new division is Mission, Enrollment Services, and Retention.
- ▲ Awarded the 2018 Exemplary Models Award to Oakwood University Information Technology by the American Association of University Administrators (AAUA).
- ▲ Created **Special Assistant to the President for Diversity and Inclusion** position to better serve Regional Conference and diverse student population.

2018

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- ▲ Launched the first ever **2018 BCBLC Simul-cast**—"Adventist Church at the Crossroads".
- ▲ Revision of **General Education** program 2014-2018 (continuing).
- ▲ Launched Inaugural **2018 Alumni Summit** to build new engaged Alumni Structure--53 alums attended.
- ▲ Partnered with **Kettering Health Network** and other Alumni and Friends of Oakwood to sponsor the Aeolians trip to South Africa in 2018; Aeolians win **2 Championships and 3 Gold Medals**. Out of 300+ choirs and 22 categories, we received the highest score of 97.88.
- ▲ Created Senior Success Scholarship in 2018. Approximately \$100,000 in scholarship funding provided for 101 seniors.



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- ▲ Founded the New **Career Connections Center** in July, 2018. CCC staff planned many of its activities and helped prepare students for activities sponsored by the various academic departments.

- Fall 2018 activities focused on measuring success. Visits to the CCC are being logged in by purpose and classification of student. One event in August: a job fair for on-campus jobs or micro-internships, attended by 211 students, including 26 students from Cohort 1, and 151 students from Cohort 2.

- **Career Development Week** took place from October 8-12, 2018. Preliminary estimated results indicated a total of 447 instances of student participation including 98 students from Cohort 1, and 134 students from Cohort 2. The sessions included goal setting, personal branding, maximizing social profiles, resume building, interview skills, and dressing for success.

- ▲ Raised \$315,000 for donor-sponsored **Faculty Development Summer Training Cruises** covering 2016, 2017, 2018; 115 faculty and spouses of OU personnel attended an on-ground pre-Institute and a 1-week at-sea intensive.

- ▲ Oakwood commended in **US Senate on September 18, 2018** as the 5th leading producer of African American applicants to schools of medicine in the country.

2018

23

- ▲ Received \$4,100,000 total in federal contract revenue through procuring 12 Federal Subcontracts—netted **\$280,000**—150 students have been employed via subcontractors.
- ▲ Last 7 years approximately \$18m in Government Sub-contract revenue and approximately \$1.2m in overhead and profit within the last 7 years.
- ▲ Increased in net assets by \$23m within the last 7 years: 2012-2018 from \$60m to \$83m – average \$3.3m per year.
- ▲ Achieved a 900% increase in overall grant funding between **FY13-14** (\$324,128) and **FY17-18** (\$3,187,371).



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▲ Campus Wellness Initiative Recognized by Partnership for a Healthier America (PHA). Oakwood was audited and certified for the University's 23 S.T.A.N.D.O.U.T. initiatives and received the **2018 Crystal Apple Award** from PHA, certifying that through its HC2020 initiatives, **Oakwood University as a Healthy Campus**—the first academic institution to receive the award.

▲ Increased endowment by 90% from \$9.7m to \$18.5m over the last 7 years.

▲ **Closed first prime contract with US Government.**

Lease and development of property—the University is in the process of executing a lease for 7,500 square feet in the industry building space to the Census Bureau (via government as the prime) at competitive market rates. The lease rate is \$350,000 annually.



Leadership Agenda

1 Intensify **Capital Fund-raising** over the next 4 years—\$30 million goal.

2 Increase focus on **enrollment management and retention** on-ground and online over the next 3 years. Enrollment team projects 500 freshmen and transfer students in 2019.

3 Attend to more effective **“storytelling” and public relations** about the success of Oakwood.

4 Empower **employee engagement** in the Divisions around career issues e.g. integration/automation of processes, synchronization of communication, salary/compensation conversations, and performance success.

5 Develop **Oakwood Farms Market and Eatery and Community Action Clinic**. Fundraise for **Health and Wellness Center and Amphitheater**.

6 Monitor delivery on the **2017-2022 Strategic Plan** by Division leaders.

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“All accomplishments require teamwork and mission support. I wish to thank every stakeholder - board members, administrators, faculty, staff members, students and alumni - for your contributions to the success of Oakwood University.” - Leslie N. Pollard, President

2018-20

Oakwood University Leadership Commitment:

“We will launch plans that are destined to fail,
except God intervene.”

**President Leslie Pollard,
The Oakwood University Leadership Team,
October 22, 2018**





OAKWOOD UNIVERSITY