
AN ADAPTIVE FIVE YEAR PLAN FOR ORAL ROBERTS UNIVERSITY

Raise up your students to hear My voice, to go where My light is dim, where My voice is heard small, and My healing power is not known, even to the uttermost bounds of the earth. Their work will exceed yours, and in this I am well pleased.

Building Holy Spirit-empowered leaders through Whole Person Education to impact the world with God's healing.

Following 50 years of faithful service, Oral Roberts University (ORU) enters the future by strengthening its commitment to the historic vision with a renewed mission. Emerging from the original vision, the mission requires faith-focused, hope-bearing, and wisdom-filled strategic planning that is both dynamic and adaptive to assure the future success of ORU in addressing the needs of the 21st century. Societal trends continually evolve yet consistently demonstrate a greater and greater need for students trained through a Christ-centered education who model the sacrifice of Jesus Christ throughout their lives and are infused with the power of the Holy Spirit, bringing wholeness to a hurting world.

As a Christian institution with the distinctive dimension of the Holy Spirit, the University seeks to educate the whole person with balanced emphasis placed on the development of spirit, mind, and body with faith in and commitment to Jesus Christ as Lord and Savior, believing Him to be the only perfect, whole person who has ever lived. ORU affirms a vital concern for the salvation of the world through the life, death, and resurrection of Jesus Christ and through the continuing activity of the Holy Spirit, seeking the truth of Christ in the theological dialogue that surrounds the work of the Holy Spirit in our time.

With the world in turmoil and searching for place, meaning, and purpose, demonstrating a global vision has never been more important for the delivery of “Whole Person Education to impact the world with God’s healing.” Focusing on the global paradigm shift in the field of higher education and the consistent vision and mission of ORU, the President appointed a Globalization Task Force to study the problems and possibilities awaiting the University. This task force engaged in an open analysis and in-depth study of both the present environment surrounding ORU and potential opportunities for the future. The task force, which consisted of representatives from all ORU constituencies, produced seven major propositions. The Board of Trustees reviewed and ranked the propositions adopting three as top priorities for ORU.

The Board of Trustees called on and officially charged the University Planning Council (UPC) to develop an Adaptive Five-Year Plan to adhere to and implement the three priorities of (1) creating a global culture at ORU, (2) developing an integrated Whole Person Education platform for globalization, and (3) formulating a University business plan that funds the recognized goals and objectives. The envisioned adaptive plan should develop a Holy Spirit-breathed, academically agile, interdisciplinary, and collaborative community that provides global access to whole person educational experiences. The UPC, designed as a shared governance council facilitating collaboration between faculty, administration, and the Board of Trustees, was also charged to remain as a continuing body that would assess progress toward the developed goals and objectives through an annual evaluation of key performance indicators (KPIs) established to focus community efforts and spending.

In response, the UPC, under the leadership of the President, developed an adaptive plan in an environment of prayer, faith, and hope with a deep commitment to Jesus Christ and the power of the Holy Spirit through an intentionally dynamic exchange on the hard questions confronting the University. Intentional efforts have been made to develop goals and objectives that are realistic, action-oriented, measurable, and with considered input from all who are affected by the plan. The adaptive plan remains true to the University's legacy of Whole Person Education and healing through the power and presence of Jesus Christ and is worthy of its founder's exhortation to "make no little plans here."

With the blessing of the Board of Trustees, the UPC continues to evaluate University performance and success on an annual basis. Based on the annual evaluation, the UPC recommends course corrections in the plan to guide the University as it navigates a continually changing external environment with focus on successfully pursuing its mission and staying true to the gospel. Recognizing that Jesus Christ Himself is the Truth and with a renewed hope to impact the world with God's healing, ORU's well-planned efforts to globalize Whole Person Education will properly position the University for the next 50 years increasing its potential to become the premier Holy Spirit-empowered University.

GOALS

1. Expand Access Throughout the World to Spirit-Empowered Whole Person Education
2. Create a Thriving Global Culture Within the University
3. Improve the Quality and Value of the Academic Education Received by ORU Students
4. Adapt Quickly to Opportunities and Challenges while Maintaining Mission and Purpose
5. Serve the Global Spirit-Empowered Movement as ORU's Primary Constituency
6. Teach and Demonstrate the Healing Power of Jesus Christ
7. Enhance Economic Sustainability Leading to Financial Vitality
8. Strive to Become the Premier Spirit-Empowered University

Presented in the remainder of this document are the baselines and 2017-2018 Key Performance Indicators (KPIs) for the Five-Year Adaptive Plan Objectives. KPIs will be modified annually as progress toward the five-year goals continues.

1. EXPAND ACCESS THROUGHOUT THE WORLD TO SPIRIT-EMPOWERED WHOLE PERSON EDUCATION

1.1. Enroll 7,500 students per year with 5,000 students in credit and 2,500 students in non-credit educational programs

Baseline:

- Credit enrollment—unduplicated headcount of 3,852 students (Fall 2016 Census)
- Non-credit enrollment—989 students (Fall 2016 Census)

KPIs:

- Increase the total number of online learners to 600 (Baseline is 480)
- Increase the number of dually enrolled students to 350 (Baseline is 318)
- Increase residential full time UG enrollment to 2,600—(Baseline is 2,506)
- Increase the overall graduate student enrollment to 625—(Baseline is 592)
- Develop 3 new non-credit academic programs based on constituent needs
- Create a task force to increase enrollment in the Hispanic/Latino community

1.2. Connect a worldwide audience to ORU educational opportunities

Baseline:

- Interact with individuals in 201 of 208 countries

KPIs:

- Identify 100 international alumni who will be willing to promote ORU worldwide
- Increase domestic web traffic to ORU website by 5%
- Increase international web traffic to ORU website by 12%
- Increase Snapchat score to 30,000 (Baseline is 15,922)
- Increase Instagram followers for OralRobertsU to 12,500 (Baseline is 6,887)
- Increase Twitter followers for @OralRobertsU to 25,000 (Baseline is 16,506)
- Identify the top five social media platforms

1.3. Demonstrate that all full-time faculty members are teaching a class using new technologies

Baseline:

- 100% of faculty have received training to use D2L in the classroom

KPIs:

- Introduce 100% of the faculty members to the new technologies available on campus
- Assess the number of faculty members using new technologies in at least one class

1.4. Establish collaborative access partnerships to develop learning communities on every inhabited continent

Baseline:

- One collaborative access partnership (Asia)

KPIs:

- Create a rubric to evaluate potential international collaborative partnerships
- Use a rubric to evaluate at least five potential international collaborative partnerships
- Establish two global partnerships and one new domestic partnership

1.5. Increase the number of international students by 1,000

Baseline:

- 468 international students enrolled – Fall 2016 Census Target

KPIs:

- International online students target for Fall 2017 census is 50 international online students (Baseline is 28, Fall 2016)
- International residential undergraduates target for Fall 2017 census is 325 (Baseline is 297, Fall 2016)
- International residential graduate students target for Fall 2017 census is 160 (Baseline is 143, Fall 2016)

1.6. Increase the number of countries represented in the student body to 100

Baseline:

- 90 Nations, Fall 2016 Census

KPI:

- 94 Nations Represented by Fall 2017 Census

2. Create a Thriving Global Culture Within the University

2.1. Demonstrate that the International Student Center regularly interacts with international students to assist in cultural adjustment and spiritual growth

Baseline:

- International Center (IC) opened—Fall 2014

KPIs:

- Cultural Adjustment—100% of incoming residential international students will be required to attend a seminar within the first semester on adapting to American culture and American academic life (offered twice a year—Fall and Spring)
- Develop five activities that address spiritual needs of international students
- Increase participation in spiritual life activities for international students by at least 5 % (Attendance will be measured to create a baseline)

2.2. Host at least four international cultural events for the entire Tulsa campus community each year

Baseline:

- Currently, ORU hosts three international events per year:
 1. ORU Christmas
 2. Missions & International Emphasis Week
 3. The Annual Cultural Event

KPIs:

- Measure attendance for each international cultural event
- Develop or re-engineer a new international cultural event for the entire Tulsa campus community
- Increase attendance for the three currently hosted events by at least 5%

2.3. Increase the number of international staff and faculty

Baseline:

- Current number of full-time international staff—30 staff members
- Current number of full-time international faculty—40 faculty members

KPIs:

- Include at least one international applicant when possible in the search pool for each new staff and faculty hire
- Establish one annual award to recognize international experience by a faculty member
- Engage five international scholars for the J1 Visa program
- Add international experience to the performance evaluation program of faculty
- HR to post faculty/staff jobs on three international job posting sites

2.4. Develop new academic programs and services to improve the experience of English as a Foreign Language (EFL) students

Baseline:

- EFL academic programs and services are active for all incoming international students

KPI:

- The ELL 315 Descriptive Linguistic practicum will add a component in which future teachers enrolled in the course will serve as peer mentors for incoming international students

2.5. Demonstrate all faculty and full time staff have completed global cultural competency training

Baseline:

- Global Cultural Competency certificate program has been delivered and deployed late in FY 2017. Currently, no record keeping system exists to ensure all faculty and full time staff complete the certificate program

KPIs:

- Develop a system to track and record completion of the Global Cultural Competency certificate program for faculty and staff
- Release two campus wide communications from HR confirming the University's expectation that all faculty and full time staff complete the Global Cultural Competency certificate program and confirm completion to HR
- Record and track completion of the Global Cultural Competency certificate program by faculty and full time staff

2.6. Increase the level of student involvement in intercultural experiences

Baseline:

- 283 of the 515 seniors (54%) who graduated April 2016 participated in intercultural experiences

KPIs:

- Create and/or identify courses that qualify for the "G" (lobal) label
- Ensure "participation in an intercultural experience" as a graduation requirement for all undergraduate students initiates in Fall 2018
- Develop an evaluation tool to assess involvement in intercultural experiences

3. Improve the Quality and Value of the Academic Education Received by ORU Students

3.1. Increase engagement in learning, research, and relevant inquiry

Baseline:

- Engaged in learning communities—35% of seniors vs. 13% of first-year students
- Engaged in research with faculty—31% of seniors vs. 5% of first-year students
- Engaged in relevant inquiry—77% of seniors vs. 3% of first-year students
- Twenty-four faculty members engaged in research experiences in FY 2017

KPIs:

- Increase the number of faculty training events to seven
- Increase the number of faculty engaged in research experiences

3.2. Integrate real-life learning opportunities (e.g., internships) into the academic experience of 80% of students by the end of their senior year

Baseline:

- 72% of 2016 graduates participated in real-life learning opportunities

KPI:

- Increase the number of students who participate in real-life learning opportunities, which may include (but not limited to) internships, practica, student teaching, nursing clinicals, academic based missions, study abroad, and field experiences

3.3. Increase the number of full time faculty with terminal degrees to 75%

Baseline:

- During 2016-2017 academic year, 70.3% of ORU faculty members held terminal degrees

KPI:

- Resource current faculty members without terminal degrees to pursue terminal degrees

3.4. Engage 25% of full time students in research, publish in peer-reviewed publications, or present to audiences outside of ORU

Baseline:

- Students engaged in research to date for 2016-2017 academic year:
 - 460 students currently engaged in research
 - 9 students published in peer-reviewed publications
 - 87 students presented to audience outside of ORU

KPIs:

- Host an annual ORU Research Symposium in a variety of research categories
- Review current faculty awards to assess inclusion of research collaboration with students
- Identify specific academic courses in each college that embed student research opportunities

3.5. Have distinguished faculty members in each college be recognized for their scholarship at a national or international level

Baseline:

- Faculty rank of Distinguished Faculty has been created in College of Theology and Ministry

KPI:

- Hire a Distinguished Faculty member for one additional college

3.6. Increase ORU's graduation rate by 15%

Baseline:

- Six-year graduation rate of 58.5% for first-time, full-time 2009 cohort
- Six-year graduation rate of 56% for first-time, full-time 2010 cohort

KPIs:

- Increase the first year to second year retention rate (Baseline – 83%)
- Increase the second to third year retention rate (Baseline – 80%)
- Increase the third to fourth year retention rate (Baseline – 90%)

3.7. Increase ORU's post graduate placement rate by at least 1%

Baseline:

- ORU's current post graduate placement rate is 90.5%

KPIs:

- Purchase software to track post graduate placement
- Consider developing a capstone experience to formally introduce students to Career Services including resume development, interviewing skills, etc.

4. Adapt Quickly to Opportunities and Challenges while Maintaining Mission and Purpose

4.1. Empower staff to resolve most constituent concerns to satisfaction without needing to obtain multiple approvals

Baseline:

- Two empowerment training classes offered per year

KPIs:

- Monitor and increase overall Student Satisfaction Inventory (SSI) for “overall student satisfaction” related to University Services at 6.0 or higher
- Develop and implement a “Train the Trainer” series to allow department heads within operations to personally conduct Empowerment Training

4.2. Streamline university policies and procedures

Baseline:

- Six policies reviewed and streamlined

KPI:

- Streamline six policies that have not been streamlined in the last five years

4.3. Implement continuous service improvement through training of staff

Baseline:

- Four customer service training classes offered per year

KPI:

- Offer four customer service training opportunities per academic year—two through Human Resources and two through Operations

4.4. A multi-disciplinary team will quarterly analyze global issues and opportunities impacting higher education and make recommendations

Baseline:

- Multi-disciplinary team was established in FY 2016

KPIs:

- Continue monitoring academic environmental changes and evaluate the effectiveness of the Library Faculty Alert system to provide insight into opportunities and threats
- Multi-disciplinary team will report to the UPC two times per year

5. Serve the Global Spirit-Empowered Movement as ORU's Primary Constituency

5.1. Develop and implement 15 new certificate programs to support the Spirit-empowered movement

Baseline:

- Eight certificate programs available in FY 2017

KPIs:

- Develop three new certificate programs consistent with market needs
- Assess all certificate programs
- Develop at least one new certificate program in languages other than English

5.2. Establish 500 partnerships and ministerial/institutional alliances in the Spirit-empowered movement

Baseline:

- 199 Spirit-empowered partnerships and ministerial/institutional alliances were currently active in FY 2016
- 249 Spirit-empowered partnerships and ministerial/institutional alliances were currently active in FY 2017

KPI:

- Establish 50 additional Spirit-empowered partnerships and ministerial/institutional alliances during the 2017-2018 academic year

5.3. Host an advisory group of Spirit-empowered leaders to determine how ORU can best serve its constituencies

Baseline:

- Spirit-Empowered Leaders Advisory Group under development

KPI:

- Develop a report from the Ministry Leaders Advisory Council for the UPC

5.4. Establish collaborate learning opportunities with Spirit-empowered churches

Baseline:

- No office exists to regularly facilitate collaborative learning opportunities with local churches

KPIs:

- Establish an office to pursue collaborative learning opportunities with Spirit-empowered churches
- Create and field test a collaborative learning program

5.5. Provide global access to the Holy Spirit Research Center

Baseline:

- Less than 1% of the print and audio/visual material in the center is digitized

KPIs:

- As budget is available, continue digitizing public domain items, and other items for which we receive copyright permission
- Continue subscribing to the Digital Commons
- Continue hiring temporary, part-time Digitization Operator Specialist (throughout all 12 months of FY 2018)
- Continue employing work-study student provided through Grad Theology (August 2017 – April 2018)
- Continue digitizing HSRC works in the public domain or for which we receive copyright permission, to the capacity of budget and staff, with priority given to works that benefit launch of Theology Ph.D.
- Continue using the Digital Showcase to host and serve to patrons the growing number of Library holdings that sellers do not host for us
- Continue publishing scholarly, creative, and archival works from all ORU Colleges that wish to contribute to the Digital Showcase, benefitting ORU and the global Spirit-empowered community

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- Publish five new HSRC collections
 - Send Librarian – Assistant Director of Digital Showcase to Digital Commons institutional Repository Manager training to earn certification
 - Recruit five ORU scholars who publish regularly to create their SelectedWorks pages (within Digital Commons) to discover its value for future ORU subscription

5.6. Have each college engage in at least one professional, educational or research project specifically designed to address a need in the Spirit-empowered movement

Baseline:

- Specific projects have been designed to address a clear need in the Spirit-empowered movement

KPIs:

- Identify and begin implementation in each college of college-specific projects addressing needs of the Spirit-empowered movement
- Use the President's Research Fund to provide financial support for professional, educational or research projects specifically designed to address Spirit-empowered movement

6. Teach and Demonstrate the Healing Power of Jesus Christ

6.1. Create a new general education, multi-disciplinary course specifically focused on healing

Baseline:

- No existing general education course focused on healing

KPI:

- Approve a course on healing to be included in General Education Requirements

6.2. Create and send 200 short-term mission teams throughout the world

Baseline:

- Sent 52 short-term mission teams throughout the world in 2016

KPIs:

- Develop new academic-based mission trips involving instructors and providing academic credit for participating students
- Review and assess the effectiveness of academic-based mission trips
- Approve a one hour academic course for mission trips. The Office of Global Service will work with the Provost to complete this KPI

6.3. Develop five multi-disciplinary, incarnational healing development projects to transform communities for the glory of Jesus Christ

Baseline:

- First incarnational healing development project in progress in Brazil
- Second incarnational healing development project identified for Zimbabwe

KPI:

- Implement spring training course for students involved with healing teams

7. Enhance Economic Sustainability Leading to Financial Vitality

7.1. Increase development revenue raised from outside sources: donations, grants, endowments, other donations, etc., to \$100 million

Baseline:

- \$49.7 million committed on 50th Anniversary Campaign in the last three years

KPIs:

- Annually develop and submit 10 new funding proposals (academic, developmental, etc.)
- Upon successful completion of the 50th Anniversary \$55 million campaign, implement a 12 month celebratory and acknowledgement communication campaign leading up to the kick off of a new capital campaign
- Develop a philanthropic culture and strategic plan for giving to ORU from amongst five main constituents: alumni, parents, corporations, ministries and students

7.2. Increase auxiliary revenues by 20%

Baseline:

- FY 2017 revenue from auxiliary sources is budgeted to be \$13.2 million

KPI:

- Increase annual revenues at a rate of 4%

7.3. Increase the participation of alumni and friends in University initiatives and giving by 20%

Baseline:

- Number of alumni participating in events in FY 2017—3,129
- Alumni—donors 1,954; Annual giving \$1.34M
- Friends—donors 6,437; Annual giving \$13.88M
- Others—donors 470; Annual giving \$670K

KPIs:

- Increase number of constituents participating in events by 4%
- Increase number of donors by 4%
- Increase amount of donations by 4%

7.4. Establish economic stability and market viability of academic programming

Baseline:

- Number of feasibility studies conducted (Eight studies completed FY 2017)

KPIs:

- Develop a strategy to reduce costs and increase the number of students in academic departments with higher instructional cost
- Implement feasibility study and process to determine market viability of new and existing programs
- Implement a marketing plan to provide focused student recruitment for new and existing programs

7.5. Increase global marketing efforts by 10%

Baseline:

- Spent \$140,203 on global marketing for the 2015-2016 academic year
- Spent \$189,274 on global marketing for the 2016-2017 academic year

KPI:

- Increase international market spending by at least 10%

7.6. Increase domestic marketing efforts by 10%

Baseline:

- Approximately \$30,000 per month is spent on domestic marketing

KPI:

- Increase domestic market spending by at least 10%

7.7. Increase the University's Endowment

Baseline:

- FY 2016 Endowment Fund was \$41,896,924 including funds invested in CityPlex Towers of \$34,877,825

KPI:

- Develop an endowment plan

8. Strive to Become the Premier Spirit-Empowered University

8.1. Produce Spirit-empowered thought leaders, consultants, speakers, and problem solvers in and across multiple disciplines

Baseline:

- Faculty members made 86 professional presentations at events outside of ORU in FY 2017

KPIs:

- Faculty members to present in at least 90 professional or ministry conferences
- Increase the number of faculty members participating with scholarly presentations (In FY 2017, 56 faculty members participated with scholarly presentations with an additional 17 faculty members with President's Research Fund grants to present during the ORU Research Symposium in April 2017)

8.2. Increase the number and/or level of for-credit academic programs

Baseline:

- ORU offers 76 undergraduate, 14 graduate and two doctoral programs in FY 2016
- ORU offers 80 undergraduate, 16 graduate and two doctoral programs in FY 2017

KPIs:

- Discontinue weak academic programs/majors
- Evaluate the potential of new interdisciplinary programs to attract more students

- Add at least six new online programs
- Initiate at least three new academic programs

8.3. Establish at least one Ph.D. program

Baseline:

- Ph.D. committee established and actively working with consultant

KPIs:

- Continue the Ph.D. formation committee to address accreditation issues (regional and professional, if needed), personnel issues, and curriculum issues for identifying and developing a Ph.D. program
- Submit a Substantive Change Request to the HLC for the Ph.D. program in the College of Theology no later than Spring 2017
- Make an initial Library investment in theological resources

8.4. Implement continuous evaluation and improvement processes for programs, curricula and faculty

Baseline:

- Continuous evaluation and improvement process for programs—80% completed
- Continuous evaluation and improvement process for curricula—improvements in process
- Continuous evaluation and improvement process for faculty—improvements in process

KPIs:

- Reinitiate program level evaluation process according to HLC expectation
- Assess current faculty evaluations for effectiveness in monitoring faculty performance

8.5. Increase engagement with Spirit-empowered organizations and events world-wide

Baseline:

- ORU engages with 109 Spirit-empowered organizations and events worldwide FY 2017

KPIs:

- Engage with 25 additional Spirit-empowered organizations or events worldwide
- Create an assessment instrument to determine levels of relationships with organizations and events
- Create an asset map of known worldwide, Spirit-empowered organizations and events to produce an inventory of strengths and gifts within the community and reveal the assets of the community, highlight interconnections, and identify five new opportunities to increase engagement through mutually beneficial relationships

8.6. Launch a comprehensive global public communication strategy to strengthen awareness of ORU

Baseline:

- The marketing portion of a comprehensive global public communication strategy is complete but not implemented

KPIs:

- Implement an annual comprehensive communication strategy
- Target 10 countries for increased communications
- Increase global hits to the ORU digital platforms by 10%
- Increase global social interactions converted to leads (12,975 social interactions have been converted to leads in FY 2017)

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