ORU
ORAL ROBERTS UNIVERSITY

ORU
IMPACT
2030

2020/21

5-YEAR ADAPTIVE PLAN

NEW KEY PERFORMANCE INDICATORS
Presented by the University Planning Council

FIVE-YEAR ADAPTIVE 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.

TO DEVELOP HOLY SPIRIT-EMPOWERED LEADERS THROUGH WHOLE PERSON EDUCATION TO IMPACT THE WORLD

With an enduring commitment to its founding vision, Oral Roberts University (ORU) advances toward 2030 while impacting societal shifts and influencing global change. In response to God's call, ORU reaffirms its resolve to send students into the world to share God's light, voice, and healing power in fulfillment of its mission to develop Spirit-empowered leaders who impact the world.

As a Christian institution established within a Trinitarian theological worldview and a distinctive empowered 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.

Mindful of shifting global trends, the ORU Board of Trustees commissioned the development of an adaptive planning process to create and implement an approved five-year adaptive plan providing direction to the University community for day-to-day operations. Using overarching visionary goals implemented through five-year objectives and monitored by one-year key performance indicators (KPIs), the adaptive plan communicates an improvement strategy that enables the ORU community to "be perfectly united in mind and thought." (1 Corinthians 1:10) Given a common set of goals, ORU staff and faculty members will use the gifts they have received from the Holy Spirit to serve others "as faithful stewards of God's grace" for the improvement of ORU's service to the world. (1 Peter 4:10)

As officially charged by the Board of Trustees, the University Planning Council (UPC) provides leadership for the development and monitoring of the adaptive plan. The UPC—designed as a shared governance council facilitating collaboration between faculty, administration, and the Board of Trustees—collects feedback from the ORU community to craft goals, objectives, and KPIs and annually recommends a five-year adaptive plan to the Board of Trustees. Following approval of the five-year adaptive plan, the UPC assesses progress toward the goals and objectives through an annual evaluation of the KPIs and makes suggestions for continuous plan improvements.

The adaptive plan process should engage the entire Holy Spirit-breathed, academically agile, interdisciplinary, and collaborative ORU community to provide global access to whole person educational experiences. The significant volume of creative and helpful feedback provided by the entire ORU community, specifically staff members, in the development of the adaptive plan indicates the success of the adaptive planning process and demonstrates that the community remains committed to the successful fulfillment of the University's mission and vision.

The UPC, under the leadership of the President, recommends this adaptive plan in an environment of prayer, faith, and hope in a deep commitment to Jesus Christ and the power of the Holy Spirit through an intentionally dynamic exchange on the questions of leadership development for the 21st century. Intentional efforts were made to develop goals and objectives that are realistic, action-oriented, measurable, and shaped by the considered input from all who are affected by the plan. The adaptive plan calls for developing whole leaders for the whole world; achieving exceptional teaching, innovation, and academic excellence; educating learners from every nation; demonstrating a vibrant Spirit-empowered ethos that impacts the world; growing a strong and expanded the Tulsa campus; using new technologies in creative and transformative ways; thriving with financial vitality; and serving globally as the premier University for Spirit-empowered leadership development.

With the blessing of the Board of Trustees, the UPC continues to assess University performance and success. Based on an annual evaluation, the UPC recommends course corrections in the plan to guide the University as it navigates a continually changing external environment. While advancing the University toward 2030, ORU's adaptive plan will equip the University to develop Spirit-empowered leaders and impact every nation with God's light, voice, and healing power.

GOALS

1. Developing Whole Leaders for the Whole World

2. Achieving Exceptional Teaching, Innovation, and Academic Excellence

3. Educating Learners from Every Nation

4. Demonstrating a Vibrant Spirit-Empowered Ethos that Impacts the World

5. Growing a Strong and Expanded Tulsa Campus

6. Using New Technologies in Creative and Transformative Ways

7. Thriving with Financial Vitality

8. Serving Globally as the Premier University for Spirit-Empowered Leadership Development

Presented in the remainder of this document are the baselines and 2020-2021 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. Developing Whole Leaders for the Whole World

1.1. Establish a leadership development culture at ORU

Baseline:
- Leadership task force was formed to develop leadership culture across campus

KPIs:
- Continue the University-wide task force to coordinate leadership development initiatives for students, faculty, and staff
- Expand the discussion of Spirit-empowered leadership and explore related definition(s) and applications across the University led by the leadership task force
- Publish a special issue of *Spiritus* on Spirit-empowered leadership
- Present an updated report from the task force to the UPC by March 2021 on steps taken to achieve a greater leadership development culture at ORU

1.2. Review and change University outcomes to implement Spirit-empowered leadership development

Baseline:
- Curriculum discussions have been facilitated by Leadership Task Force

KPIs:
- Facilitate discussion of University Spirit-empowered outcomes through focus groups among all stakeholders
- Refine a model of leadership competencies
- Expand documentation on where leadership development currently exists on campus to include staff and sports
- Develop a process and initiate phase I of changing university outcomes to align with refined leadership competencies by January 1, 2021
- Establish a baseline measure of ORU's student leadership efficacy

1.3. Enhance co-curricular leadership training

Baseline:
- No method of evaluation is in place
- No model of measurable leadership development practices is in place

KPIs:
- Evaluate the current role of leadership development in student life
- Develop a measurable model of student leadership practices in Student Life and Academics
- Assess and rank a minimum of 5 different co-curricular interventions from universities across the nation that foster leadership efficacy

1.4. Expand the curriculum to support leadership development in the classroom

Baseline:
- Survey of faculty use of leadership development notes an extension of curriculum beyond leadership courses and programs based on multiple definitions of leadership

KPIs:
- Implement pilot learning opportunities of multi-cultural collaborative teams that will inform the best practices and outcomes for increasing student leadership development
- Implement professional development activities to enhance faculty capacity to teach and guide leadership development
- Catalog intentional leadership development opportunities within each college and academic program

1.5. Establish a Center for Global Leadership at ORU

Baseline:
- No Center for Global Leadership currently exists at ORU

KPIs:
- Launch a Center for Global Leadership at ORU
- Establish a University-wide governance structure for the Center for Global Leadership
- Design the space that will house the Center for Global Leadership in the future

2. Achieving Exceptional Teaching, Innovation, and Academic Excellence

2.1. Develop new, relevant academic programs in response to advances in market trends in conjunction with local and global community needs

Baseline:
- As of spring 2020, ORU offers 83 Undergraduate Majors, 16 Masters, and 4 Doctoral programs

KPIs:
- Use existing program review processes to evaluate the viability of academic programs and potential new programs
- Add four new undergraduate majors in FY 2021
- Explore the potential for the development of two-year degree programs and report findings to the President's office by February 1, 2021
- Rank present academic programs by relevance to current needs and identify at least four of the weakest programs

2.2. Develop and implement 20 new viable, non-credit certificate programs to serve and support the Spirit-empowered movement

Baseline:
- There are sixteen non-credit programs specifically developed to serve and support the Spirit-empowered movement

KPIs:
- Develop four new non-credit certificate programs
- Launch four new non-credit certificate programs

2.3. Promote and reward exceptional teaching

Baseline:
- The Faculty Life Committee submitted to the Board of Trustees a revision of the promotion process to include a continuous improvement model to evaluate teaching

KPIs:
- Continue to define the work of the Academy for Exceptional and Effective Teaching through the use of a task force
- Include a gifts-assessment as part of the hiring process of new faculty members
- Offer at least two professional development events for faculty on the ORU campus each year
- Implement the new ORU Teaching Excellence Framework to promote exceptional faculty teaching
- Explore grant opportunities with external organizations to support research and development for faculty
- Evaluate and redesign the annual faculty awards

2.4. Integrate real-life learning opportunities in the academic experiences of 90% of students by graduation

Baseline:
- Of the 2019 graduates, 90.1% participated in real-life learning opportunities

KPIs:
- Increase the percentage of students participating in internships and/or engaging with industry to include professional projects, research, and professional volunteerism
- Develop at least one new research partnership

2.5. Establish innovative learning environments

Baseline:
- The Nursing and Engineering Complex opened fall 2019

KPIs:
- Work with in-house designer to design lecture halls of the future, working with IT on technology to support innovative teaching (aesthetics and function)
- Work with in-house designer to re-design existing classrooms into learning spaces of the future to support innovative teaching (aesthetics and function)
- Work with in-house designer to re-design small classrooms and other spaces into collaborative learning centers to support innovative teaching
- Evaluate the potential of transitioning from a M/W/F class schedule to a M/W class schedule utilizing Friday for faculty, staff and student leadership development. Findings will be reported to the Office of the Provost and President by February 1, 2021
- Develop and launch evening class strategies and options by Spring semester 2021

2.6. Promote and grow the Center for Entrepreneurship

Baseline:
- The Stovall Center for Entrepreneurship was opened fall 2019
- A new entrepreneurship major was created and will launch fall 2020

KPIs:
- Create specializations for the entrepreneurship major
- Provide opportunities outside the classroom for students to incubate business ideas
- Develop global opportunities for entrepreneurship students

2.7. Create a Virtual Faculty Center for Innovation to expand exceptional teaching models

Baseline:
- No Virtual Faculty Center for Innovation exists at ORU
- Created the first website for faculty to show case presentations

KPIs:
- Align the Center with the Academy for Exceptional Teaching and Innovation and position it within the Academy
- Establish an advisory group for the Center composed of the Provost, the Vice President of Technology and Innovation, the Assistant to the Provost for Exceptional Teaching and other academic experts

3. Educating Learners from Every Nation

3.1. Demonstrate effectiveness of the ORU curriculum and resources to enable students from diverse cultures and nations to learn

Baseline:
- Average GPAs of ORU students by race/ethnicity were gathered and evaluated

KPIs:
- Improve current levels of academic success among students from various cultures and nations, both online and on-campus by 2%
- Target three areas in which academic resources may be enhanced to provide additional academic support for students from diverse cultures and nations

3.2. Establish a sustainable and viable presence on every inhabited continent

Baseline:
- Four continents (North America, Europe, Asia, and Australia)

KPI:
- Foster ORU relationships which have been established in Asia, Europe, and Australia
- Establish an ORU presence on one additional continent (including the Middle East) in 2020-2021

3.3. Increase the number of nations represented in the student body to 150 through credit and non-credit programs

Baseline:
- 116 nations are represented in the student body in for-credit programs to date in the 2019-2020 academic year

KPI:
- Increase the number of nations represented in the student body (online and on-campus) to 120 in for-credit programs during the 2020-2021 academic year
- Bundle online courses to create for-credit certificates aimed at the international market
- Reach five nations with non-credit programs not presently represented in the ORU student body

3.4. Increase the engagement and involvement of the Hispanic/Latin American community at ORU

Baseline:
- ORU Hispanic and Latin American Council established with mission and objectives and two-year plan submitted for increasing Hispanic/Latin American engagement and involvement

KPIs:
- Implement at least two new recommendations of the Hispanic and Latin American Council
- Create a mentoring program to strengthen peer relationships between established Hispanic and Latin American students and entering Hispanic and Latin American students
- Identify and deploy survey instrument to establish baseline engagement levels of Hispanic and Latin American students
- Connect Hispanic and Latin American students from Tulsa campus with those in areas in which ORU serves significant Hispanic and Latin American populations through online learning

3.5. Demonstrate the International Student Center (ISC) provides support and services for on-campus international students' academic success and cultural integration

Baseline:
- International student orientation conducted; International Faculty Advisory Group launched; 1,694 participants attended Culture Fest in 2019-2020

KPI:
- Conduct a tailored orientation for incoming international students to increase understanding of the American education system and connect them with existing academic resources
- Conduct three events aimed at American students in order to increase their cultural sensitivity and awareness of international students' needs
- Solicit and evaluate recommendations from the International Faculty Advisory Group and the Multi-Ethnic Intercultural Relations Committee to foster international students' academic success and report findings to the President's Cabinet by January 1, 2021
- Increase faculty and staff attendance at Culture Fest by 5%
- Expose a minimum of 75% of the new Fall 2020 international students to American culture by creating an American Home Visit program by March 1

4. Demonstrating a Vibrant Spirit-Empowered Ethos that Impacts the World

4.1. Research world demographics to clearly understand how ORU's ethos can have the greatest impact

Baseline:
- A study of how ORU's ethos is impacting and can further impact today's world has been conducted

KPIs:
- Review, refine and adopt a united understanding of the ORU ethos
- Leverage data science to further understand the impact of the ORU ethos globally
- Develop and launch an advertising campaign highlighting the ORU ethos and differentiators to the global Spirit-empowered movement

4.2. Impact the world with Spirit-empowered worship and intercession

Baseline:
- ORU Live ministered at seven events in Spring 2020
- ORU Live produced and recorded a worship album in Spring 2020
- 155 students are involved in prayer movement sets in Spring 2020

KPIs:
- Complete production of album recorded in Spring 2020 and begin marketing campaign
- Work toward production of next album as revenue is generated from current album sales
- Release one song from the Spring 2020 album in the Spanish language format
- Increase participation in prayer movement sets by 5%

4.3. Impact the world with Spirit-empowered evangelism and healing

Baseline:
- Biblical experience/application and teaching occurred throughout 2019-2020 in weekly outreaches and classes

KPIs:
- Increase the percentage of students that participate in community outreach by 5 percent
- Introduce the biblical principles of healing ministry and provide opportunities for students to experience the healing power of Jesus
- Introduce biblical principles of the baptism of the Holy Spirit and provide opportunities for students to experience their prayer language
- Provide opportunities for students to experience their prayer language and the healing power of Jesus during ministry to others

4.4. Increase the level of student involvement in intercultural experiences

Baseline:
- Participation in GO courses and courses with intercultural experiences has been evaluated, in FY 2020, 5.3% of ORU students enrolled in these courses, and 71% of 2019 graduates participated in intercultural experiences

KPI:
- Increase the percentage of graduates with intercultural experience to 80%
- Increase student participation in GO courses by 10%
- Increase the number of GO courses offered in the ORU curriculum

4.5. Explore greater utilization of the Mission Teams program in leadership development

Baseline:
- This is a new study---no baseline

KPI:
- An interdepartmental task force appointed by the President will convene to initiate and complete a study for using the current Mission Teams structure to provide greater leadership development opportunities to ORU students
- A report from this study will be presented to the President by October 1, 2020 and shared with the UPC
- Recommendations for the future of Mission Teams at ORU will be incorporated in the report

4.6. Develop a leadership conference for high school students to be held annually on the ORU campus

Baseline:
- A leadership conference for high school students was developed, Emerge Leadership Experience (ELE). ELE was to be held in Summer 2020

KPI:
- Continue to establish ELE for high school students, with a potential launch in Summer 2021

5. Growing a Strong and Expanded Tulsa Campus

5.1. Complete a campus building master plan

Baseline:
- Phase I of Impact 2030 buildings (Media Arts Center – MAC, Library and Welcome Center)
    - Order of building construction finalized
    - Grounds plan complete
    - Renovation/maintenance plan complete
    - Architect selected and renderings in process

KPIs:
- Develop campus-wide square footage analysis to determine Phase II new building expectations and needs for renovation/buildout of existing space
- Prioritize the order for the construction/demolition of new/existing buildings for Phase II of the Impact 2030 plan
- Develop initial renderings for all Phase II buildings that will be part of the Impact 2030 plan
- Develop a campus-wide renovation/maintenance plan for all new and existing facilities to maintain/improve effectiveness, efficiency, and aesthetics
- Begin construction on the Media Arts Center

5.2. Enhance the on-campus student life experience

Baseline:
- No survey measuring overall satisfaction with on-campus facilities exists

KPI:
- Develop survey that measures overall satisfaction with on-campus facilities
- Change one existing food outlet to a new and different food option
- Create three additional on-campus activities/events focused on providing fun/engaging on-campus entertainment options for students on weekends
- Create a "Wayfinder" app to assist students/visitors in navigating campus

5.3. Demonstrate excellence through NCAA Division I Athletics performance

Baseline:
- NCAA and NIT postseason appearance -0- teams for FY 2019
- Overall single-year GPA (Grade Point Average) of 3.3 for FY 2019
- Overall single-year APR (Academic Progress Rate) of 984 for FY 2019
- Overall single-year GSR (Graduation Success Rate) of 90% for FY 2019
- Overall single-year FGR (Federal Graduation Rate) of 62% for FY 2019
- Student athletes participated in 3060 hours of outreach in FY 2019

KPIs:
- NCAA and NIT postseason appearances by at least two teams
- Overall single-year GPA (Grade Point Average) of 3.35
- Overall single-year APR (Academic Progress Rate) of 985
- Overall single-year GSR (Graduation Success Rate) of 90%
- Overall single-year FGR (Federal Graduation Rate) of 65%
- Increase the participation of student athletes in outreach activities by 2%

5.4. Develop a compelling and persuasive University branding strategy that aligns athletic and University branding efforts

Baseline:
- A study was completed which addressed the combination of University and Athletics branding efforts and was presented to the President's Office on February 2020

KPIs:
- Advancement, Athletics, and the Multi Media Institute will study the potential of combining Athletics, Branding, and the Multi Media Institute resources to create the "ORU Sports Network," with a goal of broadcasting most ORU home athletic events. The results of the study will be presented to the President's Office by November 1, 2020

6. Using new technologies in creative and transformative ways

6.1. Explore how virtual environments and immersive technologies could profoundly reshape learning, social engagement, and interactions

Baseline:
- ORU has worked extensively and successfully with immersive learning, using virtual and augmented reality

KPI:
- Investigate the next level of Immersive Learning with Humersive Learning
- Explore ORU's replacing "Humersive Learning" and branding itself with "Wholemersive Learning"
- Report on findings to President's Cabinet by November 1, 2020

6.2. Lead in facilitating delivery of ORU course content in non-English languages via translation and interpreting

Baseline:
- Study of translation and interpreting tools has been done

KPIs:
- Investigate the most economical and easily accessible translation and interpreting applications to allow delivery of course content for targeted languages
- Identify the five most mission-critical non-English languages ORU should pursue for translation
- Select the two most appropriate academic programs to be translated into these mission-critical non-English languages
- Identify key non-English languages into which the ORU website should be translated and the website portions to be translated first
- Begin translating languages for web-site portions by January 1, 2021

6.3. Design significant virtual meetings for Spirit-empowered people around the world

Baseline:
- Within all academic programs we have experienced the GLC and Zoom in a virtual world

KPIs:
- Explore and select 10 webinars and special events that can be delivered to the Spirit-empowered community that illustrate the distinctive difference of ORU
- Design and host a virtual Empowered21 Global Congress at the Global Learning Center
- Select one event to reach 100,000 to 250,000 Spirit-empowered believers around the world
- Host regular virtual University tours for prospective students

6.4. Strengthen and grow ORU's global crowdsourcing to harvest creative and practical ideas within educational technology

Baseline:
- A relationship has been built with 20 innovation fellows, and the University has participated in three crowdsourcing events

KPIs:
- Select three new areas in which ORU can leverage crowdsourcing ideas
- Deliver one unique ORU webinar to serve ministries, churches, and nonprofits
- Document the process of a good crowdsourcing event for maximized results
- Measure the impact of world-casts, watch-parties, and newly created social media networks to glean ideas, suggestions, and feedback on how ORU can develop its impact around the world. Report Findings to the President's Cabinet by October 1, 2020

6.5. Develop a balanced approach to blend human and artificial intelligence to impact the world in an ethical and scriptural manner

Baseline:
- ORU has an approved position statement on the ethical usage of artificial intelligence

KPIs:
- Using AI with data science, develop a student success profile to help students visualize their pathway to success
- Explore the design of both VR and AI to transition from Immersive Learning to Wholemersive Learning in two courses
- Utilize AI to enhance recruiting, development and HR
- Explore the role of AI in increasing ORU's graduation rate, facilitating student learning, and the development of faculty and implement a small beta project in one of the areas
- Develop fully an ORU ChatBot to assist in serving students and potential students by responding to their questions

6.6. Explore the plausibility of Esports in student life

Baseline:
- ORU has explored Esports with vendors and Tulsa Public Schools

KPIs:
- Work with a vendor to sponsor an Esports facility and necessary equipment
- Host a minimum of one Esports tournament for the ORU student body

7. Thriving with Financial Vitality

7.1. Enroll 10,000 students per year with 6,000 students in credit and 4,000 students in non-credit educational programs

Baseline:
- Credit enrollment – unduplicated headcount of 4,670 students for the 2019-2020 academic year
- Non-credit enrollment – unduplicated headcount of 4,201 participants for the ORU Bible Institute and certificate programs for 2019-2020

KPIs:
- Increase the total number of online learners to 1,000 (Baseline is 853 in 2019-2020 academic year)
- Increase the number of dually enrolled students to 550 (Baseline is 489 in 2019-2020 academic year)
- Increase residential full-time UG enrollment to 2,575 students (Baseline is 2,557 in the 2019-2020 academic year)
- Increase the overall graduate student enrollment to 700 (Baseline is 691 in the 2019-2020 academic year)
- Provide need-based travel assistance and group transportation from key market locations for 50 prospective students (Baseline is -0-)
- Increase international RFIs and applications by 15% (Baseline is 14,324 international RFIs in 2019-2020 academic year)
- Increase domestic RFIs and applications by 15% (Baseline is 13,126 domestic RFIs in 2019-2020 academic year)
- Evaluate the financial viability of all certificate programs including the ORU Bible Institute and report to the President's Office by January 1, 2021

7.2. Increase ORU's FTFT(first-time full-time) six-year graduation rate by seven percentage points

Baseline:
- The six-year graduation rate for cohort 2013 is 55%

KPI:
- Increase the six-year graduation rate by one percentage point
- Expand existing University-wide tutoring services where experts (in specialty areas) are available for tutoring and other support services throughout the degree program experience

7.3. Increase development revenue raised from outside sources: donation, grants, endowments, other donations, etc., to $130 million

Baseline:
- $47,506,576 represents cumulative cash received in FY 2019 and FY 2020

KPIs:
- Generate $15.0 million in total cash contributions toward the Impact 2030 campaign in FY 2021
- Develop and submit 50 new funding proposals from Academics, Development, etc. (Baseline – 161 funding proposals were created in FY 2020)
- Increase membership in the President's Circle, Heritage Council, and Named Scholarships by 4% (Baselines for FY 2020 – President's Circle 93 members; Heritage Council 433 members; Named Scholarships 203)
- Increase membership in President's Council by 2% (Baseline for FY 2020 – 28 members)
- Increase personal engagement by 4% (Baseline for FY 2020 – 3,847 personal engagements)

7.4. Increase auxiliary net revenues by 20%

Baseline:
- FY 2020 Projected net revenue is expected to be $5.4 million

KPIs:
- Increase auxiliary net revenue by 4%

8. Serving Globally as the Premier University for Spirit-Empowered Leadership Development

8.1. Be recognized as the thought leader of the Spirit-empowered movement

Baseline:
- To date in FY 2020, faculty members have delivered 134 academic and non-academic presentations and publications

KPIs:
- Begin editorial work for a counseling journal, which will publish research on the Holy Spirit's activity in counseling with a potential launch date of Fall 2021
- Assist President Wilson in releasing and marketing one new book in FY 2021

8.2. Articulate the ORU story and promote ORU's differentiating characteristics to the core constituency

Baseline:
- A strategic global plan is being compiled

KPIs:
- Synthesize and adopt key differentiating characteristics of ORU (President's Cabinet will synthesize and report back to UPC)
- Develop a fresh branding campaign focusing on ORU's differentiating characteristics to be showcased on all platforms - video, website, social media, advertising, print, etc.
- Create a Search Engine Optimization (SEO) strategy to improve ORU's search optimization using keywords that differentiate the University

8.3. Enhance the recognition of ORU internationally

Baseline:
- Compilation of current rankings has been completed

KPIs:
- Focus on improving overall standings with *Times Higher Education* and specifically explore *Times Higher Education* international rankings
- Increase RFIs (request for information) by 10% from twelve markets that have been identified: China, Colombia, South Korea, Brazil, India, Nigeria, Zambia, Kenya, Zimbabwe, Ghana, Singapore, and Indonesia
- Identify ten international students with the skills to create original content about their ORU experience to use in country-specific marketing campaigns
- Survey current international students to identify the top three reasons they chose to attend ORU. Use that data to build international branding messages where appropriate
- Leverage the tagline "Whole Leaders for the Whole World" to create a branding campaign showcasing the work of ORU graduates

2019-2020
UNIVERSITY PLANNING COUNCIL

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