
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 differentiated 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 Differentiated Premier University for Spirit-Empowered Leadership Development

Presented in the remainder of this document are the baselines and 2019-2020 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 development culture not integrated across campus

KPIs:

- Create a task force to assess the current status of leadership development for students, faculty, and staff
- Explore Spirit-empowered leadership and related definition(s)
- Present a report to the President's Cabinet and UPC by January 2020 recommending steps to achieve a greater leadership development culture at ORU

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

Baseline:

- Leadership capacity (not development) assessed under Socially Adept outcome

KPIs:

- Document where leadership development currently exists in the ORU curriculum
- Establish a process and timeline for faculty to address needed changes in University outcomes
- Compare ORU's model to an external "Student Leadership Competencies" model to ensure we are building leadership competencies for the 21st century
- Explore a research framework that would annually measure how effective ORU's student leadership experiences are in comparison to national collegiate norms

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 in student life
- Experiment with a model of measurable leadership development practices in Student Life and Academics with a cohort of students

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

Baseline:

- Leadership development limited within academic leadership courses and programs

KPIs:

- Investigate best practices to increase student capacity to lead collaborative and multi-cultural teams to identify and address real-world problems
- Investigate best practices to enhance faculty capacity to teach and guide leadership development

1.5. Establish a Center for Leadership at ORU

Baseline:

- No Center for Leadership currently exists at ORU

KPIs:

- Clarify the purpose of the Center for Leadership at ORU
- Determine the functions of the Center for Leadership at ORU
- Submit a proposal for establishing a Center of Leadership at ORU to include clarification of purpose, functions, budget, and operational structure

2. Achieving Exceptional Teaching, Innovation, and Academic Excellence

2.1. Develop relevant academic programs in response to advances in market trends and local and global community needs resulting in 100 Undergraduate Majors, 17 Masters, and 5 Doctoral programs

Baseline:

- As of fall 2018, ORU offered 81 Undergraduate Majors, 14 Masters, and 2 Doctoral programs

KPIs:

- Implement the next phase of program review to evaluate the viability of academic programs and potential for new programs
- Launch Doctor of Nursing Practice
- Enroll the first cohort of students for the Ph.D. in Theology
- Add four new undergraduate majors
- Develop a concept for an academic program that is unique to ORU

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

Baseline:

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

KPIs:

- Develop 4 new non-credit certificate programs
- Launch 4 new non-credit certificate programs

2.3. Promote and reward exceptional teaching

Baseline:

- Approved promotion process requires only mastery of subject with up-to-date course content and knowledge with integration of faith throughout course content

KPIs:

- Establish an Academy for Exceptional and Effective Teaching
- Implement a new gifts-assessment process for all faculty candidates and utilize with current faculty to assist in self-awareness
- Offer one professional development event for faculty on the ORU campus each year
- Revise faculty advancement and compensation process to emphasize and reward exceptional teaching
- Evaluate tools to assess exceptional faculty teaching
- Investigate grant opportunities to support research and development for faculty

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

Baseline:

- Of the 2018 graduates, 88% participated in real-life learning opportunities

KPI:

- Increase the percentage of students participating in internships
- Develop at least one new research partnership

2.5. Establish innovative learning environments

Baseline:

- Design and construction is in process on the Nursing and Engineering Complex

KPIs:

- Complete the renovation of the new Nursing and Engineering Complex
- Develop a plan to update GC/LRC classrooms with latest technologies and collaborative learning spaces

2.6. Establish a viable and sustainable Center for Entrepreneurship

Baseline:

- No space for entrepreneurship currently exists at ORU
- No interdisciplinary course for entrepreneurship currently exists at ORU
- No entrepreneurship major currently exists at ORU

KPIs:

- Create a collaborative, entrepreneurial space to house the center
- Create an interdisciplinary entrepreneurship course
- Develop an entrepreneurship major

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

Baseline:

- No Virtual Faculty Center for Innovation exists at ORU

KPIs:

- Initiate a President's Scholarship for three annual innovation initiatives for exceptional teaching pilot programs
- Partner with the leading innovative universities in the U.S. to collaborate with faculty between each university
- Host annual 'Teach-off' to recognize the most innovative and exceptional teaching style
- Test a new teaching and student form-factor 'MQ – Mirror' Mirrored intelligence

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:

- No present GPA summaries indicating academic performance of domestic ethnic and international learners at ORU

KPIs:

- Evaluate current levels of academic success among students from various cultures and nations
- Require faculty to attend at least one forum of international students discussing their ORU learning experiences

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

Baseline:

- Three continents (North America, Europe, and Asia)

KPI:

- Establish a sustainable and viable presence on one additional continent

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

Baseline:

- 108 nations represented during the 2018-2019 academic year

KPI:

- Increase the number of nations represented in the student body to 115 in for-credit programs during the 2019-2020 academic year

- 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:

- 570 Hispanic/Latin American students comprised 12.6% of the ORU student body for the 2018-2019 academic year

KPIs:

- Establish the Hispanic and Latin American Council
- Identify opportunities and strategies to increase retention and graduation rate of Hispanic and Latin American students by 1%
- Coordinate with local and state leaders in discovering current and new opportunities for ORU Hispanic and Latin American student leaders for servant leadership and entrepreneurship
- Submit a two-year plan for increasing Hispanic/Latin American engagement and involvement at ORU to the President's Cabinet by August 1, 2019

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

Baseline:

- 1,595 students attended Culture Fest fall 2018

KPI:

- Provide a tailored orientation for incoming international students to increase understanding of the American education system and connect them with existing academic resources

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- Create the International Faculty Advisory Group composed of international faculty from different colleges to support international students' academic success
 - Host an annual Culture Fest for international students to share their culture and for American students to interact with world cultures on campus and increase attendance by 5%
 - Increase exposure of international students to at least three American cultural events and celebrations

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 on ORU's ethos impacting the world does not currently exist

KPIs:

- Complete a study of how ORU's ethos is impacting and can further impact today's world and report their findings to the President's Cabinet and UPC by January 1, 2020 (Study group will be appointed by the President)

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

Baseline:

- ORU Live ministered at five events in the spring of 2019
- No ORU Live worship project has been done for several years
- 155 students are involved in prayer movement sets – spring 2019

KPIs:

- ORU Live will regularly travel and minister at events
- ORU Live will produce a new worship project
- Increase participation in prayer movement sets by 10%

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

Baseline:

- For 2018-2019, on average 350 students per month attended community outreach events

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

4.4. Increase the level of student involvement in intercultural experiences

Baseline:

- Of the 2018 graduates, 59% participated in intercultural experiences

KPI:

- Report and increase the percentage of students enrolled in GO courses or courses with intercultural experiences in FY 2020
- Increase the percentage of students participating in intercultural experiences such as missions, etc. (non-GO courses)

4.5. Increase the number of students participating in short-term mission teams throughout the world

Baseline:

- There is no current measurement of the impact of short-term missions trips to communities visited
- Minimal content is currently being curated from missions trips

KPI:

- Develop a measurement to evaluate the impact of short-term mission trips on communities visited
- Showcase ORU's missions efforts through a variety of means including video content, web content, and social media to assist in increasing awareness and involvement in missions

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

Baseline:

- This is a new initiative in the concept and planning phases

KPI:

- Plan a leadership conference for high school students to be held in summer 2020

5. Growing a Strong and Expanded Tulsa Campus

5.1. Complete a campus building master plan

Baseline:

- Impact 2030 plans are in the beginning stages

KPIs:

- Develop architectural renderings of future buildings that will be part of IMPACT 2030
- Prioritize the order for the construction of new buildings
- Develop a renovation/maintenance plan for existing facilities to maintain/improve effectiveness, efficiency, and aesthetics

5.2. Enhance the on-campus student life experience

Baseline:

- Develop survey that measures overall satisfaction
- The Nursing and Engineering Complex coffee shop is in design and construction. New services survey currently in development

KPI:

- Improve student food satisfaction survey results by 5%
- Establish one new food outlet

5.3. Demonstrate excellence through NCAA Division I Athletics performance

Baseline:

- NCAA and NIT postseason appearance for 1 team for FY 2018
- Overall single-year GPA (Grade Point Average) of 3.28 for FY 2018
- Overall single-year APR (Academic Progress Rate) of 988 for FY 2018
- Overall single-year GSR (Graduation Success Rate) of 82% for FY 2018
- Overall single-year FGR (Federal Graduation Rate) of 52% for FY 2018

KPIs:

- NCAA and NIT postseason appearances by at least two teams
- Overall single-year GPA (Grade Point Average) of 3.3
- Overall single-year APR (Academic Progress Rate) of 985
- Overall single-year GSR (Graduation Success Rate) of 85%
- Overall single-year FGR (Federal Graduation Rate) of 55%
- The ORU Missions Department and Athletics Department will collaborate on training and planning of athletic mission trips

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

Baseline:

- No strategic plan for unifying athletic and University branding efforts is in place

KPIs:

- University Marketing and Athletic Marketing will develop a system whereby they will work together on a united branding effort
- Advancement and Athletics will conduct a study to explore the potential of combining marketing efforts and present the results of the study to the President's Office by March 1, 2020

6. Using new technologies in creative and transformative ways

6.1. Become a world leader in foreign language translation for education through the Global Learning Center

Baseline:

- Research has begun on translation tools available

KPI:

- Research proper language translation tools
- Implement a translation application to help make ORU the foremost leader in applying a translation to audio, video, and written material
- Consult with and involve the Translation & Interpreting program in this effort

6.2. Lead by designing significant virtual meetings of Spirit-empowered people around the world

Baseline:

- Ideas and methods for virtual reality and holographic meetings are under consideration

KPIs:

- Plan to host a large gathering of Spirit-empowered constituents during Jerusalem 2020 with virtual reality and other emerging technologies

6.3. Create a global crowdsourcing model to obtain creative and practical ideas for educational technology

Baseline:

- Crowdsourcing models from online communities are being reviewed

KPIs:

- Recruit a minimum of 20 innovation fellows from ten different regions of the world to assist in further creation of education and technology
- Host one major crowdsourcing event annually

6.4. Implement a new model of staffing technology skills by finding and recruiting international talent

Baseline:

- No model for staffing specified technology skills currently exists
- One international graduate student with technology-related skills has been hired

KPIs:

- Research a new model of staffing technology skills
- Hire at least two new international graduate or doctoral students who already have a life skill related to technology and want to earn an advanced degree at ORU

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

Baseline:

- Campus-wide task force on AI does not exist at ORU

KPIs:

- Lead a campus-wide task force to ensure AI is approached in a balanced manner that addresses ethical and scriptural concerns

6.6. Launch a comprehensive public communication strategy to strengthen awareness of ORU's use of technology

Baseline:

- Advancement is working with Enrollment Management and IT to select the ten target countries

KPIs:

- Create messaging of the Titan Supercomputing capabilities
- Target ten countries for increased communications regarding ORU's technology

7. Thriving with Financial Vitality

7.1. Enroll 9,000 students per year with 6,000 students in credit and 3,000 students in non-credit educational programs

Baseline:

- Credit enrollment – unduplicated headcount of 4525 students for the 2018-2019 academic year
- Non-credit enrollment – unduplicated headcount of 3,278 participants for the ORU Bible Institute and certificate programs

KPIs:

- Increase the total number of online learners to 850 (Baseline is 804 in 2018-2019 academic year)
- Increase the number of dually enrolled students to 425 (Baseline is 401 in 2018-2019 academic year)
- Increase residential full-time UG enrollment to 2,675 students (Baseline is 2625 in the 2018-2019 academic year)
- Increase the overall graduate student enrollment to 700 (Baseline is 642 in the 2018-2019 academic year)
- Evaluate the potential effectiveness of granting need-based travel assistance and group transportation from key market locations for prospective students (Baseline – new initiative in the concept and planning phases)
- Increase international RFIs and applications by 15% (Baseline is 12,191 international RFIs in 2018-2019 academic year)
- Increase domestic RFIs and applications by 15% (Baseline is 11,296 domestic RFIs in 2018-2019 academic year)

7.2. Increase ORU's FTFT six-year graduation rate by seven percentage points

Baseline:

- Six-year graduation rate 52%

KPI:

- Increase the six-year graduation rate by one percentage point

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- Create a central location for 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:

- \$33,184,692 all cash giving for FY 2019

KPIs:

- Create and launch a comprehensive Impact 2030 campaign, which will include campaign research, strategy, materials and timeline mapping to achieve long term and short term Impact 2030 milestones
- Annually develop and submit ten new funding proposals (academic, development, etc.) (Baseline – ten funding proposals were created in FY 2019)
- Increase membership in each by 4% (Baselines for FY 2019 – President’s Circle 102 members; Heritage Council 488 members; Named Scholarships 161)
- Increase membership in President’s Council by 2% (Baseline for FY 2019 – 28 members)
- Increase personal engagement by 2% (Baseline for FY 2019 – 3,020 personal engagements)

7.4. Increase auxiliary net revenues by 20%

Baseline:

- FY 2019 Projected net revenue is expected to be \$5.2 million

KPIs:

- Increase auxiliary net revenue by 4%

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

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

Baseline:

- In FY 2019, faculty members delivered 90 academic and non-academic presentations and publications

KPIs:

- Continue to develop the *Spiritus Journal*
- Establish ORU Press
- Explore the possibilities of having a Spirit-empowered leadership and entrepreneurship publication
- Develop a dissemination strategy and plan for publications of ORU Press and faculty

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:

- Create a task force to identify and develop ORU's differentiating characteristics with recommendations concerning how to market to the core constituency (task force appointed by the President)
- Submit a report concerning differentiating characteristics to the President's Cabinet by January 1, 2020

8.3. Enhance the recognition of ORU internationally

Baseline:

- Compilation of current rankings is in process

KPIs:

- Improve ORU's national and international rankings
- Create a task force to identify the various categories evaluated by ranking agencies and make recommendations concerning changes to address issues
- Identify ten markets where ORU should have stronger market penetration
- Increase market penetration of ORU by 10% in the ten identified markets where ORU should have stronger market penetration

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