



# 5-YEAR ADAPTIVE PLAN

*Prepared by the University Planning Council*



# ORU

ORAL ROBERTS UNIVERSITY

## 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.**



## EXECUTIVE SUMMARY

Oral Roberts University enters the celebration of its 50th anniversary with a renewed commitment to its historic vision. Thousands of graduates who have traversed the globe and gone out into “every person’s world” bear witness to the impact of this far-reaching vision. Recovering from recent setbacks in a spectacular way that can only be characterized as a miracle, ORU is now positioned to move from sustaining the institution to renewing, growing, and expanding its vision. In order to fulfill the mission that has emerged from the original vision—to develop Spirit-empowered leaders through whole person education to impact the world with God’s healing—faith-focused, hope-bearing, and wisdom-filled strategic planning that is both dynamic and adaptive is essential to the future success of ORU in the 21st century.

Capturing the internal moment of institutional recovery and focusing on the global paradigm shift in the field of higher education, the President of ORU appointed the Globalization Task Force to study the problems and possibilities awaiting the revitalized ORU. This task force engaged in a several month long in-depth study and analysis of both the present environment surrounding ORU and potential opportunities for the university. The task force, which consisted of representatives from all ORU constituencies, produced seven major propositions. The Board of Trustees reviewed and ranked these adopting three as top priorities over the next few years.

As a first priority, the Board of Trustees called for the creation of a global culture that will drive the ORU identity of Whole Person Education. The primary concern is the development of a campus culture that will fully transform students by the power of the Holy Spirit in spirit, mind, and body, empowering them to carry the message of God’s healing through Jesus Christ to the uttermost bounds of the earth. A second priority required attention to the development of an integrated Whole Person Education learning system that physically and functionally assists with the transformation of global learners. The learning system should engage students at all levels and continually reinforce the formation of a community of learners focused on changing the world for the Kingdom of God. A third priority is to reshape ORU’s business plan to reflect institutional excellence with economic sustainability. The Board of Trustees called on the University Planning Council (UPC) to develop an adaptive plan to implement these priorities over the next five years.

The UPC is a shared governance council designed to facilitate collaboration between faculty, administration and the Board of Trustees with an equal number of representatives from each group. The UPC committed its work to developing a mission-based, futuristic, and robust plan that has the capacity for adaptive course correction, campus-wide buy-in, and motivational momentum.

It is expected that this five-year adaptive plan is to be assessed annually by the UPC and will be utilized in directing the Board of Trustees, administration, and faculty in making effective decisions for the continued pursuit of God's vision for the institution. With 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 and increase its potential to become the premier Spirit-empowered University.

This plan was developed with prayer, faith, and hope and in a context of dynamic exchange on hard questions. Intentional efforts were 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 and is worthy of its founder's exhortation to "make no little plans here."

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# 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
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# GOALS AND OBJECTIVES

## 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
- 1.2 Connect a worldwide audience to ORU educational opportunities
- 1.3 Establish a Tulsa-based global learning and technology center
- 1.4 Demonstrate that 100% of all faculty have received training to participate in ORU virtual learning communities
- 1.5 Establish collaborative access partnerships to develop learning communities on every inhabited continent
- 1.6 Increase the number of international students by 1,000
- 1.7 Increase the number of countries represented in the student body to 100

# GOALS AND OBJECTIVES

## 2. CREATE A THRIVING GLOBAL CULTURE WITHIN THE UNIVERSITY

- 2.1 Demonstrate that the International Center regularly interacts with international students to assist in cultural adjustment, academic progress and spiritual growth
- 2.2 Host at least two international cultural events for the entire Tulsa campus community each year
- 2.3 Increase the number of international staff and faculty
- 2.4 Develop academic programs and services to improve the experience of English as a Foreign Language (EFL) students
- 2.5 Provide global cultural competency training and development opportunities to 100% of faculty and full-time staff
- 2.6 Increase the percentage of graduating students who have participated in an intercultural experience to 100%

# GOALS AND OBJECTIVES

## 3. IMPROVE THE QUALITY AND VALUE OF THE ACADEMIC EDUCATION RECEIVED BY ORU STUDENTS

- 3.1 Increase engagement in learning, research, and relevant inquiry
- 3.2 Integrate real-life learning opportunities (e.g., internships) into the academic experience of 75% of graduating students
- 3.3 Increase the number of faculty with terminal degrees to 70%
- 3.4 Increase by 25% the number of students who engage in research, publish in peer-reviewed publications or present to audiences outside of ORU
- 3.5 Have distinguished faculty members in each college recognized for their scholarship at an international level
- 3.6 Increase ORU's graduation rate by 15%



# GOALS AND OBJECTIVES

## 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
- 4.2 Streamline university policies and procedures
- 4.3 Increase lines of communication through a variety of interactive formats
- 4.4 Implement continuous service improvement through training of staff
- 4.5 Create a multi-disciplinary team to quarterly analyze global issues and opportunities and make recommendations
- 4.6 Implement continuous evaluation and improvement processes for programs, curricula and faculty

# GOALS AND OBJECTIVES

## 5. SERVE THE GLOBAL SPIRIT-EMPOWERED MOVEMENT AS ORU'S PRIMARY CONSTITUENCY

- 5.1 Develop and implement 10 new certificate programs to support the Spirit-empowered movement
- 5.2 Establish 500 partnerships and ministerial/institutional alliances in the Spirit-empowered movement
- 5.3 Establish an advisory group of Spirit-empowered leaders on how ORU can best serve their constituencies
- 5.4 Provide global access to the Holy Spirit Research Center
- 5.5 Have each college engage in at least one professional, educational or research project specifically designed to address a need in the Spirit-empowered movement

# GOALS AND OBJECTIVES

## 6. TEACH AND DEMONSTRATE THE HEALING POWER OF JESUS CHRIST

- 6.1 Incorporate the founding vision and history of ORU into new student, faculty, and staff orientations
- 6.2 Create a new general education, multi-disciplinary course specifically focused on healing
- 6.3 Create and send 150 short-term mission teams throughout the world
- 6.4 Develop 5 multi-disciplinary, incarnational healing development projects to transform communities for the glory of Jesus Christ

# GOALS AND OBJECTIVES

## 7. ENHANCE ECONOMIC SUSTAINABILITY LEADING TO FINANCIAL VITALITY

- 7.1 Increase development revenue raised from outside sources: donations, grants, endowments, other donations, etc., by \$100 million
- 7.2 Increase auxiliary revenues by 20%
- 7.3 Increase the participation of alumni and friends in University initiatives and giving by 20%
- 7.4 Establish economic stability and market viability of academic programming
- 7.5 Increase global marketing efforts by 30%

# GOALS AND OBJECTIVES

## 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
- 8.2 Increase the number and/or level of accredited academic programs
- 8.3 Establish at least one Ph.D. program
- 8.4 Increase engagement with Spirit-empowered organizations and events world-wide
- 8.5 Launch a comprehensive global public communication strategy to strengthen awareness of ORU