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 2018-2019 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 4,352 students (Fall 2017-Spring 2018)
- Non-credit enrollment—2,785 non-credit ORU Bible Institute and certificate participants (February 2017-February 2018)

KPIs:
- Increase the total number of online learners in the 2018-2019 academic year to 750 (Baseline is 643)
- Increase the number of dually enrolled students in the 2018-2019 academic year to 400 (Baseline is 343)
- Increase residential full time UG enrollment to 2,630 (Baseline is 2,604)
- Increase the overall graduate student enrollment in the 2018-2019 academic year to 675 (Baseline is 626)
- Develop 3 new non-credit academic programs based on constituent needs in FY 2019
- Increase the number of domestic students from the Hispanic/Latino community as well as the number of students from Hispanic/Latino countries in the 2018-2019 academic year to 565 (Baseline, Fall 2017 is 529, which includes 452 students from the Hispanic/Latino community and 77 students from Hispanic/Latino nations)

1.2. Connect a worldwide audience to ORU educational opportunities

Baseline:
- Interact with individuals in 201 of 208 countries

KPIs:
- Identify 120 international alumni who will be willing to promote ORU worldwide

- Increase domestic web traffic to ORU website by 10% (Baseline is 931,951 for FY 2018)
- Increase international web traffic to ORU website by 12% (Baseline is 162,771 for FY 2018)
- Increase Snapchat score by 10% (Baseline is 15,986 for FY 2018)
- Increase Instagram followers for ORU Instagram accounts (ORU, Alumni, Athletics, SA, Missions) by 15% (Baseline is 17,990 for FY 2018)
- Increase Twitter followers for all ORU Twitter accounts (ORU, Alumni, Athletics, SA, Missions) by 15% (Baseline is 25,186 for FY 2018)

1.3. Demonstrate effective use of the Global Learning Center technologies

Baseline:
- 385 Zoom broadcasted events and archival of content (Fall 2017-Spring 2018)
- A comprehensive library of 510,000 augmented and virtual reality learning environments (Spring 2018)
- Completion of a comprehensive survey of how faculty are leveraging the capability of blending GLC technologies into classroom activities (Fall 2017)

KPIs:
- 100% of faculty trained and capable of using GLC technologies (Baseline is 75% in Spring 2018)
- Create an auto tracking system to validate how many additional nations are connecting to ORU through the GLC, while reaching 50 nations with the GLC telepresence capabilities (Baseline is 25 nations Spring 2018)
- Expand the reach of Zoom technologies to provide a total of 500 Zoom broadcast events (Baseline is 385 Zoom events)
- Grow the comprehensive library of augmented and virtual reality learning environments to 750,000 (Baseline is 510,000)
- Apply gap areas and training from the comprehensive survey of how well faculty are leveraging the GLC technology in the classroom (Annual survey and follow up)
- Deliver a plan to finish out the TV Studio in the Global Learning Center

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

Baseline:
- Three collaborative access partnerships

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

1.5. Increase the number of international students (for credit) to 1,000

Baseline:
- 511 international students enrolled (Fall 2017-Spring 2018)

KPIs:
- International residential undergraduate target for the 2018-2019 academic year is 365 (Baseline is 330, 2017-2018)
- International online students target for the 2018-2019 academic year is 150 (Baseline is 63, 2017-2018)
- International graduate students target for the 2018-2019 academic year is 160 (Baseline is 141, 2017-2018)

1.6. Increase the number of countries represented in the student body to 120

Baseline:
- 101 Nations Represented (Fall 2017-Spring 2018)

KPI:
- 105 Nations Represented by for 2018-2019 academic year

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) offered seven events in Fall 2017

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 (Baseline Fall 2017 orientation is 61 students, Spring 2018 orientation is 5 students)
- Offer five activities that address spiritual needs of international students
- Increase participation in spiritual life activities for international students by at least 5 % (Baseline from Fall 2017 for Uprise is 10-30 students weekly)

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

Baseline:
- Currently, ORU hosts four international events per year:
  1. ORU Christmas
  2. Missions & International Emphasis Week
  3. The Annual Cultural Event
  4. Hispanic Heritage Month

KPIs:
- Measure attendance for each international cultural event (Baseline for Fall 2017 attendance for the Global Week/Cultural Fest is 1,500)
- Increase attendance for the four currently hosted events by at least 5% (Baseline for the Global Week/Cultural Fest and Hispanic Fiesta exceeded a total of 1,700 students)

2.3. Increase the number of international staff and faculty

Baseline:
- Current number of full-time international staff—33 staff members
- Current number of full-time international faculty—46 faculty members

KPIs:
- Include at least one international applicant when possible in the search pool for each new staff and faculty hire
- Engage five international scholars for the J1 Visa program
- 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:
- Descriptive Linguistic practicum added to Education major

KPI:
- The ELL 315 Descriptive Linguistic practicum will utilize a component in which future teachers enrolled in the course will serve as peer mentors for all 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. A record keeping system has been developed and currently exists (New course elements are presently being introduced)

KPIs:
- Identify potential improvements of the Global Cultural Competency certificate program for faculty and staff
- Release two campus wide communications from HR confirming the University's requirement 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:
- 334 of the 613 seniors (55%) who graduated May 2017 participated in intercultural experiences

KPIs:
- Report the number of students enrolled in GO courses or courses with intercultural experiences in FY 2019
- Increase the percentage of students participating in intercultural experiences such as missions, etc. (non-GO courses)

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
- Sixty-six faculty members engaged in research experiences in FY 2018

KPIs:
- Host at least seven faculty training events focused on learning, research, and relevant inquiry
- 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:
- 73% of 2017 graduates (446 of 613) participated in real-life learning opportunities

KPI:
- Increase the percentage 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 2017-2018 academic year, 72% 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 and related activities

Baseline:
- 613 Students engaged in research during the 2017-2018 academic year

KPIs:
- Host an annual ORU Research Symposium in a variety of research categories
- Create a directory of qualified ORU graduate and undergraduate research activities

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 FTFT six year graduation rate by 15%

Baseline:
- Six-year graduation rate of 56.5% for first-time, full-time 2011 cohort

KPIs:
- Increase the first year to second year retention rate for all students (Baseline is 84%)
- Increase the second to third year retention rate for all students (Baseline is 80.3%)
- Increase the third to fourth year retention rate for all students (Baseline is 90.1%)

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

Baseline:
- ORU's current post graduate placement rate for 2017 is 97%

KPIs:

- Increase statistical reliability of post-graduation survey by increasing 1% survey response rate (Baseline is 83.4%)
- Increase the number of job's posted on ORU internal job board by 5% (Baseline is 1,576)
- Increase the number of organizations recruiting on campus by 5% (Baseline is 131)
- Locate 10 additional job opportunities internationally
- Increase the number of colleges that formally introduce students to Career Services and job seeking skills (Baseline is 2)

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

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

Baseline:
- Multi-disciplinary team exists and meets on a quarterly basis

KPIs:
- Multi-disciplinary team will monitor the legal, political and cultural environment impacting higher education
- Multi-disciplinary team will report significant developments to the UPC twice annually

4.2. Identify the most significant opportunities and challenges of our core constituents, defined as students, alumni and friends/supporters of the University

Baseline:
- Student satisfaction survey has been completed

KPIs:
- Create and implement a survey that surveys students annually to identify significant opportunities and challenges
- Create and implement a survey that surveys alumni annually to identify significant opportunities and challenges
- Create and implement a survey that surveys friends/supporters of the University annually to identify significant opportunities and challenges
- Implement a system to monitor and address issues as appropriate when mentioned by constituency groups on social media

4.3. Streamline university policies and procedures

Baseline:
- Six policies and/or procedures have been reviewed. One policy and two procedures have been approved and implemented. Modifications have been proposed for three policies and will be submitted for board approval at the April 2018 board meeting.

KPI:
- Streamline six policies/procedures that have not been streamlined in the last five years

4.4. Implement continuous service improvement

Baseline:
- Four customer service training classes were offered in FY 2018

KPI:
- Develop and implement four new ideas/initiatives to improve customer service

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

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

Baseline:
- Fifteen new certificate programs available in FY 2018

KPIs:
- Develop three new certificate programs consistent with market needs
- Evaluate all certificate programs for long-term viability
- Develop at least one new certificate program in a language 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
- 299 Spirit-empowered partnerships and ministerial/institutional alliances were currently active in FY 2018

KPI:
- Establish 50 additional Spirit-empowered partnerships and ministerial/ institutional alliances during the 2018-2019 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 is formed

KPIs:
- Host an annual Ministry Leaders Advisory Council gathering
- Develop an annual report from the Ministry Leaders Advisory Council for the UPC

5.4. Establish collaborate learning opportunities with Spirit-empowered churches

Baseline:
- Funding is budgeted for an office to regularly facilitate collaborative learning opportunities with local churches

KPIs:
- Establish an office to pursue collaborative learning opportunities with Spirit-empowered churches
- Continue to field test collaborative learning programs
- Hire a new Executive Director for church and educational partnerships

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:
- Continue subscribing to the Digital Commons to publish, through ORU's online Digital Showcase, five new collections from the Holy Spirit Research Center and the Library, to benefit especially the global Spirit-empowered movement and the Theology PhD program
- Add to the Digital Showcase five new collections compiled from ORU archival publications and exemplary scholarly and creative works by ORU students and faculty past and present from all participating Colleges and from selected University guests

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 in each college to address a clear need in the Spirit-empowered movement

KPIs:
- Identify and begin implementation 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 the Spirit-empowered movement

6. Teach and Demonstrate the Healing Power of Jesus Christ

6.1. Develop new academic-based mission trips involving instructors and providing academic credit for participating students

Baseline:
- One academic-based mission trip involving instructors and students exists in the College of Nursing

KPI:
- Increase the number of academic-based mission trips involving instructors and providing academic credit for participating students

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

Baseline:
- Sent 244 short-term mission teams throughout the world from 2014-2018

KPIs:
- Assess the number of students participating in short-term mission teams throughout the world
- Develop a measurement to evaluate the impact of short-term mission trips on communities visited
- Commission at least 50 mission teams in FY 2019

6.3. Develop two 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 started in Zimbabwe

KPIs:
- Implement spring training course (BUS 450-97) for students involved with healing teams
- Investigate a third incarnational healing development project as the first healing development project in Brazil comes to a close

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:
- $15,248,551 all cash giving for FY 2018

KPIs:
- Annually develop and submit 10 new funding proposals (academic, developmental, etc.)
- Develop a philanthropic culture and strategic plan for giving to ORU through the President's Circle, President's Council, Heritage Council, Ministerial Relations and Corporate Relations while increasing the number of named scholarships and sponsorships
- Increase membership in each category by 4% (Baseline for FY 2018 is 96 members for the President's Circle; President's Council is 33; Heritage Council is 461; Ministerial Relations is 1; Corporate Relations is 0; Named Scholarships is 59)
- Increase traffic to the Development and Friends website by 4% (Baseline is 10,280 FY 2018)
- Increase Alumni and Friends social media views by 4% (Baseline is 806,817 impressions/views across Facebook, Twitter and Instagram profiles)
- Increase communication pieces by 4% (Baseline is 165 communication touches FY 2018)
- Increase personal engagement by 4% (Baseline is 4,742 personal engagements in FY 2018)
- The cash giving goal for FY 2019 is $16,000,000

7.2. Increase auxiliary revenues by 20%

Baseline:
- FY 2018 revenue from auxiliary sources was $14.5 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 constituents participating in events in FY 2018—5,574
- Alumni, Friends, Others—donors 8,960; Annual giving $15.2M

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 Academic Credit Hours in FY 2017: 100,640

KPIs:
- Develop and implement strategies 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 international RFIs and applications

Baseline:
- International RFIs (Baseline is 4,651 for the 2017-2018 academic year)

- International applications (Baseline is 2,328 for the 2017-2018 academic year)

KPI:
- Increase international RFIs and applications by at least 10%

7.6. Increase domestic RFIs and applications

Baseline:
- Domestic RFIs (Baseline is 9,455 for the 2017-2018 academic year)
- Domestic applications (Baseline is 6,025 for the 2017-2018 academic year)

KPI:
- Increase domestic RFIs and applications by at least 10%

7.7. Increase the University's Endowment

Baseline:
- FY 2018 Endowment Fund was $8,101,286 in addition to funds invested in CityPlex Towers of $34.8M

KPIs:
- Increase the number of donors to the endowment by 4% (Baseline is 36)
- Increase the verified amount of planned giving by 4% (Baseline is $14,107, 804)
- Increase the total value of the endowment by 4%

7.8. Increase Athletic academic results to qualify for the NCAA academic financial distributions beginning in 2020

Baseline:
- Division I APR - 960
- Graduation Success Rate – 83%

- Difference between student-athlete and student body rates for federal graduation rate percent – 9% in 2017

KPIs:
- Increase the average of single year rates for all teams to 985
- Increase the average of single year graduation success rate for all teams for the most recently available year to 90% or greater
- Increase the difference between student-athlete and student body rates for the most recently published federal graduation rate to 13% or greater

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 89 professional presentations at events outside of ORU in FY 2018

KPIs:
- Faculty members to present in at least 75 professional or ministry conferences
- Increase the number of faculty members participating with scholarly presentations (In FY 2018, 36 faculty members participated with scholarly presentations with an additional 20 faculty members with President's Research Fund grants to present during the ORU Research Symposium in April 2018)
- Complete a campus wide study of the impact that Artificial Intelligence can have on improving campus operations, while keeping ORU out in front of emerging technologies

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

Baseline:
- ORU offers 84 undergraduate, 14 graduate and two doctoral programs in FY 2018

KPIs:
- Discontinue weak academic programs/majors
- Evaluate the potential of new interdisciplinary programs to attract more students
- Add at least four new online programs

- Initiate at least three new academic majors

8.3. Establish a Doctor of Nurse Practitioner (DNP) program

Baseline:
- DNP committee established and actively working with consultant

KPIs:
- Continue the DNP formation committee to address accreditation issues (regional and professional, if needed), personnel issues, and curriculum issues for identifying and developing the DNP program
- Submit a Substantive Change Request to the HLC for the DNP program in the College of Nursing
- Make an initial Library investment in appropriate resources

8.4. Explore the establishment of a Center for the Spirit-empowered local church

Baseline:
- No center for the Spirit-empowered local church exists

KPI:
- Initiate and complete a study on the need for and viability of a center for the Spirit-empowered church in consultation with the Ministry Leaders Advisory Council

8.5. 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—20% completed
- Continuous evaluation and improvement process for faculty—65% completed

KPIs:
- Implement program level evaluation process according to HLC expectation
- Assess methodologies in monitoring faculty performance
- Assess the number of full-time faculty members who participate in an international experience

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

Baseline:
- ORU engages with 134 Spirit-empowered organizations and events worldwide FY 2018

KPIs:
- Engage with 25 additional Spirit-empowered organizations or events worldwide
- Create and begin utilization of an assessment instrument to determine levels of relationships with organizations and events
- Initiate and implement a research project with the Center for Global Christianity at Gordon-Conwell on the status of the Spirit-empowered movement globally
- Form an internal committee that will work on the Spirit-empowered research project in partnership with Gordon-Conwell to meet regularly on this project

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

Baseline:
- The marketing portion of a comprehensive global public communication strategy is completed but not implemented

KPIs:
- Produce an annual comprehensive communication strategy to be communicated to and approved by the President's Cabinet
- Target 10 countries for increased communications
- Increase global hits to the ORU digital platforms by 10% (Baseline is 731,595 hits in FY 2018)
- Increase global social interactions converted to leads (Baseline is 19,000 RFIs/leads converted to leads in FY 2018)
- Create a crisis communication plan in consultation with the Board of Trustees Advancement Committee and the President's Office that can be utilized in communication emergencies (This plan will align with the federal Clery Act)

2017-2018
UNIVERSITY PLANNING COUNCIL

MEMBERS

Mr. Robert Barron	Trustee
Ms. Camella Binkley	Trustee
Mrs. Laura Bishop	Vice President for University Development & Alumni Relation
Ms. Lenore Butay	Faculty (Nursing)
Mr. Mike Carter	Athletic Director
Dr. Linda Dunham	Faculty (College of Education)
Dr. Bill Elliot	Faculty (College of Business)
Dr. William Curtis Ellis	Faculty (College of Arts and Cultural Studies)
Ms. Angela Evans	Trustee
Mr. Johnie Hampton	Alumni Association – Board Chairman
Dr. Julie Huntley	Dean of College of Business
Professor Scarlett Jost	Faculty (College of Science and Engineering)
Dr. LaDonna Osborn	Trustee
Mr. Tim Philley	Chief Operating Officer
Dr. Mike Rakes	Trustee – Board Chair
Dr. Kathaleen Reid-Martinez	Provost
Mr. Neal Stenzel	Chief Financial Officer
Dr. John Thompson	Faculty (College of Theology and Ministry)
Dr. Gilberto Velez	Trustee
Dr. Kenneth Weed	Dean of College of Science and Engineering
Dr. William M. Wilson	President