

2023-2024
5 YEAR
ADAPTIVE PLAN



APRIL 2023
APPROVED BY
THE ORU BOARD
OF TRUSTEES

PREPARED 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 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 2023-2024 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:

- Regular campus leadership activities and events exist in colleges
- No committee to conceptualize a Spirit-empowered women-in-leadership initiative exists
- No matrix to determine how ORU graduates reflect the five learning outcomes for global leadership exists
- No plan to establish and cultivate leadership development for staff and administration exists
- No office of faculty chaplain exists
- No office of online chaplain exists
- No whole-person wellness program for staff and faculty exists

KPIs:

- Host regular campus leadership activities and events by colleges, Student Life and Human Resources
- Develop and articulate key message points that explain the rationale for a leadership culture at ORU
- Establish an ad hoc committee to conceptualize a Spirit-empowered women-in-leadership initiative with a report to the Centre for Global Leadership by February 1, 2024
- Explore the development of a matrix to determine how ORU graduates reflect the five learning outcomes for global leadership
- Develop a plan to establish and cultivate leadership development for staff and administration
- Explore establishing the office of faculty chaplain
- Explore establishing the office of online chaplain
- Initiate a whole-person wellness program for staff and faculty and find ways to incentivize participation

1.2. Align the established program assessment process for continuous improvement with the revised University outcomes

Baseline:

- Current University-wide cocurricular assessment process continues
- The five-year Academic Program Review process established

KPIs:

- Redesign the current University-wide cocurricular assessment system to align with the revised University learning outcomes
- Pilot the five-year Academic Program Review to track with the University outcomes

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

Baseline:

- No developmental guide for teaching leadership exists
- No specified training method to share best leadership development practices exists

KPIs:

- Create a developmental teaching and learning best practices guide for leadership education based on the current catalog of academic leadership activities
- Explore training strategies for faculty to share best leadership development practices across colleges

1.4. Develop the David and Barbara Green Centre for Global Leadership at ORU

Baseline:

- Space for the David and Barbara Green Centre for Global Leadership identified
- Program elements for the David and Barbara Green Centre for Global Leadership under development
- The David and Barbara Green Centre for Global Leadership Committee established

- No long-term financial plan for the David and Barbara Green Centre for Global Leadership exists

KPIs:

- Design the space that will house the Centre for Global Leadership
- Implement the design for the space that will house the Centre for Global Leadership
- Formulate program elements for the Centre for Global Leadership
- Activate the University-wide committee for the Centre for Global Leadership
- Develop the long-term financial plan for the Centre for Global Leadership
- Explore opportunities to monetize ORU's five-year adaptive plan process

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 2023, ORU offers 67 Undergraduate Majors, 14 Masters, 1 Education Specialist, and 5 Doctoral programs
- Feasibility study process to determine the viability of new programs established
- Targeted marketing for new programs is limited
- Post-graduation career placement report exists
- Minimal undergraduate online degree courses completely in Spanish exist
- Personalized degree program model established

KPIs:

- Incorporate graduation rates across programs to ensure effectiveness of program pathways
- Identify local and global community needs and provide feasibility studies to determine the viability of three potential new programs
- Provide target marketing for new programs
- Develop at least two additional innovative residential academic programs
- Review post-graduation career placement data to determine market trends
- Develop two undergraduate and two graduate online programs
- Explore the development of an undergraduate online degree program completely in Spanish
- Train faculty to implement the personalized degree program model using DegreeWorks

2.2. Promote and reward exceptional teaching

Baseline:

- No formal program of faculty and staff mentoring students exists
- No Academy-sponsored workshop series highlighting the work of faculty exists
- The President's Exceptional Teaching Fund funds 16 faculty projects
- No formal faculty training for incorporating mental health wellness strategies into the curriculum exists
- The Student Opinion Survey has not been updated recently

KPIs:

- Develop a student academic mentoring program with faculty and staff members
- Hold an Academy-sponsored workshop series highlighting the work of faculty and share it with external constituents
- Continue the President's Exceptional Teaching Fund to promote exceptional teaching
- Submit a grant proposal to support a mentoring program
- Provide professional development for faculty to incorporate mental health wellness strategies into the curriculum
- Revise and pilot the Student Opinion Survey

2.3. Establish innovative curricular and cocurricular learning experiences

Baseline:

- No faculty/IT task force focused only on virtual teaching and learning exists
- No courses have been designated as models of innovative teaching and learning
- No comprehensive plan to increase the study hall space and centralize student tutoring services exists

KPIs:

- Develop a faculty/IT task force to detail a plan to enhance technology in academic spaces to address the opportunities and challenges of virtual teaching and learning
- Identify courses that model innovative teaching and learning experiences
- Develop a plan to increase study hall space and centralize student tutoring services

2.4. Promote local and global opportunities through academic experiences

Baseline:

- No centralized and cross-listed inventory of courses and cocurricular activities that engage the local and global community initiated

KPIs:

- Create an inventory of courses that engage the local community
- Create an inventory of courses that engage the global community
- Create an inventory of cocurricular activities that engage the local community
- Create an inventory of cocurricular activities that engage the global community

2.5. Involve students in evaluating exceptional teaching and enhancing student learning

Baseline:

- No student focus group exists to assist in the revision of the student opinion survey
- No study of the student perceptions of exceptional teaching and learning environments exists

KPIs:

- Form a student focus group to assist in the revision of the student opinion survey
- Study student perceptions of exceptional teaching and learning environments and provide a report to the Provost's Office by March 1, 2024

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:

- Admissions currently accepts scores from ACT, SAT, and CLT for entrance exams and TOEFL, Duolingo, IELTS, and GaoKao for English proficiency exams
- The position of International Transfer Operations Specialist was created and posted in Spring 2023 to be hired in the Registrar's Office
- No baseline currently exists for English Language Learning academic support
- Advisement is assigned to each department, students are assigned to an Advisor after matriculating, Group Advisement takes place twice per year, and requirements for enrollment are based on degree plans

KPIs:

- Review entrance and English proficiency exams used for the purpose of admissions
- Demonstrate the transferability of international credits through a targeted approach in the Registrar's Office
- Explore the resources required to provide English Language Learning academic support for students whose first language is not English
- Evaluate internal and external communication to students on Advisor assignments, Group Advisement, and requirements for enrollment by degree plans while coordinating with Success Coaches and Advantage Program Manager

3.2. Establish and expand sustainable and viable presences in strategic locations around the world

Baseline:

- A Director of International Partnerships was appointed to the External Affairs Office to develop new international partnership agreements in 2022
- Tiered pricing was developed in 2015 and revised in 2019, both based upon nation GDP ranking
- Programs are currently established in Europe, Australia, Africa (South Africa Study Abroad) and the Middle East (Israel Study Abroad forthcoming this year)

KPIs:

- Demonstrate the sustainability of international partnership agreements by quantifying matriculated students and net tuition revenue received across cohorts
- Assess the financial and overall effectiveness of the tiered pricing approach offered to online students studying in various nations of the world and report to the President's Office by January 1, 2024
- Explore potential locations or partnerships to expand ORU's presence in South America, Asia, and Africa

3.3. Increase the number of nations represented in the student body to 165 through credit and non-credit programs

Baseline:

- 151 nations were represented in the student body in for-credit programs and non-credit programs from 2019 to Spring 2023
- New nations offer and website was developed to bring awareness to reach nations not yet enrolled: <https://oru.edu/sponsor-a-nation/index.php>

KPIs:

- Enroll students from 5 additional nations in for-credit and non-credit programs to attain the goal of 156 nations

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- Evaluate the effectiveness of the current advertising and marketing approach for the new nations strategy and make appropriate adjustments in order to enroll students in for-credit programs from 195 nations by 2030

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

Baseline:

- HSI Designation (25% of the full-time undergraduate student population) is dependent upon the IPEDS data. ORU Institutional Effectiveness reports ORU has 11% with 500 unreported
- The Quest Scholarship for Hispanic Students was developed and funded

KPIs:

- Explore the timeline and feasibility of becoming a Designated Official Hispanic Serving Institution
- Submit a report assessing the financial needs of Central and South American students with recommendations for funding to the President's Office by February 1, 2024

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

Baseline:

- International Student Orientation is hosted twice per year for incoming international students and includes representation from some areas of the University
- International support staff had been de-centralized up until Spring 2023. All international support staff now sits under International Student Relations
- The International Student Center hosted basic monthly informative sessions throughout 2022-2023 which were specific to the needs of on-campus international students

KPIs:

- Evaluate the on-boarding and integration process of international students from the point of admission through the second semester of the first year and report findings to the President's Cabinet by March 1, 2024
- Centralize the international support staff into a cohesive one-stop for all on-going immigration and retention needs
- Enhance the monthly informative sessions tailored to the specific needs of international students to include new subject matters and potential services needed, such as tax filing

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

4.1. Implement data science across the ORU Ethos to increase enrollment

Baseline:

- A study of how ORU's ethos is impacting and can further impact today's world has been conducted
- Data science is applied to accommodate and address the needs of the Spirit-empowered community
- No baseline exists for using the Spirit-empowered Index for recruitment and retention purposes

KPIs:

- Apply data science across all areas of enrollment, admissions, and student success to contribute to 5% growth of for-credit enrollment
- Increase prospective student interest by 10% from nations not yet represented at ORU
- Expand an advertising campaign highlighting the ORU student outcomes and unique messages to the global Spirit-empowered movement with the theme "Experience It"
- Utilize the Spirit-empowered Index for recruitment and retention purposes
- Develop an ORU global index for international recruitment

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

Baseline:

- ORU Worship has never released an E.P. from "After-chapel" Worship
- 2022 ORU Worship Album is being promoted on Spotify with 511k total streams (as of 3/30/23) and Apple Music with 321.4K (as of 3/30/23)
- In 2022-2023 the audio was shared from "After-chapel" worship, but not the video
- ORU Worship has released two YouVersion devotionals

- There is currently one Spanish, one Portuguese, and one Gospel prayer movement set
- The Prayer Tower Auditorium hasn't been updated since 2014 for Prayer Movement sets

KPIs:

- Release an ORU Worship E.P. "After-chapel" worship moments
- Promote the 2022 ORU Worship album on media platforms to increase total streams
- Share audio and video from "After-chapel" worship
- Release a devotion on YouVersion about prayer and worship to promote the Prayer Movement
- Add one additional musically and culturally diverse prayer movement set
- Update the Prayer Tower Auditorium to better serve the Prayer Movement
- Explore partnerships with key platforms and music labels to promote ORU Worship
- Explore the production of an ORU Worship E.P. in Spanish

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

Baseline:

- Community Outreach offers local weekly outreaches and an ORU Community-wide Fall & Spring Outreach event
- 3,300 student engagements in Community Outreach in FY 2022-2023

KPIs:

- Increase from 3,300 to 3,500 student engagements in Community Outreach in FY 2023-2024
- Conduct a major evangelism conference for the Spirit-empowered movement

4.4. Increase the level of student involvement in intercultural experiences

Baseline:

- In FY 2023, 95% of 2022 graduates participated in intercultural experiences
- In FY 2023, 1,864 students enrolled in GO courses
- In FY 2023, ORU provided 43 GO courses

KPIs:

- Maintain a minimum of 95% of graduates with intercultural experience
- 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:

- In FY 2023, 282 students participated in ORU Missions
- In FY 2023, the MISS 244 GO Course had 53 students
- In FY 2023, ORU sent out 29 mission teams

KPIs:

- Increase the involvement of students in MISS 244 GO Course by 10%
- Increase the number of mission teams to 30
- Create ORU Missions social media portfolios for each team at the end of the Summer following the missions experience and share with ORU's media team
- Explore creative ways to help students fundraise for mission trips
- Increase students going on mission trips by 5%

4.6. Host a Spirit-empowered leadership conference for high school students to be held annually on the ORU campus

Baseline:

- The Emerge Leadership Experience (ELE) and Worship Camp held on the campus of ORU during the Summer of 2022 had 82 prospective students attend

KPI:

- Recruit 100 students to attend the Emerge Leadership Experience and Worship Camp in the summer of 2023

5. Growing a Strong and Expanded Tulsa Campus

5.1. Complete a campus building master plan

Baseline:

- Phase I of Impact 2030 buildings (MAC) under construction
- Phase 2 under development (Foodservice, Dorm, EMR/Claudius remodel, courtyard)
- Biology Building under construction
- David and Barbara Green Centre for Global Leadership in development

KPIs:

- Complete Phase II building designs that will be part of the Impact 2030 plan
- Complete renovation of the Biology building
- Continue the MAC construction to be completed in the summer of 2024
- Share regular progress reports from Phase I construction, including timelines, etc. (to be shared with the President's Office, Board Finance Committee, Development, External Affairs, and with donors as feasible)
- Begin construction of the David and Barbara Green Centre for Global Leadership

5.2. Enhance the student life experience

Baseline:

- Satisfaction surveys and action plan for on-campus facilities completed
- The Veterans Experience office served 87 new families
- The Concierge office opened to students in August 2021

KPIs:

- Explore services for students through the Office of the Concierge to improve satisfaction in residential housing
- Improve both quality and narrative of on-campus food service
- Update Aerobics Center equipment and facility Phase I if grant becomes available
- Update campus map at bridges and entrances

- Host three on-campus activities/events focused on providing fun/engaging on-campus entertainment options for students on weekends
- Survey students on food service satisfaction and establish a new baseline for ongoing review and improvement
- Develop a student focus group for new dining facility
- Develop a future dining program for new facility
- Explore options for providing student-centric career counseling to help students make informed academic decisions
- Explore using an anonymous reporting system for students to report bullying, safety concerns, objectional behavior, etc.
- Appoint a committee selected by the President's Office to create a comprehensive care team and seamless student experience

5.3. Demonstrate excellence through NCAA Division I Athletics performance

Baseline:

- 2 NCAA and NIT appearance
- Overall single-year GPA (Grade Point Average) of 3.43
- Overall single-year APR (Academic Progress Rate) of 978
- Overall single-year GSR (Graduation Success Rate) of 84%
- Overall single-year FGR (Federal Graduation Rate) of 43%
- Student athletes participated in 3,060 hours of outreach in FY 2023

KPIs:

- Earn an NCAA and/or NIT postseason appearance by at least two teams
- Achieve an overall single-year GPA (Grade Point Average) of 3.40 for all student athletes
- Achieve at least one of the following three metrics:
 - 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 hours served by student-athletes in outreach activities by 1%
- Monitor student-athlete headcount and coordinate with Enrollment Management throughout the year to minimize transfers

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

Baseline:

- Six women's games and 16 men's games were televised last year
- 65 Students in the ORU Sports Network
- No baseline exists for utilizing the ORU Sports Network for recruitment
- A feasibility study on developing a sports broadcasting major and/or minor has not been conducted

KPIs:

- Implement strategies to televise 20% of the home games for men's and women's basketball while continuing to stream/broadcast all home athletic events via the ORU Sports Network
- Increase the number of students in the ORU Sports Network by 10%
- Develop two new methods to utilize the ORU Sports Network for recruitment
- Conduct a feasibility study on developing a sports broadcasting major and/or minor

5.5. Promote environmental sustainability across the ORU Campus

Baseline:

- No alternative energy sources on campus
- No use of water wells on campus

KPIs:

- Explore feasibility of adding alternative energy sources to new biology building as a learning opportunity for students
- Explore feasibility to use reclaimed water for irrigation across campus
- Explore feasibility to use water wells for irrigation across campus and dig at least one well if feasible

- Pursue grant funding to develop an ORU Creation Care Conservatory and Botanical Garden
- Explore adding recycle bins inside every dorm room
- Explore solar farm grants
- Study feasibility of a community garden for food use on campus and in the community and report findings to the President's Office by December 1, 2023

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 invested in technology to begin testing the possibility of offering virtual programs as additive to online offerings
- ORU has worked extensively and successfully with immersive learning, using virtual and augmented reality
- We have not analyzed all data connections, profiles, and information about the 360 million potential households viewing GEB and ORU Chapel
- FY 2023 international leads were 14,465 and RFIs were 5,912
- Currently, there is no survey on students' interest in virtual course offerings

KPIs:

- Define and document the best practices for virtual degree program offerings
- Evaluate the curriculum in any potential virtual offerings to ensure they are pedagogically sound
- Develop a survey instrument to measure and analyze ORU's current and prospective student's interest in a virtual class offering
- Pilot at least five virtual degree programs
- Configure virtual classrooms to ensure high-quality offerings
- Train and coach the faculty in the newly configured classrooms that offer virtual degree programs
- Develop a dynamic survey instrument to frequently survey the virtual degree-seeking students on engagement, accessibility, technology, and delivery
- Prepare a report on how to ensure all delivery models are a repeatable student experience of excellence and outcomes following the delivery of the first few pilots of virtual degree programs. Report to the President's Office by December 1, 2023
- Monitor the ongoing development of the Metaverse for ORU and

make new 2023-2024 recommendations to the President's Office by January 1, 2024

- Nurture the email addresses from the viewers of GEB and ORU Chapel to increase international and domestic leads by 15% and RFIs by 10%

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
- Two years of study of most accessed foreign languages via the website has been done
- Numerous courses and presentations have been converted into Spanish, Chinese, and Korean
- Over 30,000 foreign language assets have been identified in the Library

KPIs:

- Continue to leverage and analyze the 109 languages via the ORU website to determine where interest for ORU is coming from, and provide a monthly report to the President's Cabinet
- Update quantity and report usage of non-English library materials
- Assess need for new materials to support non-English programs

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

Baseline:

- Within all academic programs, we have leveraged the capabilities of the GLC and experienced Zoom in a virtual world
- 15,000 prospective students completed a virtual University tour in FY 2022-2023

KPIs:

- Explore and deliver 10 global webinars focused on recruiting international students

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- Evaluate and report the effectiveness of the 10 global webinars
 - Host virtual Empowered21 events
 - Modify the Virtual Tour to include the new facilities
 - Increase the number of people who take a virtual University tour by 10%

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 30 innovation fellows
- The University continues to leverage the value of crowdsourcing to maintain its credibility and vitality in innovation

KPIs:

- Deliver three new unique ORU webinars to serve ministries, churches, and nonprofits
- Leverage two new K12 crowdsourcing events such as a hack-a-thon contest and eSports tournament for recruitment purposes
- Leverage one international virtual crowdsourcing event focused on recruiting international students
- Evaluate the potential to missionary-fund talented personnel in the area of technology

6.5. Develop an approach for recruiting among Spirit-empowered global communities that incorporates the trend of gaming

Baseline:

- ORU has gained knowledge of and application experience within the growing area of gaming among Spirit-empowered global communities

KPIs:

- Host one recruiting activity that uses gaming to identify prospects for ORU
- Host a gaming competition to engage prospective students during Quest events

6.6. Leverage the value of eSports

Baseline:

- ORU has initiated a successful eSports program under Student Life
- ORU has initiated an eSports Scholarship program for Fall 2023

KPIs:

- Host two eSport events that are directly focused on recruitment
- Develop visitation opportunities in person and online for high schools to watch ORU eSports tournaments
- Continue to survey ORU students to identify specific eSports in which they are interested
- Analyze the benefit and value of the first round of eSports scholarships and report results to the President's Office by March 1, 2024

6.7. Evaluate the deployment of a seamless environment for all campus technology

Baseline:

- 95% of campus data is available via multiple mobile apps
- Have studied the cost of combining the multiple eCommerce systems on campus

KPIs:

- Evaluate a cash-app that works with the multiple eCommerce systems on campus and report to the President's Cabinet by January 1, 2024
- Integrate the functionality of the new Student Success hub with the Automatic Intelligent Alert System (AIAS) "Eyes" to send automatic alerts that assist in student success
- Identify cyber security risks and develop a plan to address
- Refresh equipment that is no longer supported to avoid potential security gaps and to better serve faculty and students

6.8. Evaluate the utilization of Generative Artificial Intelligence

Baseline:

- Generative AI through products like ChatGPT are being used in K1-K16 academics
- ORU faculty have explored the effective use of ChatGPT in limited areas

KPIs:

- Leverage the current ORU Artificial Intelligence position statement to remind all users of ethical use of AI
- Review new AI developments and make any recommended changes to the ORU AI position paper, and submit recommended revisions to the President's Office by January 1, 2024
- Develop a generative AI library of other open AI apps equivalent to ChatGPT in the areas of art, music, film, publishing, and Christian-based apps
- Review plagiarism applications to help balance ethical use of AI apps by students
- Continue to provide professional development for faculty on AI

7. Thriving with Financial Vitality

7.1. Enroll 11,000 students per year with 6,500 students in credit and 4,500 students in non-credit educational programs

Baseline:

- Credit enrollment – unduplicated headcount of 6,003 students for the 2022-2023 academic year
- Non-credit enrollment – unduplicated headcount of 4,012 participants for the ORU Bible Institute and certificate programs for 2022-2023
- Annual undergraduate residential campus enrollment of 2,809 for the 2022-2023 academic year
- Annual dorm occupancy was 2,081 for the 2022-2023 academic year
- Annual unduplicated fully online campus enrollment of 1,428 for the 2022-2023 academic year
- 897 unduplicated graduate student enrollment in the 2022-2023 academic year
- 1,133 unduplicated Advantage Program students in the 2022-2023 academic year
- 72 non-credit program students converted to for-credit programs
- 21% of Advantage Program students converted to residential students
- 4,744 on campus visitors were hosted by Admissions from May 1, 2022 to March 20, 2023
- 34% of ORU's annual residential FTE are need-based students with an average Integrity loan of \$6,000 per student with an overall annual disbursement capped at \$2.5M
- The FAFSA simplification model does not yet exist
- A Gap Year Program does not yet exist

KPIs:

- Enroll 6,050 unduplicated students in for credit programs for the 2023-2024 academic year
- Enroll 4,100 unduplicated participants in non-credit programs
- Increase the annual undergraduate residential campus enrollment to 2,825
- Increase the annual dorm occupancy to 2,100
- Increase the annual unduplicated fully online campus enrollment to 1,500
- Increase the overall graduate student enrollment to 925

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- Increase the Advantage Program student enrollment to 1,290
 - Convert 100 students from non-credit programs to for-credit programs
 - Convert 22% of the Advantage Program eligible students into full-time residential students
 - Increase the number of on-campus visitors by 5% to 4,981
 - Fund the Integrity Loan for need based students
 - Explore the FAFSA simplification model (anticipated roll-out by January 2024) and prepare findings of expected student aid impacts to the overall budget for FY 2025
 - Assess the potential of launching a Gap Year Program initiatives

7.2. Increase ORU's retention rate

Baseline:

- Spring to Fall non-athletic residential student retention was 90% in Fall of 2022
- 94% of first semester residential students were retained from Fall to Spring in Spring 2023
- Fall to Spring Online FTFT student retention was 83% in the Spring of 2023
- No baseline currently exists for ORU location completion rates and SAP standards
- No baseline currently exists for a market study based on labor demand and market share
- No baseline currently exists for Salesforce Success Hub and Ellucian Experience
- A Parent Engagement Office Director has not been hired
- The financial literacy program launched in Spring 2023, and no baseline exists
- No baseline currently exists for corporate recruitment
- No baseline currently exists for grade report outcomes and use of alerts, across cohorts

KPIs:

- Improve Spring to Fall non-athletic residential student retention by 1% in Fall of 2023
- Retain at least 94% of first semester residential students from Fall to Spring
- Improve Fall to Spring Online FTFT student retention by 3% in Spring of 2024

- Ensure alignment of additional ORU locations by reviewing retention and completion rates while implementing SAP policy standards
- Conduct a market study of all undergraduate majors to demonstrate labor market demand and market share among regional competitors for recruitment and retention opportunities
- Implement Salesforce Success Hub and Ellucian Experience
- Establish a Parent Engagement Office and hire a director
- Host monthly informative sessions on financial literacy
- Assess the market opportunity and approach for corporate recruitment partnerships
- Establish bi-weekly grade report outcomes and use of alerts in D2L/Vision throughout the academic year, across cohorts, to monitor student progress for earlier intervention

7.3. Increase development revenue raised from outside sources: donations, grants, endowments, etc., to \$160 million

Baseline:

- \$142.9 million represents cumulative cash received from FY 2020 through FY 2023 (projected)
 - FY 2020 = \$20.0 million
 - FY 2021 = \$30.6 million
 - FY 2022 = \$53.2 million
 - FY 2023 = \$39.1 million
- 133 new funding proposals (\$10k or greater) for FY 2023
- 95 President's Circle members for FY 2023
- 369 Heritage Society members for FY 2023
- 42 President's Council members for FY 2023
- 1,632 donors for Development and Alumni Relations for FY 2023
- \$250k (projected) ORU Giving Day receipts for FY 2023
- Alumni Giving for FY 2023 is projected at \$2,500,000

KPIs:

- Generate \$12.0 million in total cash contributions toward the Whole Leaders for the Whole World Campaign

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- Develop and submit 146 new funding proposals (\$10k or greater) from Academics, Development, etc. (10% increase)
 - Increase the number of President's Circle members to 100
 - Increase the number of Heritage Society members to 381
 - Increase the number of President's Council members to 45
 - Increase total donor counts to 1,725
 - Increase alumni giving by 2%
 - Evaluate the effectiveness of a Giving Day at ORU and if continued, increase the amount given by 10%

7.4. Increase operating income from auxiliary operations

Baseline

- Auxiliary operations generated \$6.7 million in FY 2023

KPI:

- Hire a "Manager/Director of Revenue Optimization" to explore new opportunities to increase operating income from new and existing auxiliary operations

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

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

Baseline:

- A conceptual plan was developed, and two beta-test events were held
- No baseline currently exists for international guest speaking appearances focused on creating or increasing students' applications
- No virtual workshops have been provided. Key individuals have been identified to address current/relevant leadership challenges in the marketplace and/or ministry
- No resources have been developed from virtual events
- No feasibility and market study (including a pro forma budget) for producing practically applied Spirit-empowered resources has been completed
- The Center for Spirit-empowered Research does not exist

KPIs:

- Conduct a Presidential-led virtual leadership experience and provide a report (registration, RFIs, recruitment follow-up) to the President's Office by March 1, 2024
- Identify three international guest speaking opportunities for ORU leadership that will create or increase potential student interest (RFIs) and report to the President's Office by September 1, 2023
- Provide four (live) virtual workshops with select faculty addressing current vital/relevant leadership challenges in the marketplace and/or ministry
- Create resources from the virtual workshops for the global Spirit-empowered community
- Perform a feasibility and market study with a pro forma budget for producing practically applied Spirit-empowered resources from the Scholars' Consultation Series
- Establish a new Center for Spirit-Empowered Research

8.2. Measure and increase ORU's storytelling and promotion of the differentiating characteristics to the core constituency

Baseline:

- A previous global survey garnered only 48 responses
- Share of Voice benchmark for these 14 institutions does not exist
- ORU Social Media impression benchmark is 46,903,777. Does not include Athletics
- ORU's social media conversion benchmark is 5.5%
- ORU's social media audience benchmark is 220,435
- A report of ORU's social media amplification rate has not been created
- A report of ORU's social media advertising value has not been created

KPIs:

- Review past methods for utilizing global surveys and determine what survey(s) are needed for recruitment purposes with a report to the President's Office by September 1, 2023
- Benchmark ORU against 14 selected universities to evaluate ORU's social media in "Share of Voice"
- Increase ORU's social media impressions by 5%
- Create and implement strategies to increase ORU's social media conversion rate
- Increase ORU's social media audience by 5%
- Create and submit a report of ORU's social media amplification rate to the President's Office by March 1, 2024
- Create and submit a report of ORU's social media advertising value to the President's Office by March 1, 2024
- Assess and document the current alumni touch point strategies and make recommendations to the President's Office for greater alumni engagement effectiveness by January 1, 2024

8.3. Expand ORU's promotion domestically and internationally

Baseline:

- Digital resources on the ways ORU addresses current student and parent concerns has not been created
- The "Experience It" campaign has not been researched and tested in four languages (English, Spanish, Portuguese and Chinese)
- A video tour of the ORU campus was produced in 2019
- No ORU international chapel "Preach-A-Thon" exists
- No "Faculty Stories" campaign highlighting professor/student engagement exists
- A plan and prototype for an "ORU Spirit-empowered Leadership" podcasts has not been done
- A plan and prototype for an "ORU Spirit-empowered Chapel" podcast has not been done
- A social media campaign highlighting select ORU international alumni has not been done
- Comedy content from students has not been strategically used for recruitment purposes
- A designated viral virtual video utilizing ORU's "Experience It" content has not been produced

KPIs:

- Create and publish digital resources on ways ORU is impacting current student and parent concerns (Examples: safety in the classroom, mental health, academic performance, technology-based communication, etc.)
- Research and test the "Experience It" campaign in four languages (English, Spanish, Portuguese, and Chinese)
- Develop and release a new video tour of the ORU campus
- Explore having an ORU international chapel "Preach-A-Thon"
- Launch a "Faculty Stories" campaign highlighting professor/student engagement
- Submit a plan and prototype for an "ORU Spirit-empowered Leadership" podcast
- Submit a plan and prototype for an "ORU Spirit-empowered Chapel" podcast
- Launch a social media campaign highlighting select ORU international alumni

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- Utilize comedy content from students for recruitment purposes
 - Explore opportunities for utilizing ORU's "Experience It" content to produce a potential virtual video

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