



CHALLENGES AND OPPORTUNITIES

Challenges

The greatest challenge currently facing the university is the **BUILDING OF TRUST and the FORMATION OF COMMUNITY**. The community includes the internal community of students, faculty, staff, administration and governing board. The external community includes current and prospective students' parents and families, ORU alumni, current and prospective employers, the ministerial network, institutions of higher education, the Tulsa community, the world Christian community and the greater community at large. There must be restoration of "the broken trust, beaten spirit and bruised reputation." Special attention will be needed to heal relationships with alumni and restore them as fellow partners in the fulfillment of the founding vision and mission.

A second challenge is the **DEVELOPMENT OF A FINANCIALLY SUSTAINABLE UNIVERSITY** that can achieve simultaneous increases in student enrollment, business development, endowment and academic reputation. This includes product and market development as well as streamlining programs for marketability in an efficient manner, with sufficient and effective resource allocation.

The third challenge is the **DEVELOPMENT AND IMPLEMENTATION OF A TEN-YEAR STRATEGIC PLAN** that creates a focused pattern of decision-making. The plan must emphasize the mission as it relates to the consumer and should be "market-driven" through product development (course development, various delivery systems and new programs), market development (creation of new programs and degrees to attract new students) and technology enhancement (addition of new technologies such as podcasts, blogs, and threaded discussions). The model must have appropriate economy of scale and breadth. The rate of change is constantly accelerating. All strategic initiatives must envision the future as students, parents and employers (consumers) envision it. When introducing new initiatives, the effect on university stakeholders should be considered. Effective, possibly sweeping change, must be embraced as a necessary criterion of relevance.

The fourth challenge will include **CAREFUL AND POIGNANT ARTICULATION OF THE RENEWED ORU** to the various constituents, stakeholders and publics that are served. The president will serve both as a communicator and an educator to ensure the message is sent and received with clarity and accuracy.

A fifth challenge is to **ADAPT A CAMPUS** originally built for "Boomers" into a campus designed for "Millennial" and future generations. This includes dormitories and student life plans as well as classrooms and student life needs such as a student center.

Opportunities

One great opportunity within arm's reach is the building of a world-class university that in addition to providing energetic, inspired, and intelligent students, will add to its product offering *scholarship that provides for a better future* by identifying and suggesting solutions for one of society's problems. This may include research in science/medicine, engineering, education/teaching, theology, government, business and the arts.

A second opportunity challenges ORU to *enlarge its footprint* in the global society served. ORU faces the command to go "into every person's world." The strategic plan should embrace the concepts of technology delivery and multiple campuses worldwide.

A third opportunity is the creation of partnerships that provide a mutually beneficial synergy. ORU cannot fulfill its destiny alone. Careful *building of a network of partners* will allow for a more timely accomplishment of university objectives and will help protect ORU from myopic thinking. Alumni represent one of the most significant partner networks that must be built.