



GOALS AND ASPIRATIONS FOR THE COMING DECADE

ORU has identified seven strategic issues that command its attention and inform its goals and aspirations for the next 10 years.

- **Mission-Driven.** Uphold and advance ORU’s founding vision and mission with the purpose of creating a high level of affective commitment from critical stakeholders (“I want to be committed to the organization” contrasted with “I have to be committed” or “I should be committed”).
- **Learner-Centered Academic Excellence.** Continually improve the quality of instruction, research and service through an institutional culture that develops leaders who fulfill ORU’s vision and mission. Create a “world-class” university including advancement in student achievement and faculty scholarship.
- **Fully Integrated Competitive Marketing.** Create and implement a fully integrated marketing plan targeted toward current and future critical stakeholders. Realize growth of student enrollment through an appropriate combination of market mix variables: price, product/market development, place and promotion—to create distinctive ORU brand value.
- **Brand Recognition/Image/Loyalty.** Create and communicate an improved ORU brand resulting in greater student, faculty, staff, alumni, parent, donor and other stakeholder recognition and affective commitment. Create a total quality experience in education, advisement, career planning and placement, service and student life. Develop the existing physical plant, which will include retrofitting existing buildings and new building construction.
- **Stakeholder Relationships.** Enlarge and improve ORU’s relationship with stakeholders (faculty, staff, students, parents/families, alumni, churches, donors, funders, peer academic institutions, employers, service providers/suppliers and community at large) who affect or control the flow of critical resources (i.e., stay true to the vision/mission yet expand beyond the core charismatic community). Increase student enrollment to determined economy of scale. Grow the endowment and the donor base.
- **Human Resources.** Attract and retain highly qualified vision/mission-driven faculty and staff who effectively serve ORU’s internal and external customers excellently. Create a competitive compensation package including salaries, benefits and development.
- **Financial Viability.** Improve ORU’s long-term financial position by increasing revenues, appropriately controlling costs and investing in the future. Achieve a sustainable economy with a balanced budget that generates surplus revenues to build for the future. Eliminate the debt and practice conservative debt management.