

multiply

EXCELLENCE - INFLUENCE - SERVICE - VALUE

John 6:1-5



OBU		2021-2024		STRATEGY EXECUTION BLUEPRINT										PROJECT TRACKING																																																																																																																																													
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Strategic Objectives: 2021 to 2024

Reach Students and Families

Become more strategic with well-designed and articulated recruiting efforts in target markets with enhanced brand message and competitive pricing structure.

Realize Financial Potential

Using fiscal discipline to meet annual expense targets, increase net student tuition, extract endowment and auxiliary revenue for internal strategic investment, and continue to optimize organizational shape (faculty, staff, operational organization)

Refocus the University and Shape the Future

- Academic Excellence
- Strategic Recruitment
- Pipelines and Partnerships
- Expand Brand Identity
- Alumni Relationships and Giving
- Flourishing Enrollment

Execution Timeline: 2020 to 2022

Six Pillar Plan

- ✓ Conduct **100-day assessment** (L)
- ✓ Solidify purpose and **develop six pillars** of focus (L)
- ✓ Evaluate departmental **strengths, weaknesses, opportunities, and threats** from OBU leadership perspective (P)
- ✓ **Communicate with OBU employees** the burning platform for change across higher education and OBU (L)

Jul-Sep

- ✓ **Conduct Optimization & Alignment Events** with key leadership groups (P)
- ✓ Identify **key near-term wins** from events and implement - reduction in Athletics - efficiency gains in English, History & Teacher Ed. (F)
- ✓ **Update faculty handbook** (E)
- ✓ Hire Dean of Students (E)
- ✓ **Implement new branding & marketing messaging** (G)

Strategic Investment

- Marketing plan of new brand both cohesive and tailored to **targeted segments** (E)
- Create a business case to introduce a **new OBU price point** based on transparency (G)
- Facilities team to establish priorities, and cost for Residential, Academic, and Athletic needs (RAA) (I)

Jul-Sep

- Review progress of all recruiting channels and adjust based on wins (E)
- Create **price point comm plan** for potential students and embed into marketing plan (G)
- Review of academic programs and ongoing curriculum development (A)
- **Achieve a student enrollment of 1400 for upcoming school year**

2020-2021

Apr-Jun

- ✓ Develop a succinct **analysis of budget** direct and indirect costs (F)
- ✓ **Restructure cabinet** and identify candidates for open cabinet positions (E)
- ✓ **Develop Optimization & Alignment Strategic Process** to further communicate budget platform and receive leadership suggestions to mitigate (P)
- ✓ **Create branding & marketing messaging** based on new Purpose (G)

Oct-Dec

- ✓ **Restructure & reduce budget** based on analysis (\$9.3m) (F)
- ✓ **Gain Trustee approval** for updated Faculty Handbook (L)
- ✓ Hire VP of Advancement (E)
- ✓ Hire VP of Diversity (E)
- ✓ **Reduce faculty and staff** to match budget reductions (F)

2021-2022

Apr-Jun

- Formalize recruiting goals with **incentives** down to dean level (E)
- Finalize **recommendation on price strategy** for approval (G)
- Facilities Phase 1: Refurbishment kicks off includes high impact high value projects for RAA (I)
- **In line for budget deficit of \$3.9M loss** (F)

Oct-Dec

- Implement **aggressive student transfer strategy** to capitalize on ramp improvements (E)
- Introduce **new scholarship model** and dollar pool for responsible recruiting teams (G)
- Establish new Personal Business Objectives for employees based on strategic objectives (E)
- **Reduce majors to new optimized level of <75** (A)

(L) Leadership
(S) Enrollment
(P) Process
(G) Growth
(I) Infrastructure

(A) Academic
(E) Employee
(F) Financial
(T) Technology

Critical Project 1

Recruiting, Enrollment, Marketing (REM) Process

Linked Strategic Objective

Reach Students and Families

Project Leader

Will Brantley

Support Team

Coy Cypert
Robert Davenport
Kimberly Davis
Susan DeWoody
Matthew Emerson
Kalyn Fullbright
B.J. Glover
Paula Gower
Tim Rasnic
Bret Roark

Action Items

- 1-A Align and hold accountable OBU academic programs to the enrollment goals of the University by intentionally developing recruiting strategies across target markets, onboarding students, and student retention
- 1-B Expand investment in Marketing
- 1-C Open and develop pipelines/relationships with select community colleges to deliberately grow transfer enrollment
- 1-D Re-engage alumni in university life and recruitment

Critical Project 2

Price Structure

Linked Strategic Objective

Realize Financial Potential

Project Leader

Randy Smith

Support Team

Will Brantley
Steve Fluke
Paula Gower
David Houghton
Lester Kasterke
Gerry Nixon
Danielle Wellman

Action Items

- 2-A Simplify—transparent pricing as a differentiator. Easy to understand, but also easy for OBU staff to explain. It also allows us to streamline costs associated with financial aid, student support, mitigate student transfer, and compete smartly with competing universities with “lower cost high fee” strategies
- 2-B Meaningful Scholarships—assess validity of the generic bison scholarship that is replaced with endowment funded academic, talent, athletic, or needs based scholarship will assist us in attracting the top talent and recognizing the talent competitively (Add Diversity focus)
- 2-C Identify indirect cost allocation
- 2-D Investigate revenue model between academics and athletics to avoid double counting

Critical Project 3

Academic Focus

Linked Strategic Objective

Realize Financial Potential

Project Leader

Susan DeWoody

Support Team

Tawa Anderson
Larinee Dennis
Matthew Emerson
Brian Horn
Josh Pumphrey
Jana Vandertook
Craig Walker
Sid Watson

Action Items

- 3-A Strategically define—What is a Christian Liberal Arts University?
- 3-B 120 Hours Overall
- 3-C Increase Transferability
- 3-D Investing in Program Innovation: Engineering, Finance Lab and Data Analysis

Critical Project 4

Scholarships and Endowment

Linked Strategic Objective

Reach Students and Families

Project Leader

Tim Rasnic

Support Team

Robert Davenport

Larinee Dennis

Brian Dude

Jim Hively

Heath Thomas

Alumni Director (Crystal McKee filling in until AD hired)

Action Items

- 4-A Identify and meet key donors and partners for endowment
- 4-B Identify and meet key donors and partners for scholarships
- 4-C Create student scholarships, professorships, and other forms of endowment

Critical Project 5

Student Experience & Facility Enhancement

Linked Strategic Objective

Refocus the University & Shape the Future

Project Leader

Brandon Petersen

Support Team

Will Brantley
Britton Buss
Robert Davenport
Susan DeWoody
Erin Guleserian
Robert Marquardt
Carrie Myles
Randy Smith

Action Items

- 5-A Establish an integrated vision for General, Residential, Academic, and Athletic (GRAA) enhancements
- 5-B Create a detailed plan that addresses the most pressing and longer-range facility priorities that were identified in the college-based optimization events and other leadership discussions

Critical Project 6

Academic Alignment & Enhancement

Linked Strategic Objective

Refocus the University & Shape the Future

Project Leader

Susan DeWoody

Support Team

Larinee Dennis
Matthew Emerson
Micah Meek
Carrie Myles
Jana VanderTook
Craig Walker
Randy Ridenour
Faculty (4)

Action Items

- 6-A Successfully implement Christian Liberal Arts Education with line of sight to deliverables. Address reduced number of total hours to graduate (120 hours) and core/flex core requirements
- 6-B Expand and improve course offerings (online?) and transferability, including College Preparatory

Critical Project 7

Alumni Relations

Linked Strategic Objective

Realize Financial Potential

Project Leader

Tim Rasnic

Support Team

Faith Buss

Robert Davenport

Brian Dude

Kalyn Fullbright

Paula Gower

Heath Thomas

Alumni Director (Crystal McKee filling in until AD hired)

Action Items

- 7-A Enhance Alumni and WOV engagement
- 7-B Ensure messaging is consistent and identifies university funding priorities and business case of use of funds for academic, facilities, athletics, or scholarships
- 7-C Leverage University relationships to expand the pool of alumni, foundation, corporate and donor prospects towards \$300 million. Introduce metric of current commitments

Critical Project 8

Professional Development

Linked Strategic Objective

Refocus the University & Shape the Future

Project Leader

Britton Buss

Support Team

Brian Dude
B.J. Glover
Steven Jones
Brandon Petersen
Benefit Committee Chair
Faculty Development Chair
Staff Council Chair

Action Items

- 8-A Leverage regular community building opportunities, professional development, and leadership development
- 8-B Invest in academic research, program innovation, and entrepreneurial activities that benefit the faculty/staff and University
- 8-C Address and improve the benefits package for University Staff and Faculty

Critical Project 9

Streamline Processes to Improve Effectiveness

Linked Strategic Objective

Refocus the University & Shape the Future

Project Leader

Britton Buss

Support Team

Thomas Carter
Coy Cypert
B.J. Glover
Steven Jones
Randy Smith
Jana VanderTook
Business Office Representative

Action Items

- 9-A Implement new business (budgeting) process that serves faculty and staff with efficiency
- 9-B Review and improve human resource related processes that enable effectiveness in hiring, developing, and retaining employees
- 9-C Improve technology to meet future needs of the institution

Critical Project 10

Visioneering

Linked Strategic Objective

Reach Students & Families

Project Leader

Heath Thomas

Support Team

University Planning and Advisory Committee

Action Items

- 10-A Develop the intellectual and physical infrastructure that can lead to the opening of the OBU Engineering Program
- 10-B Create new relevant and marketable programs that appeal to a diverse industry or career interest of the local Oklahoma community (E.G., ONLINE BA CHRISTIAN STUDIES)
- 10-C In preparation for the next phase of success and growth for OBU, create an updated strategy that incorporates what was successful and that encompasses the vision for OBU

Strategy Execution Timeline

