

**PRESIDENT'S OFFICE
FY04**

Strategic Goals:

1. Add 6-10 new Trustees
2. Effectively engage the faculty in collaborative institutional governance
3. Build and encourage greater teamwork among faculty, staff, and administration in support of the vision
4. Provide spiritual leadership for the campus
5. Promote Christian education with Christian college President's association
6. Support increased diversity of student body, staff, and faculty
7. Empower and support the administrative team in carrying out their duties
8. Continue to strengthen the viability of Cascade College
9. Strengthen financial support of the University
10. Maintain healthy spiritual life and physical life

General Responsibilities (Ongoing):

- A. Lift up the University community in frequent prayer and lean upon God for strength
- B. Assure that the University remains true to its faith heritage and Biblical truth
- C. Conduct my personal life in a manner that is transparent, authentic, spiritually mature, worthy of respect, and continually growing in Christ
- D. Ensure the University operates according to the highest standards of integrity
- E. Define and articulate a worthy, inspiring, and achievable vision for the future
- F. Engage the Trustees in policy and strategic dialogue and carry out the Board's policies and instructions
- G. Manage the University on a sound, sustainable financial basis
- H. Obtain new resources to support the University
- I. Hire, retain, believe in, and lead excellent faculty and staff who are capable of carrying out the vision and who possess greater talents than mine
- J. Keep the University focused on its strategic plan
- K. Take care of this earthly temple so that it may serve with energy and optimism
- L. Love the institution, its mission, and its people
- M. Be a servant-leader in the spirit of Christ

Tactical Objectives:

Advancement:

1. Spend 50% of work time in resource development
2. Further strengthen and add members to the advisory board structure
3. Re-engage the University's alumni and empower its volunteer leadership
4. Increase alumni giving percentage by 5%
5. Involve entire faculty/staff in advancement process
6. Work with colleagues to craft a compelling vision--an effective "Oklahoma Christian story"
7. Reduce dependence on unrestricted gifts
8. Begin plans for a major campaign to build endowment and fund facilities needs

Academics:

9. Get better acquainted with faculty and their important contributions to the mission
10. Evaluate effectiveness and viability of academic programming
11. Provide increased opportunity for stimulating intellectual discourse on campus
12. Be intentional and supportive of excellence in academics
13. Develop strategy to increase quality of entering classes
14. Initiate and support efforts to effectively integrate faith, service, and learning
15. Identify and encourage ways for the campus community to engage culture more effectively on issues of faith, liberty, citizenship, morality, and truth
16. Update the Tenure Policy
17. Review and update faculty salary structure
18. Interview every finalist for a faculty position for commitment to spiritual, academic, and service mission
19. Seek more ethnic diversity among faculty, staff, and students
20. Initiate leadership and management training for department chairs and deans
21. Get new Faculty Lounge programming off to a good start
22. Engage faculty in the advancement process
23. Prepare for NCA accreditation visit

Board of Trustees:

24. Get better acquainted with all Trustees
25. Work with Purpose Committee to add 4-10 new Trustees
26. More fully educate Trustees about the responsibilities of their roles
27. Maintain Trustee focus on policy development and compliance
28. Delegate more of the preparation for Board meetings

Financial/Facilities/Administrative:

29. Take remaining steps toward putting the operating budget on a sustainable, sound financial footing
30. Implement a five-year financial planning model
31. Improve quality/usefulness/timeliness of financial reporting
32. Regularize the OC Metrics and use them to monitor/guide action
33. Regain legal control of and develop effective strategies for OCIC, Tealridge, and Christian Chronicle
34. Begin implementing plan for substantial upgrade of student housing
35. Upgrade and refurbish Mabee Learning Center
36. Seek funding for Science building
37. Formalize human resources policies
38. Develop a plan for refurbishment and effective use of Enterprise Square
39. Identify 5% of the FY2005 operating budget for strategic reallocation
40. Continue "The Second Mile: Serving One Another."
41. Identify and eliminate obstacles to efficiency and effectiveness in all areas
42. Develop strategy and begin the process of significantly grow the endowment
43. Encourage culture of continuous assessment
44. Effective integration of planning, budgeting, assessment, and accountability
45. Strengthen and develop the skills of the management team

Marketing/Recruitment/Retention:

46. Develop and implement a strategy to improve retention
47. Accomplish fall 2004 OKC enrollment goals
48. Continue to develop a consistent and effective institutional image
49. Develop and implement a plan for getting the OC story told frequently and well in the local and regional media
50. Determine enrollment goals after considering all factors: physical plant, academic resources, housing, retention of residential community, mix of student's religious affiliation, size and impact on culture of professional programs, etc.
51. Find and adopt an official eagle symbol and a new university seal
52. Evaluate and address issue of 'affordability'
53. Conduct surveys to determine effectiveness of recruitment and retention

Student Affairs:

54. Work with student leaders and faculty to engender more academic discourse outside the classroom
55. Evaluate impact of summer camps
56. Assess and enhance career services process
57. Seek campus-wide support for and implement the OC Covenant

Spiritual Mission/Church Relations:

58. Visit 20-25 churches during the year
59. Further implement comprehensive church relations strategy
60. Continue progress of improving chapel and making it an all-community event

Cascade:

61. Finalize strategy for retirement of bonded indebtedness on campus
62. Develop plan for long-term repayment of OC
63. Plan campaign for funding possible relocation or other revitalization of the Cascade mission
64. Accomplish fall 2004 enrollment of 375-400
65. Encourage and support the growing self-reliance and academic strength

Potential University-Wide Goals for FY04:

1. Seek campus endorsement of and implement the new campus covenant.
2. Improve student housing
3. Evaluate academic programming
4. Operate with a balanced budget, including \$1.5 million in gifts
5. Increase the media presence and public profile of the University
6. Develop teamwork and shared vision among faculty and staff
7. Achieve enrollment of _____ FTE for fall and _____ FTE for spring, giving greater attention to retention of existing students
8. Increase alumni giving percentage by 5%
9. Find source of funding for Science Building and Enterprise Square
10. Continue to promote the "2nd Mile: Serving One Another" initiative
11. Continue to make progress with the Diversity Initiative
12. Seek ways to enhance student career services and employee benefits