

A photograph of a large, multi-story university building with a prominent arched window. The building is surrounded by green lawns, trees with vibrant pink blossoms, and a few students sitting on a bench in front of the entrance. In the foreground, two students are sitting on the grass, looking towards the building.

# *Strategic* PLAN

RENEWING OUR PLACE

2016-2018

APRIL /// 2019 FINAL REPORT

UNIVERSITY OF THE OZARKS



# ***Mission*** STATEMENT

**T** rue to our Christian heritage, we prepare students from diverse religious, cultural, educational and economic backgrounds to live life fully.



# *Extraordinary* HERITAGE

**W**e speak of renewing our place. We are a continuation of the first college in Arkansas and the first to admit women. While the civil rights struggle engulfed our nation, we were the first historically white college in Arkansas to admit African-Americans. We were the first college in the United States to offer a comprehensive support program for students with learning differences. Ours is an extraordinary heritage built on an ethic of service and justice.



# *Renewing our* PLACE

“Renewing Our Place seeks to not only call upon the admirable character of our past, but also to envision a sustainable future in which all who come here may experience the profound transformational effects of this place. This “place” is two-fold; we seek to renew and reinvigorate our campus and its citizens and to define our role in the world of higher education. We must be ever alert to new possibilities, ever vigilant to make the most of what we have, and ever mindful that each task we perform—however mundane—is part of an effort to change the world for the better. We believe that renewal will grow out of our prudent and intentional efforts to direct and guide our resources.



# *Our Christian* HERITAGE

**A**s an institution and as individuals we are called to this plan by the following guideposts of our shared Christian heritage: **Service, Justice, Growth, Hospitality, Honesty, Sabbath.**



## ***Core Values:* SERVICE**

**A**t University of the Ozarks, we call one another to offer sustainable, life-affirming service to all we contact. We strive, as well, to offer our service with generosity and joy so that it can be received as a gift. We strive to ensure that our energies are spent wisely in the service of all of creation.



## ***Core Values:* JUSTICE**

**M**embers of the University of the Ozarks community are called to right injustice. We are committed to engaging with the diversity in our local areas and in the larger world and speaking out when we find mistreatment of any living individual or group. To this end, we seek the courage to look around ourselves, ahead of where we are, and beyond our nearest horizons.

A photograph of two scientists in a laboratory setting. They are both wearing blue surgical gowns, blue bouffant hairnets, white face masks, and blue gloves. The scientist on the left is also wearing glasses. They are focused on a small, pink, translucent animal, possibly a mouse or rat, which is being held by the scientist on the right. The scientist on the left is using a thin, light-colored tool to work on the animal. The background is a plain, light-colored wall.

## ***Core Values:*** GROWTH

**W**e are committed to the personal development of all members of the University of the Ozarks community, as well as the communal development of our University and its spirit. We seek to assist one another in identifying our academic, spiritual, personal, and institutional vocations and pathways.



## ***Core Values:*** HOSPITALITY

**H**aving been blessed with a beautiful campus, surrounded by ample opportunities to experience the natural environment, we are called to welcome all who visit us, especially those who one might consider an outsider. Our campus and our lives are enriched by guests who enrich our community with new life and new possibilities.

A photograph of several students in a classroom setting. In the foreground, a young woman with glasses and a black t-shirt is looking towards the right. Behind her, a young man with glasses and a green shirt is holding a pen to his chin, looking in the same direction. Other students are visible in the background, some looking down at their devices. The scene is lit with warm, indoor lighting.

## ***Core Values:*** HONESTY

University of the Ozarks is a place of communal living – we learn as a community in our academics, we live together in the residence halls, we work together in our offices and conference rooms. In order for our community to flourish, we are called to participate in truth-telling. Owning up to our own mistakes and gently reminding others of ways in which they can do better are essential to building and maintaining our community.



## ***Core Values:* SABBATH**

**A**t the heart of the week, members of the University of the Ozarks community stop in a spirit of worship, of jubilee, and of rest and discernment. The importance of this Sabbath is to replenish our souls so that we can finish the race ahead of us mindful of our callings to service, justice, growth, hospitality, and honesty.



# *Climate* of GRACE & STEWARDSHIP

**W**e share the belief that students are at the heart of our mission and that neither financial circumstance nor diverse background should be barriers to an Ozarks education. We promote vigorous teaching and learning in keeping with the University's mission of preparing students for life beyond Ozarks. It is only through a campus climate of grace—civility, compassion, and forgiveness—and a stewardship of the gifts with which we have been blessed that all who work and live on our campus can grow.

These things stand at the center of our commitment to fulfill our mission and to ensure our longevity. We resolve to cultivate an institution of transformation where all who come—student, employee, and visitor alike—shall be invited to partake of our gifts and be changed.



# ***Our Strategic*** PRIORITIES

1. Create Transformational Learning Opportunities
2. Promote Shared Purpose and Professional Excellence
3. Be Responsible Stewards of Our Resources
4. Embrace Evidence-Based Decision Making
5. Develop and Share A Compelling Story

# STRATEGIC PRIORITY 1

## *Create Transformational Learning Opportunities*

**W**e resolve to enhance teaching and mentoring to prepare our students for life beyond Ozarks. We will emphasize an experience that is academically rewarding, strengthens vocational discernment, builds personal integrity and encourages spiritual growth.

### INITIATIVES

- 1.1** Review and develop new mission and vision statements that require and uniquely reflect mission-inspired learning and holistic student development.
  - 1.2** Design and implement effective spiritual, residential, and co-curricular programming to prepare students to live a fully realized professional, spiritual, and relational life.
  - 1.3** Design and implement enhanced academic programming and plans of study to fulfill our institutional mission.
  - 1.4** Develop and implement programming to enhance the relationship of young alumni to the University.
  - 1.5** Review and evaluate the core campus master plan.
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# Priority 1 MEASUREMENTS

Measure	Three-Year Average	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Goal	Status
Adopt Mission Statement	NA		Completed			5/30/16	Completed 5/1/16
Adopt Honor Code	NA		Completed			6/30/17	Rejected
First-Year to Second-Year Retention Rate	72.5%	75.4%	73.3%	59.7%	75.3%	80%	Ongoing
Updated Campus Master Plan	NA			Completed		12/31/17	Adopted by the BOT for Implementation
Four-Year Graduation Rate	34%	37%	28%	38%	33%	70%	Ongoing
Six-Year Graduation Rate	48%	43%	42%	51%	50%	70%	Ongoing

- **4-Year: Public** Arkansas 20.6% National 33.3%
- **6-Year: Public** Arkansas 39.7% National 57.6%

- Private** Arkansas 39.4% National 52.8%
- Private** Arkansas 53.2% National 65.4%

# STRATEGIC PRIORITY 2

## ***Promote Shared Purpose and Professional Excellence***

**W**e resolve to recruit, retain, and develop a faculty, staff, and administration that embrace the University's mission and core values.

### **INITIATIVES**

- 2.1** Develop recruitment and compensation strategies consistent with regional and national markets to ensure the institution's mission and vision.
  - 2.2** Create robust and sustainable human resources processes to support employee development, institutional efficiency, and institutional mission.
  - 2.3** Expand training and development opportunities for employees that positively impact student growth and institutional mission.
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# Priority 2 MEASUREMENTS

Measure	Three-Year Average	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Goal	Status
Employee Retention Rates	New Measure	87.5%	84%*	86%	82%	90%	Ongoing
% of Employees With Annual Professional Development	New Measure	85%	85%	100%	100%	60%	See #1 below
% of Employees From Historically Underrepresented Groups	New Measure	NA	10.5%	9%	10%	To match or exceed the following: Johnson Co. 8% Arkansas 20%	Ongoing

Budget allocation to all program areas with specific emphasis on professional development completed for 2016-17 budget cycle. In addition, McElree Fund for faculty professional development implemented in 2015-16 budget and continued in 2016-17.

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# STRATEGIC PRIORITY 3

## *Be Responsible Stewards Of Our Resources*

**W**e are committed to being responsible stewards of our resources that build a model of positive student and employee impact, institutional sustainability, and future vitality.

### INITIATIVES

- 3.1** Ensure that physical and monetary resources that have been given to the University are utilized in compliance with donor intentions and to maximize the positive impact of these resources for the intended beneficiary.
  - 3.2** Create a financial model that maximizes the proportion of the cost of an Ozarks education that is offset by institutional resources combined with external scholarships to improve affordability and accessibility to Ozarks for prospective students and their parents, and to reduce student debt.
  - 3.3** Create a comprehensive pricing structure that is simple and transparent.
  - 3.4** Create a financial aid system in which no student is required to borrow more than the average private school student in Arkansas.
  - 3.5** Build an annual operating budget that supports intergenerational equity.
  - 3.6** Complete a fundraising campaign design and launch a formalized fundraising campaign.
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# Priority 3 MEASUREMENTS

Measure	Three-Year Average	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Goal	Status
Adopt Endowment Compliance Audit Process	NA	NA	NA	Complete		12/31/17	Ongoing
Net Price of Semester COA Per Student*	\$8,923 48.3%	\$9,145 48.8%	\$7,705 45%	\$8,283 46.9%	\$8,208 45.9%	55%	Ongoing
Measure	Three-Year Average	2015-2016	2016-2017	2017-2018	2018-2019	Goal	Status
Ratio of Average UofO Student Loan Debt to Average Student Debt in Arkansas	.97:1 \$24,611: \$25,344	.93:1 \$23,660: \$25,344	.82:1 \$21,404: \$26,082	.65:1 \$17,536: \$26,859	TBD \$23,132 TBA	.75:1	Ongoing
Ratio of Average UO Student Loan Debt <u>for those who took loans</u> to Average Student Debt in Arkansas	1.42:1 \$36,113: \$25,344	1.40:1 \$35,516: \$25,344	1.01:1 \$26,300: \$26,082	1.07:1 \$28,977: \$26,859	TBA \$32,357 TBA	.75:1	Ongoing

\*Calculations based on federal, state or institutional gift funding and do not include Walton Scholarships, Hazel-Carr Robson Scholarships or student enrolled in the Jones Learning Center.

# STRATEGIC PRIORITY 4

## ***Embrace Evidence-Based Decision Making***

**W**e resolve to develop institutional practices guided by our mission and supported by evidence-based decision making.

### **INITIATIVES**

**4.1** Build an integrated database of information systems to produce accurate and timely reports.

**4.2** Create campus-wide program review and assessment processes to ensure a continuous process of institutional improvement and efficient resource allocation.

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# ***Priority 4*** MEASUREMENTS

Measure	Goal	Status
Evaluate and Update Student Information System	12/31/16	Completed Fall 2018
Create Board of Trustees Dashboards	12/31/16	Completed Spring 2016
Create Assessment Procedures and Dashboards for All Program Areas	12/31/18	Completed and Ongoing

- 1) Student Information System to be evaluated in 2017-18 Academic Year; evaluation team to examine business processes in conjunction with other data systems on campus.
  - 2) Assessment procedures complete and adopted for all academic programs (major and minors) in December 2016 with data production collected and reported Summer 2017; other program area assessment procedures to be examined in 2017-18.
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# STRATEGIC PRIORITY 5

## *Develop and Share a Compelling Story*

**W**e resolve to develop and share the story of our institution and to articulate our role as a transformational community.

### INITIATIVES

- 5.1** Develop and maintain a brand identity that reflects the image of University of the Ozarks.
  - 5.2** Design and distribute a comprehensive visual identity system for the University.
  - 5.3** Refine, enhance and continuously update direct marketing campaigns to sustain the visibility and attractiveness of the college and communicate the value of an Ozarks education.
  - 5.4** Revise, enhance and continuously update electronic marketing strategies and tools.
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# Priority 5 MEASUREMENTS

Measure	Three-Year Average	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Goal	Status
Publish and Implement Brand and Visual Identity Guidelines	NA	NA	Work throughout the 15-16 year			9/1/16	Completed 10/1/16
Evaluate and Update Institutional Website	NA	NA	Engaged with development group; update ongoing	Completed	Began again	12/31/17	Anticipate completion by Summer 2017
Grow the Admissions Inquiry Pool	12,366	13,345	12,942	12,942	12,942	3% growth /13,700	Completed
Applications	1,186	1,398	1,534	1,724	1,974		67% Growth
Create and Implement Integrated Marketing and Communications Plan	NA	NA				12/31/16	Ongoing

- 1) Decrease in inquiry pool over previous year due to a shift in targeting and recruitment strategy; yield on inquiries has increased.
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