



vision  
2020

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## Mission

The mission of Ottawa University is to provide the highest quality liberal arts and professional education in a caring, Christ-centered community of grace which integrates faith, learning and life. The University serves students of traditional age, adult learners and organizations through undergraduate and graduate programs.

## Vision

By 2020, Ottawa University will be positioned as a rapidly expanding institution known for its innovative educational models, exceptional value, and special ability to prepare diverse student populations for lives of enlightened faith, exemplary service, inspired leadership and personal significance.

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## Hallmarks of Distinction

- The excellence of our liberal arts and professional education offerings.
  - The degree to which our students value all facets of their university experience.
  - The extent to which our graduates are broadly educated, think critically and holistically and use their capabilities to make a difference in the world.
  - The extent to which Ottawa University alumni are prized by the organizations, churches and communities they serve.
  - The vibrancy of an intellectual climate which celebrates the liberal arts, values the power and importance of ideas and encourages innovative teaching.
  - Our success at helping students to discern matters of faith, personal values and ultimate purpose.
  - Our ability to reach out globally to traditionally underserved student populations.
  - Our ability to tailor the educational experience to the individual needs of each student in order to increase student success, retain and graduate students for lives of significance.
  - The degree to which our culture and quality of work life enable faculty and staff to flourish.
  - Our track record in attracting and retaining top talent.
  - Our reputation for unwavering ethical conduct.
  - Our ability to demonstrate continuous improvement of teaching and learning through rigorous assessment and program review processes.
  - Rates of growth in enrollments, revenues and net assets which far exceed our peers.
  - Our strategic planning capabilities, data-driven culture and use of institutional effectiveness and process improvement resources leading to soundness in all operational and fiscal affairs.
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# Strategic Intent

- The University seeks to serve students of traditional age, adult learners and organizations.
- It will operate in multiple domestic and international markets where our offerings are capable of achieving competitive advantage and meeting our performance and quality criteria.
- The institution will be student-centered, grounded on teaching excellence and value-priced.
- As we grow, we will employ relatively fewer but better people, pay them well, support and develop them to an unusual degree, and expect very high performance.
- Our people will be organized within educational units which specialize by markets served. Currently, these are the adult and professional studies (APS) campuses, the online division, the international program, and the corporate division.
- All units will be supported by a robust and efficient University-wide support group.
- We will standardize offerings, methods and processes while simultaneously encouraging innovation and an entrepreneurial spirit.
- The University will generate operating surpluses annually and will significantly grow its capital base through traditional and nontraditional means.
- It will be open to and actively seek strategic affiliations which will allow for operational and financial synergy.
- The University will be a strong advocate for church, community and higher education industry affairs and will take leadership roles in each where and when appropriate.
- Over time, Ottawa University will reduce its level of tuition dependency in order to strengthen its offerings, further enhance the student experience and achieve institutional advantage. Our goal is to build at least a \$100,000,000 endowment by 2020.

# Guiding Principles

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- Steadfastly Christian. Proudly American Baptist. Positively open and inclusive.
- Service first. Every student. Every day. Every way.
- Excellence everywhere.
- Make our institutional decisions first, then implement them as humanely as possible.
- Respect our past. Be objective about the present. Remain unfailingly optimistic about our future.
- Never sacrifice the quality of our decisions just to make someone feel better for the moment.
- All feedback is treated as good feedback, even if it stings.
- Continuous development of our human resources is a prerequisite for continuous performance improvement.
- Outcomes are more important than effort.
- Capital will be deployed based on mission-centricity and potential returns.

## Strategic Priorities Phase I (2008-2011)

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- Enhance student experience.
- Improve enrollment management outcomes.
- Develop excellence everywhere.
- Grow faculty and staff capabilities.
- Deepen external relationships.
- Strengthen our financial position.

## Strategic Priorities Phase II (2012-2014)

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- Strengthen each of the three schools, further enhance academic program quality and raise student satisfaction and service levels beyond that of the highest performing peer institutions.
- Successfully complete the Advancing the Vision Capital Campaign.
- Renew accreditation with the Higher Learning Commission.
- Materially expand our outreach by adding adult sites, growing the online division significantly and by launching corporate and international divisions.
- Achieve annual surpluses sufficient to meet our operating and ongoing capital needs.
- Ensure that the caring, Christ-centered community of grace as called for in our mission statement is a reality for all members of our community.