

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. BOX 8366  
MADISON, WISCONSIN 53708-8366  
(608) 266-1996

The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. *The EAP does not expect any school to divulge any sensitive, proprietary business information.* The information must address the five elements identified below and provide the information requested.

## I. SCHOOL INFORMATION

Name of School:

Ottawa University

## II. PLANNING ELEMENTS

**A. MISSION.** Describe your school's mission and vision, which identifies its purpose and its core values.

Mission Statement

Building on its foundation as a Christ-inspired community of grace and open inquiry, Ottawa University prepares professional and liberal arts graduates for lifetimes of personal significance, vocational fulfillment, and service to God and humanity.

Vision Statement

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

**B. MARKET.** Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

OU is a private, non-profit institution offering a wide variety of educational programs at the bachelor's and graduate level.

Most OU students, outside of the residential campuses, have worked professionally in a number of fields prior to their enrollment. Current prospective students are most interested in the length of time to complete a degree, the financial cost, and the availability of online courses. On-ground courses are offered on weeknights in order to meet the scheduling needs of working adults.

OU's efforts to engage potential students fall under two general categories: Digital and Community Development. Digital efforts derive from PPC and SEO. Community Development focuses on building relationships with both corporate and community college partners.

Our competitors are other higher education providers that also offer both on-ground and online programs. OU differentiates itself with a Liberal Arts focused OU Curriculum that is integrated into all of its educational programs. OU seeks to educate the whole person not only for career but for life.

---

**C. MANAGEMENT.** Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

The Executive Management Team is led by the University Chancellor who oversees the entire institution, and the Executive Cabinet that handles business-unit strategies and objectives, as well as University-wide efforts.

The Chancellor's Executive Team consists of academic, financial, operational, legal, and marketing experts who direct the day-to-day decisions and report to the Chancellor. In turn, the Chancellor reports to the University's Board of Trustees. The Board of Trustees consists of approximately 30 academic, business, and philanthropic leaders who provide the strategic guidance and fiscal oversight, meeting three times annually. Also, the Chancellor's Council is a group of approximately 30 civic-minded leaders with deep community and institutional insight, meeting twice annually.

---

**D. SWOT ANALYSIS.** Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

**STRENGTHS:** 1) Our campus has strong academic programming designed to meet community needs. With ongoing shortages in nursing, healthcare, and mental health sectors, we offer a variety of programs designed to address these critical needs by producing highly skilled and trained professionals. 2) Understanding the demands on working adults, we provide flexible, accelerated course options. Our eight week terms allow students to progress rapidly, saving valuable time and helping them achieve their academic goals sooner. 3) We are committed to enhancing the student learning experience through personalized, hands on support. Our dedicated team guides students along the way, ensuring they have the resources and encouragement needed to succeed.

**WEAKNESSES:** 1) As a small private institution, we face budget challenges that limit access to resources available to larger institutions. 2) Despite our strong offerings, brand awareness remains a challenge, with some in the community still unaware of our institution and the programs we offer. 3) The higher education arena is highly competitive, making it difficult for smaller colleges like ours to compete with institutions that have larger budgets and greater access to resources.

**GOALS:** 1) To evolve with the market and appeal to a broader student population, we are rebranding our campus and will rollout the new brand Fall 2024. 2) We aim to strengthen our digital presence by placing greater emphasis on digital and website marketing. Additionally, we plan to expand our community partner agreements starting Fall 2024. 3) We will develop a comprehensive strategic enrollment management plan (SEM) involving various institutional stakeholders. This plan will focus on strengthening student support, outreach, and retention efforts, ensuring our continued growth and success (Spring 2025). Progress will be tracked monthly with a quarterly review of success metrics.

**D. SWOT ANALYSIS (continued)**

**OPPORTUNITIES:**

- 1) Opportunities exist to expand partner relationships within the medical and healthcare industry. By forging new partnerships, we can enhance our programs, provide more hands on learning experiences, and ensure our graduates are well equipped to meet industry demands.
- 2) The increasing number of school closures presents a unique opportunity to connect with displaced students. By introducing them to our institution's rich tradition and innovative educational model, we can offer them stability and a path to success in their academic and professional journeys.
- 3) Changing demographics present a valuable opportunity to learn from and develop with students from diverse backgrounds and unique experiences. By fostering an inclusive environment, we can enrich the educational experience for all students, preparing them for success in an increasingly global and diverse workforce.

**THREATS:**

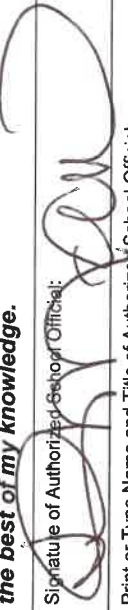
- 1) The ongoing challenges of student academic preparedness, coupled with external factors and barriers, continue to impact student success and retention. Addressing these issues requires tailored support services and proactive interventions. 2) Ongoing budget concerns and institutional resources present a threat. 3) Growing concerns among students and the broader community regarding the value of higher education present a challenge.

**E. FUTURE VISION.** Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

Our rebranding and marketing initiatives will have significantly increased our visibility both within the local community and beyond Wisconsin, leading to higher enrollment rates and an expanded reach. Our health profession programs will have successfully produced a larger pool of highly trained professionals, addressing critical workforce shortages in the community. The introduction of new programs, combined with an enriched student experience, will foster stronger partnerships and create more career opportunities for our graduates, solidifying our institution's role as a major contributor to the region's healthcare and professional workforce.

**III. SUBMISSION**

**I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.**

Signature of Authorized School Official: 

Print or Type Name and Title of Authorized School Official:  
**Juliann McAdoo, University Registrar**

Date: ~~08/28/24~~ 8/28/24

# INSTITUTIONAL SYSTEMS

