### Oakwood University Strategic Plan 2010-2015
#### Action Plan

**Table 1: Spiritual Vitality**

**Goal 1: Spiritual Vitality: Promote a Christ-centered, Seventh-day Adventist worldview.**

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<th>Initiative</th>
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<th>Outcomes/Assessment</th>
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</table>
| 1.1 Strengthen the emphasis on outreach and service | a. Integrate faith and learning activities with service learning projects (instructional).  
   b. Develop and implement strategies to promote curriculum-based service learning  
   c. Develop and implement strategies to promote student life-based service learning.  
   d. Place visual aids on campus that remind students and employees of service (Christian art).  
   e. Coordinate and facilitate service activities on campus through the Office of the Provost.  
   f. Develop and implement strategies to promote community service for OU employees  
   g. Develop assessment measures to annually track and evaluate participation in service/outreach by employees and students. | Office of the Provost  
   Academic Affairs  
   Office of the Provost  
   Student Services  
   Office of the Provost  
   Spiritual Life | • At least 50% of students participate in 2 or more service/outreach projects per year  
   • Students are equipped with skills for service when they leave Oakwood.  
   • Student missionary participation increases by 50% (10% increments per year through 2015)(2009-10 baseline = 16) |
| 1.2 Increase spiritual formation building activities | a. Facilitate campus-wide Bible study utilizing small groups  
   b. Identify and train small group leaders  
   c. Employ at least 2 chaplains, preferably one a female  
   d. Implement a Sabbath School program designed specifically for university students | Office of the Provost  
   Spiritual Life  
   Student Services | • At least 400 students participating in small group Bible studies by 2014-15  
   • At least 50% of graduating seniors indicate spiritual growth during matriculation at Oakwood  
   • At least two chaplains are employed by Fall 2012, one preferably a female  
   • An average attendance of at least 200 students at University Sabbath School by 2012-13 |
Table 2: Educational Excellence

**Goal 2: Educational Excellence: Demonstrate academic excellence in teaching and learning.**

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<tbody>
<tr>
<td>2.1 Establish partnerships in the areas of:</td>
<td>a. Conduct workshops on collaborations</td>
<td>Academic Affairs</td>
<td>• Total enrollment increase of 3% annually</td>
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<tr>
<td>• Instruction</td>
<td>b. Provide training in interdisciplinary instruction</td>
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<td>• Total increase in graduation rate of 2.5% annually</td>
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<td>• Fund Raising</td>
<td>c. Identify resources to write grants for Academic needs</td>
<td>Academic Affairs</td>
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<tr>
<td>• Retention/Advising System</td>
<td>d. Develop guidelines for Academic department fundraising activities</td>
<td>Advancement and Development</td>
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<td>• Community Relationships</td>
<td>e. Create appropriate infrastructure for University-wide retention/advising system</td>
<td>Academic Affairs</td>
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<td></td>
<td>f. Develop plans for personalizing advising (including mentorship)</td>
<td>Student Enrollment Services</td>
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<td></td>
<td>g. Strengthen internship experiences for students</td>
<td>Academic Affairs</td>
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<td></td>
<td>h. Strengthen/expand service opportunities and relationships</td>
<td>Student Services</td>
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<tr>
<td>2.2 Expand Academic Programs</td>
<td>a. Strengthen the Academic program review process</td>
<td>Academic Affairs</td>
<td>• Proposals are approved for at least 2 new programs</td>
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<tr>
<td>• Undergraduate</td>
<td>b. Develop specific criteria for identifying programs to phase out</td>
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<td>• Graduate</td>
<td>c. Develop specific criteria for creating new programs</td>
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<td>• Distance Learning</td>
<td>d. Develop benchmarks for program’s success</td>
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<td>e. Expand library capacity</td>
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<td>2.3 Develop a research emphasis</td>
<td>a. Develop and expand research infrastructure to support academic research</td>
<td>Academic Affairs</td>
<td>• At least 25% increase in funded research by the end of the 2014-15 academic year</td>
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<td>2.4 Complete and implement a revised general education (GE) curriculum</td>
<td>b. Assessment tools identified Spring 2010</td>
<td>Academic Affairs</td>
<td>• New GE curriculum implemented Fall 2011</td>
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<td>c. Faculty development plan completed summer 2010 and implemented Fall 2010</td>
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<td>• First assessment of the new GE curriculum is completed Spring 2014</td>
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<td>d. Course development/course syllabi completed and approved by Spring 2011</td>
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| 2.5 Increase graduate school and employment rates | e. Using Clearinghouse data, track graduate school admittance rates  
   f. Using departmental records, track job placement rates | Academic Affairs  
   Student Services | • 2% annual increases in graduate school and employment rates are realized |
| 2.6 Maintain an adequate and qualified faculty | a. Recruit well-qualified faculty  
   b. Provide funding for faculty development  
   c. Identify and implement practices that support retention of qualified faculty  
   d. Review Faculty Remuneration Plan funding annually | Academic Affairs | • At least 70% of faculty have terminal degrees in their discipline |
| 2.7 Increase enrollment | a. Recruit qualified students  
   b. Provide the support services necessary to foster student success  
   c. Seek funds to enhance scholarship offerings  
   d. Track retention and make adjustments as necessary to increase the number of students retained through graduation/course completion | Office of the President  
   Student Enrollment Services | • Incoming first-time freshmen and transfer students increase at least 3% annually to attain a headcount of 620 or more new student by Fall 2014 (baseline 536).  
   • The university attains an average annual enrollment increase of at least 3% and reaches the following headcount/FTE goals by Fall 2014 (total headcount baseline 1793):  
     o Undergraduate 1900/1825  
     o Graduate 45/30  
     o LEAP 100  
     o AP4 30  
   • An incremental increase in the annual graduation rate of at least 2.5%  
   • Term-to-term persistence rate of at risk students increases by at least 2.5% annually |
| 2.8 Improve the overall registration process for incoming students | a. Centralize and streamline in-person options  
   b. Enhance on-line options | Office of the President  
   Student Enrollment Services | • Students express higher level of satisfaction (at least 1 point gap decrease) with the registration process on the Student Satisfaction Inventory Fall 2014 (baseline 3.68 gap) |
| 2.9 Develop and implement a coherent, comprehensive co-curricular program | a. Develop a rationale for a co-curricular program  
   b. Develop a plan for the co-curricular program  
   i. Provide a lecture series with notable | Student Services | • Students express higher level of satisfaction on Student Satisfaction Inventory (baseline for Student |
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<td><strong>speakers that addresses political, social and cultural subjects currently being discussed</strong>&lt;br&gt;<strong>ii. Re-design chapels and assemblies</strong>&lt;br&gt;<strong>iii. Provide seminars and workshops on life-skills, personal growth and development, current events, and interdisciplinary conversations</strong></td>
<td><strong>Office of the President</strong></td>
<td>• Semi-annual reports demonstrate a well managed plan with documentation of progress and accountability&lt;br&gt;• All preparatory work is done for a successful visit&lt;br&gt;• A QEP topic is approved by July 10, 2010&lt;br&gt;• The QEP Budget is approved April 2011&lt;br&gt;• Draft QEP is developed by Sept 10, 2011&lt;br&gt;• Draft is Board approved by Oct 30, 2011&lt;br&gt;• Draft is reviewed by the visiting committee and revisions completed by June 30, 2012&lt;br&gt;• QEP is approved by SACS/COC by Dec 2012&lt;br&gt;• QEP is implemented by January 2013&lt;br&gt;• Measurable increase in employee awareness of OU purpose&lt;br&gt;• Established programs with measurable targeted outcomes in each area</td>
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<td>2.10</td>
<td>Increase emphasis on the mission of the University</td>
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<td><strong>a. Provide Strategic Plan leadership</strong>&lt;br&gt;<strong>i. Facilitate plan maintenance and objective achievement</strong>&lt;br&gt;<strong>b. Facilitate the Reaffirmation process</strong>&lt;br&gt;<strong>i. Provide administrative leadership and facilitate assignment completion</strong>&lt;br&gt;<strong>ii. Identify, develop, and implement a Quality Enhancement Plan (QEP) that will positively impact student learning</strong>&lt;br&gt;<strong>c. Promote institutional mission/goals</strong>&lt;br&gt;<strong>i. Widespread sharing of Mission, Aim, Motto, Vision</strong>&lt;br&gt;<strong>d. Promote healthful lifestyle</strong>&lt;br&gt;<strong>i. Presidents Running club</strong>&lt;br&gt;<strong>ii. Employee Wellness emphasis</strong>&lt;br&gt;<strong>iii. Student Health and Safety emphasis</strong></td>
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### Table 3: Nurturing Environment

**Goal 3: Nurturing Environment: Facilitate a supportive environment that is sensitive to the needs of students and all other constituents.**

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</table>
| 3.1 Upgrade student housing facilities | a. Give attention to long-standing infrastructure challenges, including  
   i. Plumbing in Edwards Hall  
   ii. Replacing closets, sinks, and vanities on the east side of Carter Hall | Student Services | • New plumbing is installed in Edwards Hall by Fall 2012  
• Renovations in east Carter Hall are completed by Fall 2014 (one floor each year beginning 2010-11) |
| 3.2 Improve support services for students | a. Study options to determine an adequate student center location  
   b. Complete a feasibility study regarding campus needs in the areas of  
      i. on-campus business center functions  
      ii. meeting rooms and places for group practices  
      iii. an auditorium for university and guest performances | Student Services | • A re-located student center is provided by Fall 2010  
• Feasibility study is completed by June 2012 and projects to be addressed are determined by December 2012  
• Student satisfaction with Campus Life improves (1.0 point increase in satisfaction score on SSI, 2014 administration; baseline is 3.73, 2008 administration) |
| 3.3 Enhance student leadership skills | a. Create a task force to consider the establishment of an honor code, honor committee, and student-led judicial board  
   b. Follow-up on task force findings and recommendations | Student Services | • Peer review process is established by 2013  
• Students possess the knowledge, skills, and sensitivities they need to become leaders of competence, conscience, and compassion [as evaluated by committee member surveys and focus groups] |
| 3.4 Enhance the institutional wellness program for employees | a. Develop additional incentives to increase participation  
   b. Provide additional options for obtaining seminar credits to accommodate scheduling conflicts  
   c. Provide classes, instructors, and facilities for exercise classes at worker-friendly times | Office of the Provost | • At least 100% increase in full participation in the wellness program (2009-10 baseline - 2) |
Table 4: Operational Efficiency

**Goal 4: Operational Efficiency: Ensure efficient service and resource management.**

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| 4.1 Monitor and evaluate the Master Plan for Student Enrollment Services (SES) | a. Annually review and evaluate effective functioning of the plan during first three years of implementation  
b. Develop a system of cross-training between student enrollment support services  
c. Design an electronic information delivery system that ensures that once information is received it is available to all functions in the enrollment system within 24 hours  
d. Provide a facility that centralizes the location of departments within the SES unit | Office of the President  
Student Enrollment Services  
Academic Affairs  
Financial Affairs  
Student Services | • The Master Plan for Enrollment Services is reviewed/evaluated annually during May  
• A plan for cross-training between student enrollment support services is developed by July, 2010  
• An electronic information delivery system with 24-hour accessibility is functional by July, 2011  
• SES unit has a centralized location by Fall 2010  
• The importance/satisfaction gaps for the recruitment/financial aid & registration scales on the Student Satisfaction Inventory decrease at least 1.0 point by Fall 2014 (baselines 2.25 & 2.97) |
| 4.2 Develop a Quality Assessment Plan for Energy and Facilities Management | a. Implement the comprehensive plan for energy assessment and management that addresses: lighting, painting, doors, windows and HVAC  
b. Develop a Master Landscaping/Parking/Road Plan to include: watering, gardening, zoning, greening, hardscapes, outdoor living areas, erosion control and dirt/soil analysis  
c. Design a Learn, Live, Labor Custodian Plan to achieve a desired standard of cleanliness for areas where patrons and employees Learn, Live and Labor  
d. Implement/evaluate the Master Maintenance Plan | Financial Affairs | • A comprehensive plan for energy assessment and management is implemented throughout 2010-2015 and evaluated annually  
• A Master Landscaping Plan is developed by October, 2010  
• A Learn, Live, Labor Custodian Plan is completed by July, 2010  
• The Master Maintenance Plan is implemented throughout 2010-2015 and evaluated annually |
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</table>
| 4.3 Support campus construction/renovation projects | a. Set annual construction target goals for:  
   i. Health and Wellness Building  
   ii. Communication Building  
   iii. Physical Plant Relocations  
   iv. Facility/land improvement | Office of the President  
Financial Affairs | a. Accomplishment of annual construction targets |
| 4.4 Achieve budget management targets | a. Provide Presidential leadership to facilitate accomplishment of financial objectives  
   b. Manage the budget to reach established targets | Office of the President  
Financial Affairs  
Cost: N/A | • Achievement of annual financial goals |
| 4.5 Achieve fully operational law-enforcement agency status | a. Finance APOSTC (Alabama Peace Officers Standard and Training Commission) certification for all officers | Financial Affairs | • All officers are APOSTC certified by 2015:  
   o 30% by December 2010  
   o 45% by December 2011  
   o 60% by December 2012  
   o 75% by December 2013  
   o 90% by December 2014  
   o 100% by June 2015 |
| 4.6 Implement a master security plan | a. In collaboration with other divisions, implement a master security plan through the development of life-safety and security systems | Financial Affairs | b. Plan is implemented over 5 years beginning in 2010 |
| 4.7 Develop and implement a strategic plan for vacant and under-utilized structures | a. Develop a plan for the use of structures currently not is use or not used to capacity  
   b. Renovate/repair designated buildings, including:  
   i. Cunningham Hall (Phases I and II)  
   ii. Peterson Hall  
   iii. OUI (4920)  
   iv. Blake Center  
   v. Market Square | Financial Affairs | • Plan is completed 2010  
• Buildings are utilized by 2015  
   o Cunningham Phase I: Fall 2010  
   o Cunningham Phase II: January 2012 |
| 4.8 Develop and implement an Accounts Receivable collections plan aimed at collecting 100% of tuition and fees | a. Develop Accounts Receivable collections plan  
   b. Implement plan beginning with the 2010-11 academic year | Financial Affairs  
Office of the President  
Student Enrollment Services | • Plan is developed by Fall 2010  
• Collections rate minimum is maintained at  
   o 97% in 2010-11  
   o 98% in 2011-12  
   o 99% in 2012-13  
   o 100% by 2015 |
### Table 5: Resource Development

**Goal 5: Resource Development: Provide sufficient financial resources to support all aspects of the institution.**

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<tr>
<td>5.1 Review, refine and implement an integrated Development Plan</td>
<td>a. Evaluate and determine if conditions are appropriate for Capital Campaign and/or a major special project</td>
<td>Advancement and Development</td>
<td>• Evaluation results are implemented by 2012</td>
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<td></td>
<td>b. Implement identification of major prospects and solicitation tasks for major gifts for:</td>
<td></td>
<td>• Sufficient gifts are on hand for construction start-up for the Health and Wellness facility by 2015</td>
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<tr>
<td></td>
<td>i. Health and Wellness Center</td>
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<td>ii. Communications Complex</td>
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<td>iii. Develop strategy to determine succeeding priorities</td>
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<td>5.2 Implement a comprehensive plan for land development</td>
<td>a. Hire a consultant/urban planner to review/study land development plan and make recommendations</td>
<td>Advancement and Development</td>
<td>• Consultant is hired by December 2010</td>
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<td>b. Hire a staff person to serve as industry lead person to build relationships with organizations (i.e. NASA, Redstone Arsenal)</td>
<td></td>
<td>• Staff person is hired by July 2011 and generating prospects for future contracts and development projects</td>
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<td></td>
<td>c. Conduct public meetings to present land development plan for community feedback</td>
<td></td>
<td>• A consensus report from the community is received, signaling go-ahead for start-up of designated projects</td>
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<td></td>
<td>d. Follow-up on Board review and approval of the land development concept developed by the Property Assessment Committee (PAC)</td>
<td></td>
<td>• Completion of at least 1-2 income generating, state of the art, environmentally friendly projects representing Oakwood’s core values and providing services to the community by June 2015</td>
</tr>
<tr>
<td>5.3 Generate revenue for the institution</td>
<td>a. Achieve Capitol Fund Raising targets</td>
<td>Office of the President Development</td>
<td>• Achievement of annual fund-raising goals</td>
</tr>
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<td></td>
<td>b. Achieve Scholarship Fund Raising targets</td>
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<td>• A self-sustaining student scholarship assistance plan is established by 2011</td>
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<td>i. Running for Scholarships -- $500,000 goal</td>
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### Table 6: Institutional Relations

**Goal 6:** Institutional Relations: Enhance the reputation and relationships of the institution.

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| 6.1 Strengthen the link between Oakwood’s education programs and Huntsville economic development programs and workforce training needs | a. Create a committee that would develop a strategy to oversee developing and strengthening the University’s relationships with industry, contracts, and community organizations  
b. Conduct a study to identify current and future internship and job opportunities  
c. Conduct pre- (2010-11) and post- (2014-15) surveys to determine the status of Oakwood’s community/industry partnerships | Advancement and Development  
Academic Affairs | • The number of grants and contracts generated increases by at least 100% (baseline 2)  
• Internships and job opportunities increase by at least 100% (baseline 15)  
• Stronger public relations between Oakwood University and the community is demonstrated by post-survey results |
| 6.2 Strengthen the relationship of the University with its alumni | a. Create an alumni regeneration council (ARC) with the purpose of improving relations between the University and its Alumni | Advancement and Development | • ARC created by December 2010  
• On-line and written surveys demonstrate improved relationship between the University and Alumni  
• Revenue from Alumni chapters and individual alumni increases by at least 10% |
| 6.3 Strengthen the quality of customer relations/customer service | a. Promote quality customer care  
i. Develop a Comprehensive Institutional Plan for customer service  
b. Increase customer service training that focuses on being proactive rather than reactive and incorporates the key elements of responsibility  
c. Develop a tracking system to evaluate customer satisfaction | Office of the President  
Office of the Provost | • A measurable program for detecting, resolving and improving customer service is created by June 2012  
• At least one seminar/workshop in customer relations is provided annually  
• Customer satisfaction surveys demonstrate annual improvement in customer service |
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<td>d.</td>
<td>Develop an institutional knowledge bank</td>
<td>Office of the President</td>
<td>• A Knowledge Bank is available by December 2012</td>
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<tr>
<td>d. i.</td>
<td>Survey employees for expertise/gifts/talents that can be shared campus-wide</td>
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<td>d. ii.</td>
<td>Organize feedback in a brochure and/or an electronic format</td>
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<td>6.4</td>
<td>Facilitate institutional enhancement</td>
<td></td>
<td>• Measurably increase stakeholder awareness of institutional developments (Focus group assessment)</td>
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<tr>
<td>a.</td>
<td>Develop a communication network plan</td>
<td></td>
<td>• At least two training and evaluation sessions are provided increasing Board of Trustees awareness and continuous self-improvement</td>
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<tr>
<td>a. i.</td>
<td>Develop comprehensive communication/update program</td>
<td></td>
<td>• At least one BOT Retreat is provided emphasizing board fellowship and strategic planning</td>
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<tr>
<td>a. ii.</td>
<td>Develop plan to provide new linkages with faculty, staff, students</td>
<td></td>
<td>• Increase the student capacity of OU feeder institution</td>
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<td>b.</td>
<td>Promote Board of Trustees development by providing:</td>
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<td>b. i.</td>
<td>Training and Evaluation</td>
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<td>b. ii.</td>
<td>A BOT Retreat</td>
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<td>c.</td>
<td>Provide assistance for the Oakwood Academy building project</td>
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<tr>
<td>c. i.</td>
<td>Assist a feeder institution in achieving a goal of construction of an educational facility</td>
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**Table 7: Technology Leadership**

**Goal 7: Technology Leadership: Maintain a technologically progressive campus.**

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| 7.1 Improve campus communication systems | a. Use web technologies to better communicate events & important dates.  
   b. Make significant dates/events from departments on campus available from the Oakwood University front page. | Information Technology | • A more visible and accessible web based calendar that can be viewed from Oakwood’s front-page is available by fall 2010. |
| 7.2 Provide technology training for staff | a. Offer staff training for a fee in the use of technology  
   i. CARS EX  
   ii. Microsoft Office | Information Technology | • At least two staff training opportunities are offered annually |
| 7.3 Develop campus telecast infrastructure for television broadcast | a. Create a media center  
   i. Identify location by July 2010  
   ii. Hire 2 full-time staff by October 2010  
   b. Provide A/V support campus-wide  
   i. Classroom multimedia equipment  
   ii. Residence hall CATV  
   c. Install production and video automation equipment  
   d. Collaborate with Communications Dept. to produce campus program contents for broadcasting  
   e. Utilize channel 38 to broadcast | Information Technology | • Media Center is staffed and functional by December 2010  
   • Multimedia equipment campus-wide is supported by A/V technicians  
   • Equipment is purchased by 2012 to facilitate broadcast  
   • Professionally produced programs are available for broadcast to the public via the air waves by 2012  
   • Beginning 2012, Campus program contents are inserted into channel 38 schedule |
| 7.4 Develop outdoor wireless network infrastructure | a. Install outdoor access points across campus at specific location(s) to be determined | Information Technology | • Locations on campus for outdoor access points are determined by December 2010  
   • Wireless devices are able to receive internet services outdoors at pre-determined locations by 2012 |
| 7.5 Provide life safety and security system network infrastructure | a. Collaborate with Public Safety to implement campus-wide life safety and security system | Financial Affairs/Information Technology | • Campus-wide network is installed and supported by Information Technology and monitored by Public Safety by 2012 |