

Oakwood University Strategic Planning Committee

Working Document  
August 25, 2009

Table 1: Spiritual Vitality

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

Initiative	Strategies	Outcomes/Assessment	Responsibility
1.1 Strengthen the emphasis on outreach and service	<ul style="list-style-type: none"> <li>• Integrate faith and learning activities with service learning projects (instructional).</li> <li>• Develop an Introduction to Service class as a General Education requirement:                             <ul style="list-style-type: none"> <li>○ Model how to serve at work, school and the world.</li> <li>○ Include a service learning project. Students can organize drives for food/clothes or organize a variety of ministries, short-term mission trips, disaster relief</li> <li>○ Learn how to start a 501-C-3.</li> </ul> </li> <li>• Organize community service projects as part of residential life.</li> <li>• Encourage, recognize, and reward service activities of faculty and staff.</li> <li>• Place visual aids on campus that remind students of service (Christian art).</li> <li>• Identify personnel to coordinate and facilitate service activities on campus</li> <li>• Develop assessment measures to track and evaluate participation in outreach by employees and students</li> </ul>	<ul style="list-style-type: none"> <li>• Each student participates in 3 or more outreach projects per year</li> <li>• Students are equipped with skills for service when they leave Oakwood.</li> <li>• Student missionary participation increases by 50% (10% increments per year through 2015)(baseline 14 undergraduates)</li> </ul>	Student Services Academic Affairs Office of the Provost
1.2 Increase spiritual formation building activities	<ul style="list-style-type: none"> <li>• Facilitate campus-wide Bible study utilizing small groups                             <ul style="list-style-type: none"> <li>○ Identify and train small group leaders</li> </ul> </li> <li>• Implement a Sabbath School program designed specifically for university students</li> </ul>	<ul style="list-style-type: none"> <li>• More active participation of students in spiritual formation building activities, including:                             <ul style="list-style-type: none"> <li>○ At least ___ students participating in small group Bible studies</li> <li>○ An average attendance of at least ___ students at University Sabbath School</li> </ul> </li> </ul>	Student Services

**Table 2: Educational Excellence**

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

Initiative	Strategies	Outcomes/Assessment	Responsibility
2.1 Establish partnerships in the areas of: <ul style="list-style-type: none"> <li>• Instruction</li> <li>• Fund Raising</li> <li>• Retention/Advising System</li> <li>• Community Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops on collaborations</li> <li>• Develop interdisciplinary courses</li> <li>• Develop policies for interdisciplinary instruction</li> <li>• Identify resources to write grants for Academic needs</li> <li>• Develop guidelines for Academic department fundraising activities</li> <li>• Create appropriate infrastructure for University-wide retention/advising system</li> <li>• Develop plans for personalizing advising (including mentorship)</li> <li>• Strengthen internship experiences for students</li> <li>• Strengthen/expand service opportunities and relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Total enrollment increase of _____</li> <li>• Total increase in graduation rate</li> </ul>	Academic Affairs Advancement and Development Student Enrollment Services Student Services
2.2 Expand Academic Programs <ul style="list-style-type: none"> <li>• Undergraduate</li> <li>• Graduate</li> <li>• Distance Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the Academic program review process</li> <li>• Develop specific criteria for identifying programs to phase out</li> <li>• Develop specific criteria for creating new programs</li> <li>• Develop benchmarks for program's success</li> <li>• Expand library capacity</li> </ul>	<ul style="list-style-type: none"> <li>• An increase of at least 2 new programs</li> <li>• An enrollment of at least 30 students in new programs</li> </ul>	Academic Affairs
2.3 Develop a research emphasis	<ul style="list-style-type: none"> <li>• Develop and expand research infrastructure to support research</li> </ul>	<ul style="list-style-type: none"> <li>• At least ___% increase in funded research by the end of the 2014-15 academic year</li> </ul>	Academic Affairs
2.4 Complete and implement a revised general education (GE) curriculum	<ul style="list-style-type: none"> <li>• Assessment tools identified Spring 2010</li> <li>• Faculty development plan completed summer 2010 and implemented Fall 2010</li> <li>• Course development/course syllabi completed and approved by Spring 2011</li> </ul>	<ul style="list-style-type: none"> <li>• New GE curriculum implemented Fall 2011</li> <li>• First assessment of the new GE curriculum is completed Spring 2014</li> </ul>	Academic Affairs
2.5 Increase graduate school and employment rates	<ul style="list-style-type: none"> <li>• Using Clearinghouse data, track graduate school admittance rates</li> <li>• Using departmental records, track job placement rates</li> </ul>	<ul style="list-style-type: none"> <li>• 2% annual increases in graduate school and employment rates are realized</li> </ul>	Academic Affairs Student Services

Initiative	Strategies	Outcomes/Assessment	Responsibility
2.6 Maintain an adequate and qualified faculty	<ul style="list-style-type: none"> <li>● Recruit well-qualified faculty</li> <li>● Provide funding for faculty development</li> <li>● Identify and implement practices that support retention of qualified faculty</li> <li>● Review Faculty Remuneration Plan funding annually</li> </ul>	<ul style="list-style-type: none"> <li>● 70% of faculty have terminal degrees in their discipline</li> </ul>	Academic Affairs
2.7 Increase enrollment	<ul style="list-style-type: none"> <li>● Recruit qualified students</li> <li>● Provide the support services necessary to foster student success</li> <li>● Seek funds to enhance scholarship offerings</li> <li>● Track retention and make adjustments as necessary to increase the number of students retained through graduation/course completion</li> </ul>	<ul style="list-style-type: none"> <li>● 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).</li> <li>● 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): <ul style="list-style-type: none"> <li>○ Undergraduate 1900/1825</li> <li>○ Graduate 45/30</li> <li>○ LEAP 100</li> <li>○ AP4 30</li> </ul> </li> <li>● An incremental increase in the annual graduation rate of at least 2.5%</li> <li>● Term-to-term persistence rate of at risk students increases by at least 2.5% annually</li> </ul>	Student Enrollment Services
2.8 Improve the overall registration process for incoming students	<ul style="list-style-type: none"> <li>● Centralize and streamline in-person options</li> <li>● Enhance on-line options</li> </ul>	<ul style="list-style-type: none"> <li>● 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)</li> </ul>	Student Enrollment Services
2.9 Develop and implement a coherent, comprehensive co-curricular program	<ul style="list-style-type: none"> <li>● Develop a rationale for a co-curricular program</li> <li>● Develop a plan for the co-curricular program <ul style="list-style-type: none"> <li>○ Provide a lecture series with notable speakers that addresses political, social and cultural subjects currently being discussed</li> <li>○ Re-design chapels and assemblies</li> <li>○ Provide seminars and workshops on life-skills, personal growth and development, current events, and interdisciplinary conversations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Students express higher level of satisfaction on Student Satisfaction Inventory (baseline for Student Centeredness 4.07)</li> </ul>	Student Services

Initiative	Strategies	Outcomes/Assessment	Responsibility
2.10 Increase emphasis on the mission of the University	<ul style="list-style-type: none"> <li>• Provide Strategic Plan leadership               <ul style="list-style-type: none"> <li>○ Facilitate plan maintenance and objective achievement</li> </ul> </li> <li>• Facilitate the Reaffirmation process               <ul style="list-style-type: none"> <li>○ Provide administrative leadership and facilitate assignment completion</li> </ul> </li> <li>• Promote institutional mission/goals               <ul style="list-style-type: none"> <li>○ Widespread sharing of Mission, Aim, Motto, Vision</li> </ul> </li> <li>• Promote healthy lifestyle               <ul style="list-style-type: none"> <li>○ Presidents Running club</li> <li>○ Employee Wellness emphasis</li> <li>○ Student Health and Safety emphasis</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual reports demonstrate a well managed plan with documentation and accountability</li> <li>• All preparatory work is done for a successful visit</li> <li>• Measurable increase in employee awareness of OU purpose</li> <li>• Established programs with measurable targeted outcomes in each area</li> </ul>	Office of the President

**Table 3: Nurturing Environment**

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

Initiative	Strategies	Outcomes/Assessment	Responsibility
3.1 Upgrade student housing facilities	<ul style="list-style-type: none"> <li>• Give attention to long-standing infrastructure challenges, including                             <ul style="list-style-type: none"> <li>○ Plumbing in Edwards Hall</li> <li>○ Replacing toilets in Carter Hall to be more energy and maintenance efficient</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• New plumbing is installed in Edwards Hall by _____</li> <li>• Energy and maintenance efficient toilets are installed in Carter Hall by _____</li> </ul>	Student Services
3.2 Improve support services for students	<ul style="list-style-type: none"> <li>• Study to determine an adequate student center location</li> <li>• Identify a location for a community student lounge and locker service</li> <li>• Provide an on-campus business center</li> <li>• Provide meeting rooms and places for group practices</li> <li>• Provide an auditorium for university and guest performances</li> </ul>	<ul style="list-style-type: none"> <li>• A re-located student center is provided by _____</li> <li>• A community student lounge and locker service are provided on campus by _____</li> <li>• An on-campus business center is created by _____</li> <li>• Locations for meetings and group practices are identified by _____</li> <li>• An auditorium is provided</li> <li>• Student satisfaction with support services improves (SSI)</li> </ul>	Student Services
3.3 Enhance student leadership skills	<ul style="list-style-type: none"> <li>• Create a task force to consider the establishment of an honor code, honor committee, and student-led judicial board</li> <li>• Follow-up on task force findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Peer review process is established by _____</li> <li>• 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]</li> </ul>	Student Services
3.4 Enhance the institutional wellness program for employees	<ul style="list-style-type: none"> <li>• Develop additional incentives to increase participation</li> <li>• Provide additional options for obtaining seminar credits to accommodate scheduling conflicts</li> <li>• Provide classes, instructors, and facilities for exercise classes at worker-friendly times</li> </ul>	<ul style="list-style-type: none"> <li>• At least 100% increase in full participation in the wellness program (baseline 2)</li> </ul>	Office of the Provost

**Table 4: Operational Efficiency**

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

Initiative	Strategies	Outcomes/Assessment	Responsibility
<p>4.1 Monitor and evaluate the Master Plan for Student Enrollment Services (SES)</p> <p>Category: Need &amp; Excelling</p>	<ul style="list-style-type: none"> <li>• Annually review and evaluate effective functioning of the plan during first three years of implementation</li> <li>• Develop a system of cross-training between student enrollment support services</li> <li>• 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</li> <li>• Provide a facility that centralizes the location of departments within the SES unit</li> </ul>	<ul style="list-style-type: none"> <li>• The Master Plan for Enrollment Services is reviewed/evaluated annually during May</li> <li>• A plan for cross-training between student enrollment support services is developed by July, 2010</li> <li>• An electronic information delivery system with 24-hour accessibility is functional by July, 2011</li> <li>• SES unit has a centralized location by Fall 2010</li> <li>• The importance/satisfaction gaps for the recruitment/financial aid &amp; registration scales on the Student Satisfaction Inventory decrease at least 1.0 point by Fall 2014 (baselines 2.25 &amp; 2.97)</li> </ul>	<p>The President's Office Student Enrollment Services Academic Affairs Financial Affairs Student Services</p>
<p>4.2 Develop a Quality Assessment Plan for Energy and Facilities Management</p>	<ul style="list-style-type: none"> <li>• Implement the comprehensive plan for energy assessment and management that addresses: lighting, painting, doors, windows and HVAC</li> <li>• Develop a Master Landscaping/Parking/Road Plan to include: watering, gardening, zoning, greening, hardscapes, outdoor living areas, erosion control and dirt/soil analysis</li> <li>• Design a Learn, Live, Labor Custodian Plan to achieve a desired standard of cleanliness for areas where patrons and employees Learn, Live and Labor</li> <li>• Implement/evaluate the Master Maintenance Plan</li> </ul>	<ul style="list-style-type: none"> <li>• A comprehensive plan for energy assessment and management is implemented throughout 2010-2015 and evaluated annually</li> <li>• A Master Landscaping Plan is developed by October, 2010</li> <li>• A Learn, Live, Labor Custodian Plan is completed by July, 2010</li> <li>• The Master Maintenance Plan is implemented throughout 2010-2015 and evaluated annually</li> </ul>	<p>Financial Affairs</p>

Initiative	Strategies	Outcomes/Assessment	Responsibility
4.3 Support campus construction/ renovation projects	Set annual construction target goals for: <ul style="list-style-type: none"> <li>• Health and Wellness Building</li> <li>• Communication Building</li> <li>• Physical Plant Relocations</li> <li>• Facility/land improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Accomplishment of annual construction targets</li> </ul>	Office of the President Financial Affairs
4.4 Achieve budget management targets	<ul style="list-style-type: none"> <li>• Provide Presidential leadership to facilitate accomplishment of financial objectives</li> <li>• Manage the budget to reach established targets</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of annual financial goals</li> </ul>	Office of the President Financial Affairs
4.5 Achieve fully operational law-enforcement agency status	<ul style="list-style-type: none"> <li>• Finance APOSTC (Alabama Peace Officers Standard and Training Commission) certification for all officers</li> </ul>	<ul style="list-style-type: none"> <li>• All officers are APOSTC certified by 2015:               <ul style="list-style-type: none"> <li>○ 30% by December 2010</li> <li>○ 45% by December 2011</li> <li>○ 60% by December 2012</li> <li>○ 75% by December 2013</li> <li>○ 90% by December 2014</li> <li>○ 100% by June 2015</li> </ul> </li> </ul>	Financial Affairs
4.6 Implement a master security plan	<ul style="list-style-type: none"> <li>• In collaboration with other divisions, implement a master security plan through the development of life-safety and security systems</li> </ul>	<ul style="list-style-type: none"> <li>• Plan is implemented over 5 years beginning in 2010</li> </ul>	Financial Affairs
4.7 Develop and implement a strategic plan for vacant and under-utilized structures	<ul style="list-style-type: none"> <li>• Develop a plan for the use of structures currently not in use or not used to capacity</li> <li>• Renovate/repair designated buildings, including:               <ul style="list-style-type: none"> <li>○ Cunningham Hall (Phases I and II)</li> <li>○ Peterson Hall</li> <li>○ OUI (4920)</li> <li>○ Blake Center</li> <li>○ Market Square</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Plan is completed _____</li> <li>• Buildings are utilized by 2015               <ul style="list-style-type: none"> <li>○ Cunningham Phase I: Fall 2010</li> <li>○ Cunningham Phase II: January 2012</li> </ul> </li> </ul>	Financial Affairs
4.8 Develop and implement an Accounts Receivable collections plan aimed at collecting 100% of tuition and fees	<ul style="list-style-type: none"> <li>• Develop plan</li> <li>• Implement plan beginning with the 2010-11 academic year</li> </ul>	<ul style="list-style-type: none"> <li>• Plan is developed by Fall 2010</li> <li>• Collections rate minimum is maintained at               <ul style="list-style-type: none"> <li>• 97% in 2010-11</li> <li>• 98% in 2011-12</li> <li>• 99% in 2012-13</li> <li>• 100% by 2015</li> </ul> </li> </ul>	

**Table 5: Resource Development**

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

Initiative	Strategies	Outcomes/Assessment	Responsibility
5.1 Review, refine and implement an integrated Development Plan	<ul style="list-style-type: none"> <li>• Update existing policies and procedures regarding fundraising, stewarding, reporting and processing of gifts using best practices as standards</li> <li>• Evaluate and determine if conditions are appropriate for Capital Campaign and/or a major special project</li> <li>• Implement identification of major prospects and solicitation tasks for major gifts for:               <ul style="list-style-type: none"> <li>○ Health and Wellness Center</li> <li>○ Communications Complex</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Updated and approved Policy Manual available in hard copy and on-line</li> <li>• Implement as per results of evaluation</li> <li>• Sufficient gifts are on hand for construction start-up</li> </ul>	Advancement and Development
5.2 Implement a comprehensive plan for land development	<ul style="list-style-type: none"> <li>• Hire a consultant/urban planner to review/study land development plan and make recommendations</li> <li>• Hire a staff person to serve as industry lead person to build relationships with organizations (i.e. NASA, Redstone Arsenal)</li> <li>• Conduct public meetings to present land development plan for community feedback</li> <li>• Follow-up on Board review and approval of the land development concept developed by the Property Assessment Committee (PAC) (comprised of two subcommittees: Facilities Usage Committee and Land Development Committee).</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant is hired by December 2010</li> <li>• Staff person is hired by July 2011 and generating prospects for future contracts and development projects</li> <li>• A consensus report from the community is received, signaling go-ahead for start-up of designated projects</li> <li>• 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</li> </ul>	Advancement and Development
5.3 Generate revenue for the institution	<ul style="list-style-type: none"> <li>• Achieve Capitol Fund Raising targets</li> <li>• Achieve Scholarship Fund Raising targets Running for Scholarships--\$1million goal</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of annual fund-raising goals</li> <li>• A self-sustaining student scholarship assistance plan is established</li> </ul>	Office of the President
5.4 Update institutional signage	<ul style="list-style-type: none"> <li>• Work with appropriate government agencies to update external signage</li> <li>• Implement plan to update internal signage</li> </ul>	<ul style="list-style-type: none"> <li>• All road signs correctly identify Oakwood University by 2012</li> <li>• Campus signage clearly identify locations by 2012</li> </ul>	Advancement and Development



**Table 6: Institutional Relations**

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

Initiative	Strategies	Outcomes/Assessment	Responsibility
<p>6.1 Strengthen the link between Oakwood’s education programs and Huntsville economic development programs and workforce training needs</p> <p>Category: Need &amp; Maintenance</p>	<ul style="list-style-type: none"> <li>• Appoint a staff person to chair a committee that would oversee building and strengthening the University’s relationships with industry and community organizations</li> <li>• Conduct a study to identify current and future internship and job opportunities</li> <li>• Conduct pre- and post-surveys to determine the status of Oakwood’s community/industry partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• The number of grants and contracts generated increases by at least 100% (baseline 2)</li> <li>• Internships and job opportunities increase by at least 100% (baseline 15)</li> <li>• Stronger public relations between Oakwood University and the community is demonstrated by post-survey results</li> </ul>	<p>Advancement and Development</p>
<p>6.2 Strengthen the relationship of the University with its alumni</p> <p>Category: Need &amp; Maintenance</p>	<ul style="list-style-type: none"> <li>• Create an alumni regeneration council (ARC) with the purpose of improving relations between the University and its Alumni</li> <li>• Visit universities with proven track records in alumni relations</li> <li>• Establish quarterly alumni newsletter</li> <li>• Facilitate greater input from alumni in the development of an alumni section on the OU website</li> </ul>	<ul style="list-style-type: none"> <li>• ARC created by December 2010</li> <li>• On-line and written surveys demonstrate improved relationship between the University and Alumni</li> <li>• Revenue from Alumni chapters and individual alumni increases by at least 10%</li> <li>• A report detailing visitations of 2-3 universities is prepared by June 2011</li> <li>• A quarterly newsletter is distributed electronically to Alumni database beginning by July 2011</li> <li>• The Alumni section of the website is developed and operational by June 2012</li> </ul>	<p>Advancement and Development</p>
<p>6.3 Strengthen the quality of customer relations/customer service</p>	<ul style="list-style-type: none"> <li>• Promote quality customer care               <ul style="list-style-type: none"> <li>○ Develop a Comprehensive Institutional Plan for customer service</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A measurable program for detecting, resolving and improving customer service is created by _____</li> </ul>	<p>Office of the President Office of the Provost</p>

Initiative	Strategies	Outcomes/Assessment	Responsibility
	<ul style="list-style-type: none"> <li>• Increase customer service training that focuses on being proactive rather than reactive and incorporates the key elements of responsibility</li> <li>• Review performance evaluation form               <ul style="list-style-type: none"> <li>○ Explore use of electronic format</li> <li>○ Include evaluation of job-skill development</li> </ul> </li> <li>• Track customer satisfaction through surveys, including:               <ul style="list-style-type: none"> <li>○ Student Satisfaction Inventory</li> <li>○ Registration Survey</li> <li>○ First Impressions Survey</li> <li>○ Graduate Opinion Survey</li> </ul> </li> <li>• Develop an institutional knowledge bank               <ul style="list-style-type: none"> <li>○ Survey employees for expertise/ gifts/talents that can be shared campus-wide+</li> <li>○ Organize feedback in a brochure and/or an electronic format</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• At least one seminar/workshop in customer relations is provided annually</li> <li>• Revised performance evaluation is implemented by July 2012</li> <li>• Customer satisfaction surveys demonstrate annual improvement in customer service</li> <li>• A Knowledge Bank is available by December 2012</li> </ul>	
6.4 Facilitate institutional enhancement	<ul style="list-style-type: none"> <li>• Develop a communication network plan               <ul style="list-style-type: none"> <li>○ Develop comprehensive communication/update program</li> <li>○ Develop plan to provide new linkages with faculty, staff, students</li> </ul> </li> <li>• Promote Board of Trustees development by providing:               <ul style="list-style-type: none"> <li>○ Training and Evaluation</li> <li>○ A BOT Retreat</li> </ul> </li> <li>• Provide assistance for the Oakwood Academy building project               <ul style="list-style-type: none"> <li>○ Assist a feeder institution in achieving a goal of construction of an educational facility</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Measurably increase stakeholder awareness of institutional developments (Focus group assessment)</li> <li>• Board of Trustees awareness and continuous self-improvement</li> <li>• BOT fellowship and strategic planning</li> <li>• Increase the student capacity of OU feeder institution</li> </ul>	Office of the President

**Table 7: Technology Leadership**

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

Initiative	Strategies	Outcomes/Assessment	Responsibility
7.1 Improve internal campus-wide communication systems	<ul style="list-style-type: none"> <li>• Explore and utilize available technology for internal communication such as:                             <ul style="list-style-type: none"> <li>○ Blogging</li> <li>○ Twittering</li> <li>○ Podcasting</li> <li>○ Virtual private network</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Better and more quickly informed campus as measured by analyzing data from these sites</li> </ul>	Information Technology
7.2 Enhance staff technology skills	<ul style="list-style-type: none"> <li>• Provide staff training in use of technology                             <ul style="list-style-type: none"> <li>○ CARS EX</li> <li>○ Microsoft Office</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• At least two staff training opportunities are provided annually</li> </ul>	Information Technology
7.3 Develop campus telecast infrastructure for television broadcast	<ul style="list-style-type: none"> <li>• Install production and video automation equipment</li> <li>• Collaborate with departments to produce campus program contents for broadcasting</li> <li>• Utilize channel 38 to broadcast</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment is purchased by ____ to facilitate broadcast</li> <li>• Professionally produced programs are broadcast to the public via the air waves</li> <li>• Beginning ____, Campus program contents are inserted into channel 38 schedule</li> </ul>	Information Technology
7.4 Develop outdoor wireless network infrastructure	<ul style="list-style-type: none"> <li>• Install outdoor access points campus-wide</li> </ul>	<ul style="list-style-type: none"> <li>• Wireless devices are able to receive internet services campus-wide</li> </ul>	Information Technology
7.5 Provide life safety and security system network infrastructure	<ul style="list-style-type: none"> <li>• Collaborate with Public Safety to implement campus-wide life safety and security system</li> </ul>	<ul style="list-style-type: none"> <li>• Campus-wide cameras are installed in strategic locations and monitored by Public Safety</li> </ul>	Information Technology