

# **OKLAHOMA BAPTIST UNIVERSITY**

## **Mission Statement**

As a Christian liberal arts university, OBU transforms lives by equipping students to

- pursue academic excellence
- integrate faith with all areas of knowledge
- engage a diverse world
- live worthy of the high calling of God in Christ

## **Purpose Statement**

Oklahoma Baptist University is an institution founded on Christian principles and teachings whose primary purpose is to conduct educational programs in the traditional arts and sciences and in other disciplines with the intent to prepare students for effective leadership and service in the various vocations.

The mission finds expression through a strong liberal arts core curriculum which supports degree programs designed to prepare students for careers and graduate study; through activities planned to stimulate spiritual, intellectual, social, cultural, and physical development; and through an environment that reflects the application of Christian principles and teachings.

Owned by the Baptist General Convention of Oklahoma and operated through a Board of Trustees elected by the Convention, the University engages in educational tasks in a manner consistent with the purposes of the Convention: to furnish the means by which the churches may carry out the Great Commission (Matthew 28:18-20)

## **PLANNING ASSUMPTIONS**

### **ACADEMIC AND INSTRUCTIONAL**

#### **A. Financial**

1. In keeping with the University mission and in order to maintain and increase regional and national recognition for existing academic programs, the University will increase slightly the percentage of the University operational budget dedicated to instructional programs.
2. The University will institute new/revised academic programs which will be budgeted with new or reallocated funds (e.g. undergraduate majors or additional graduate programs).
3. The University will depend increasingly on endowment income to maintain and improve academic programs.
4. The university will attempt to budget funds for the Learning Center in the range of 4% to 6% of the education and general budget.
5. Public scrutiny of higher education will increase, especially concerning management, fiscal practices, and cost efficiency.
6. The efficient use of technology in administration and instruction will create higher demand for budget allocations especially regarding human resources.

#### **B. Faculty**

1. OBU will find it increasingly difficult to recruit highly qualified faculty in a number of areas, and the University may need to adopt aggressive recruiting strategies as demand exceeds supply.
2. OBU will continue to hire selectively, considering only candidates who are practicing Christians and are active members of evangelical churches.
3. OBU will seek to hire faculty from minority groups.
4. Faculty turnover will continue as (a) other institutions offer OBU faculty higher compensation and (b) a significant number of senior faculty retire.
5. Salary and benefits will remain key factors in faculty recruitment and retention.
6. The percentage of courses taught by part-time faculty will be directly affected by enrollment trends; however, the overall percentage of students taught by part-time faculty will not increase significantly.

7. The assignment of faculty will reflect the on-campus student population, with the student-faculty ratio remaining constant or increasing slightly.
8. The demands for faculty development funds will increase as travel and conference costs increase and as maturing faculty seek opportunities for professional growth and visibility.
9. The University will need to study ways to create and implement the sabbatical program.
10. The OBU faculty will continue to engage in scholarly and creative activities, community service, and other off-campus activities.
11. The University will continue to place primary emphasis on excellence in instruction and will work to remain sensitive to demands on faculty energies that detract from the emphasis on instruction and student advising.
12. A strong Faculty Council and committee structure will continue to make important contributions toward unifying faculty, curriculum, and University policy.
13. Within the context of its mission and purpose, the University will remain committed to academic freedom and will respond promptly and rationally when challenged.
14. Academic, financial and technological support with appropriate methodology and instructional procedures will be needed for effective teaching.
15. With University support OBU faculty will continue to integrate faith within their academic disciplines.

**C. Students**

1. The competition for academically qualified students will continue to increase, especially from publicly supported institutions.
2. The average ACT of entering freshmen will continue in the 23-25 range as OBU continues to recruit students who are qualified academically.
3. Students will continue to be offered assistance with career decision-making and preparation.
4. Many OBU graduates will elect to continue their education in graduate or professional programs.

## **D. Programs**

1. OBU will continue to view itself as a Christian liberal arts university with a strong core curriculum.
2. OBU programs will continue to develop students' ethical perspectives based on knowledge of Christian virtues and cultural heritage.
3. OBU programs will continue to develop communication and critical thinking skills, as well as skills relative to science, mathematics, and technology.
4. OBU programs will continue to emphasize aesthetic development in the areas of art, music, theatre and literature.
5. OBU programs will continue to promote psychological and physiological wellness.
6. OBU will offer schedules and programs of study for students with diverse needs.
7. OBU will continue to be sensitive to all students' needs for academic support and enrichment programs.
8. OBU will continue to adapt courses and programs to include new technologies relevant to the various fields of study.
9. OBU will continue to construct and review programs based on professional requirements and standards.
10. OBU will continue to construct and review programs being mindful of various constituencies, including the denomination and local churches.
11. OBU will continue to construct and review programs within guidelines set forth by state, regional, and national accrediting agencies.
12. Occupations requiring highly technical skills will continue to grow.
13. Oklahoma educational reform mandates will necessitate adjustment in curricula for prospective teacher education candidates.
14. OBU will maintain a balanced athletic program which undergirds academic programs in KALS and will encourage campus-wide development of the ethics of good sportsmanship and good health.

## **PLANNING ASSUMPTIONS:**

### **EXTERNAL INSTITUTIONAL FACTORS**

#### **A. Economic and Other External Factors**

1. Oklahoma and surrounding states have diversified their economies in recent years but energy and agricultural prices will continue to affect these states and many of the University's constituents.
2. The rate of inflation will probably remain in the 3% to 4% per annum range.
3. Long-term interest rates on borrowed funds probably will be in the 5% to 8% range.
4. Income on endowment and investment of other funds will vary as the markets rise and fall; but in the long term, annual payout should average 4% to 6%.
5. Any changes in charitable contribution tax laws could significantly impact giving patterns of supporters.
6. Changes in tuition structures at state universities will continue to affect OBU's ability to recruit and retain students.
7. Federal and state laws and regulations will continue to affect the cost of operations.
8. Additional methods of increasing revenue will be studied, including additional leasing of minerals and land; rental of campus facilities; contracts with vendors; etc.

#### **B. Support from Oklahoma Baptists**

1. Strong financial support provided for OBU by the Baptist General Convention of Oklahoma will continue each year if the economy remains stable and there is general stability among BGCO member churches.
2. The church scholarship programs are a means by which OBU can attract additional financial support from participating churches.
3. Oklahoma's Southern Baptist churches will continue to be the primary source for supplying prospective students for OBU, although OBU's academic reputation and low cost relative to institutions in other states will make it more and more attractive to out-of-state students.
4. BGCO support of OBU is expressed through unique relationships between OBU and BGCO programs.

### **C. Fundraising**

1. Increases in gifts which immediately impact the operating budget--operations and current scholarships---will continue to be vital to OBU's financial stability.
2. Major growth in endowment for all areas---operations, faculty positions, academic programs, scholarships, faculty development, library and physical plant---is essential to the long-term financial health of the University.
3. Competition for charitable contributions will continue to increase as private and public charities seek to raise funds from the same sources.
4. Assertive and creative institutional fundraising will continue to receive high priority and will be a key element in the future stability and well-being of the University. Estate planning and planned gifts offer unique opportunities for the University to access a portion of the wealth which will be transferred from one generation to another over the next few years.

## PLANNING ASSUMPTIONS

### INTERNAL INSTITUTIONAL SUPPORT

#### A. Enrollment

1. Nationwide, the projected number of high school graduates will increase approximately 2% from 2002 through 2014. Over that time, the number of Latinos and Asians will more than triple.
2. The projected number of high school graduates in contiguous states will increase approximately 5% from 2001 through 2013. Over that time, the number of white/non-Latinos will decrease approximately 2% from 258,000 to 254,000, while the number of minority students will increase approximately 13% from 142,000 to 161,000.
3. The projected number of Oklahoma high school graduates is expected to decrease approximately 8.8% from 2001 through 2013.
4. Of all college students enrolled in Oklahoma colleges and universities in the fall of 2005, 40% attended a community or junior college, 50% attended a public 4-year college, and 10% attended a private college.
5. The college-going rates of females will continue to increase and that of males will continue to decline.
6. OBU will continue to enroll a substantial number of out-of-state students. In the fall of 2005, 45% of the first-time freshmen were from outside Oklahoma. The number of out-of-state students will continue to increase slightly.
7. Competition for academically qualified prospective students graduating in Oklahoma will continue to increase, especially from publicly supported institutions.
8. Increased retention and graduation rates will continue to be critical to overall success. Continued improvement will require effort from all areas of the University.
9. Because there are twenty institutions of higher education located within 75 miles of Shawnee, competition for students of all ages will continue to intensify.
10. More than half of all Oklahoma high school graduates begin college in a community college. The recruitment of transfer students will continue to grow in importance.
11. Although the on-campus residential student will continue to be most representative of the student served by the University, there will be increased need to deliver academic and other services to students at non-traditional times and locations.
12. The need for off-campus academic training for ministry continues and thus the Ministry

Training Institute and similar ministry programs will be offered.

13. An effort to provide educational opportunities for non-traditional students will increase the number of such students and require creative approaches to student services.
14. Students' expectations for personalized, high quality student services, including academic advising, career planning, financial planning, counseling, and tutoring, will continue to grow. These services will play an increasingly important part in prospective students' decision to attend OBU.
15. Changes in technology and the educational needs of society will continue to impact the kinds of degrees, programs, majors and certifications that will be required by our students.
16. Oklahoma's public colleges will continue to offer increased financial incentives to students.
17. Federal and state financial aid grant programs will continue to cover a smaller portion of the cost to attend college. OBU will continue to work with the OICU to increase student aid for Oklahoma students attending Oklahoma private institutions.

## **B. Operating Budget**

1. The total University operating budget will likely increase annually more than the rate of inflation. It is assumed that the average annual rate of inflation for the next 5 years will range from 3% to 4%.
2. The primary factors which will drive the University's budget increases will be the acquisition and maintenance of additional technology, increased compensation for employees, maintenance of the physical plant, appropriate funding of competitive student scholarship program and other student needs.
3. Efforts will be made to increase the amount budgeted annually for a contingency fund which provides security against revenue shortfalls and extraordinary expenses and to build and maintain an operating budget fund balance (reserve) of approximately 10% of the annual budget.
4. The University will strive to provide compensation for faculty and staff which is competitive with similar schools and will attempt to exceed the rate of inflation in its increases in compensation. Enrollment will be the key factor in determining the level of increases.
5. The number of University employees will remain approximately the same.

### **C. Tuition and Fees**

1. Although the cost of tuition, fees, room, and board at OBU will increase at a rate slightly higher than inflation, OBU will be competitively priced among the International Association of Southern Colleges and Universities and the Council for Christian Colleges and Universities.
2. The direct cost of education for students attending OBU will continue to increase even as University-funded financial aid increases.
3. The University's financial aid programs will continue to rely more heavily on University-funded, endowed, and privately-funded scholarships than on federally- or state-funded grant programs for students.
4. The number of students using loan programs and the amount borrowed by students and/or parents will continue to increase.
5. Institutional financial aid for students will continue to increase in importance in recruiting new students and retaining current students.

### **D. Facilities**

1. Investment in technology and the maintenance of technology will continue to increase.
2. Continued major investment in the facilities will be required to maintain and improve buildings and ground, and meet increased energy insurance costs.
3. Continued renovations and new construction will be needed to meet increased student expectations for residential and academic facilities.

## **PLANNING ASSUMPTIONS**

### **PUBLIC SERVICE AND RELIGIOUS EMPHASIS**

#### **A. Public Service**

1. The University will need to continue the effort at strengthening the relationship between OBU and the Shawnee community.
2. It will continue to be important for OBU faculty and staff to seek ways to be involved in the Shawnee, Pottawatomie County and Tri-County area.
3. Advisory councils and boards composed of external constituents will play an increasingly valuable role in keeping the University in touch with public needs and perceptions.
4. The University will need to develop more academic and public service programs which meet specific business and community needs.
5. Various social and cultural groups in central Oklahoma will continue to present unique opportunities for service and ministry.
6. Student interest in volunteerism will continue to increase and the University will need to continue to find ways to connect students with community agencies and churches.

#### **B. Religious Emphasis**

1. Sensitivity to the needs and concerns of the Southern Baptist churches in Oklahoma and across the Southern Baptist Convention will continue to be a high priority.
2. The theological climate in Oklahoma as well as in the Southern Baptist Convention will continue to be conservative trusting the inspiration of scripture.
3. Oklahoma Baptists emphasize evangelism, missions, the importance of involvement in the local church, Bible study, personal and corporate worship, and personal and group discipleship.
4. The theological/spiritual background of most incoming students at OBU will reflect home churches that are conservative and Bible-oriented, with a continued emphasis on personal discipleship.
5. The University will continue building on its close relationship and partnership with the Baptist General Convention of Oklahoma.

6. The University will continue to emphasize mission and ministry involvement at home and abroad for students, faculty, and staff.
7. The percentage of Southern Baptists in the student population will continue to be a significant majority, but the number of non-Southern Baptist students is likely to increase.
8. Religious expressions of faith among students will not necessarily duplicate traditional Southern Baptist forms.
9. There will be a need to involve the growing number of non-Southern Baptist students into ministry activities.
10. There will be an ongoing need for an emphasis on ways to integrate the Christian faith into the various academic disciplines.
11. The changing social and cultural environment will have a growing affect on the personal morality and ethical standards of students as they strive for independence, identity and purpose.
12. There will be a continuing need to find ways to minister to the non-traditional, married, commuter, and graduate student populations.

## **PLANNING ASSUMPTIONS**

### **STUDENT SERVICES**

#### **A. Educational**

1. Career opportunities for graduates will increase in health care, education and service industries.
2. The value of a liberal arts education will continue to be important because of the increased need for flexibility in careers.
3. Formal, on-going orientation and integration of students into all areas of university life will be increasingly important as a constructive means to student success and retention.
4. Student interest in significant and effective participation in the University's decision-making process will continue.
5. The expanded use of technology in the daily activities and communication of the University community will make availability of and access to technology increasingly important.

#### **B. Environment**

1. Society's tolerance for increasingly diverse behavioral standards will create even greater challenges for the university to love and lead students to live by the Biblical standards of Christian integrity.
2. Societal problems associated with addictive behaviors, as well as physical and mental health concerns will increase the need for more directed counseling and educational programs for our students.
3. Students will continue to express concern about the quality of on-campus housing, food service, university programs, parking, facilities and technology.
4. Geographic, religious, and ethnic diversity of students will continue to influence the University community.
5. Interest in and a sense of responsibility regarding ecological change and conservation will result in an increasing demand for institutional action and for administrative accountability in policy and practice.

### **C. Programs and Facilities**

1. There will be a continued need for directed personal and group counseling which may require additional programs.
2. Because of student interest in career selection and preparation there is a continuing need for enhanced career guidance and career counseling.
3. Requests for placement services and career guidance from both students and alumni will increase.
4. There will be continued controlled use of OBU facilities which serve students (e.g., Geiger Center, Noble Complex, Raley Chapel) by off-campus groups and organizations that shall require a continuing evaluation of priorities for use.
5. Increases in the on-campus student population and/or changing student expectations may necessitate the enlargement of student services facilities and programs.
6. Extra-curricular activities will continue to provide opportunities for leadership experience, student satisfaction and personal development.

## **I. EDUCATIONAL GOALS (Student Outcomes)**

1. Students will demonstrate understanding of a broad base of knowledge through the core curriculum.
2. Students will demonstrate discipline-specific knowledge and skills.
3. Students will demonstrate effective communication skills.
4. Students will demonstrate the ability to think critically.
5. Students will develop the knowledge and skills that encourage lifelong learning.
6. Students will have knowledge of and appreciation for the Bible.
7. Students will synthesize knowledge with Biblical truth in development of a Christian world view.
8. Students will apply critical thinking skills to their continuous faith development.
9. Students will demonstrate skills related to interpersonal and social relationships.
10. Students will learn about and appreciate cultures other than their own.
11. Students will discover and respond to the needs of the world both locally and globally.
12. Students will continue to develop and demonstrate Christian virtues.
13. Students will act upon the imperatives of the Christian faith.

## **II. ENVIRONMENTAL GOALS** **(Campus Atmosphere)**

1. The University will provide a living/learning environment which will foster academic excellence.
2. The University will provide a living/learning environment which will allow the students to reach their educational and professional goals.
3. The University will provide learning opportunities for student participation in University governance.
4. The University will continue to provide policies and practices on biblical virtues and principles.
5. The University will utilize a disciplinary process which emphasizes a redemptive and educational approach.
6. The University will provide an environment in which the OBU community will publicly celebrate the Lordship of Jesus Christ.
7. The University will provide both an environment and experience that will encourage Christian service in a diverse world.
8. The University will promote a collegial atmosphere of fellowship and family that is exemplary of the Christian Faith.
9. The University will provide a living/learning environment that nurtures a concern for the well-being, safety, and rights of others.
10. The University will maintain a campus that is accessible, attractive, safe and friendly.
11. The University will provide opportunities for spiritual growth.
12. The University will foster an atmosphere which encourages personal freedom consistent with Christian principles and institutional policies.
13. The University will promote responsible citizenship in the lives of its students, faculty and staff.
14. The University will provide a living/learning environment which promotes personal well being.

### III. ENROLLMENT GOALS

1. The University will maintain an on-campus male to female student population ratio that consists of at least the national average.
2. The University will increase housing occupancy by 4.75% each fall semester.
3. The University will increase the percentage of minority students in the total headcount enrollment to 20%.
4. The University will increase the percentage of on-campus minority students to 10% of headcount.
5. The University will achieve an on-campus FTP enrollment by the year 2011 of 1551 based upon the following areas:

	Fall 2007	Fall 2011	Difference
Freshmen	404	508	104
Transfer	115	125	10
Readmit	5	10	5
International	5	15	10
Returning students	873	893	20
Total	1402	1551	149

6. To enroll 500 students in the freshmen class by the Fall of 2011 and to maintain the size of the class each year through 2020.
7. To enroll 115 transfer students by the Fall of 2006 and increase the number to 125 by 2011.
8. To maintain an average ACT score of at least 23 and an average SAT score of at least 1100 for entering freshmen.
9. To improve Fall semester freshmen to Fall semester sophomore retention to 85%.
10. To increase headcount enrollment to 2000 by the year 2011.
11. To consider adding programs, academic or extracurricular, that have the potential to attract additional students to OBU with minimum impact on the operating budget.
12. To increase the 4-year graduation rate to 55% and the 6-year graduation rate to 60% by

2011.

13. To increase the international student population to 10% of the total student enrollment by 2011.

#### **IV. PROGRAM GOALS**

1. The University will continue to explore the feasibility of developing graduate programs in selected disciplines.
2. The University will explore the feasibility of developing and promoting alternative formats for delivering instruction.
3. The University will continue to promote among faculty and students increased involvement and study in international settings.
4. The University will develop on-campus academic programs designed to address the needs and interests of non-traditional students.
5. The University will continue to improve personal counseling, career counseling and placement programs.
6. The University will continue to promote increased involvement in professional development activities among faculty and staff.
7. The University will continue to provide balanced competitive programs of intercollegiate and intramural athletics which fully represent the ideals of the institution.

## V. FACILITY GOALS

1. The University will provide and maintain attractive, safe and functional facilities and grounds that support the educational and financial objectives of the University and that provide access for physically disabled persons.
2. The University will study residential, academic and administrative needs to determine priority and scheduling of major renovation and new construction.
3. The University will complete the construction of a recreation-wellness center and the Winning Spirit Campaign projects.
4. The University will continue to provide and maintain state-of-the-art, cost-effective educational and administrative equipment throughout the campus.
5. The University will continue to provide flexible, secure, and responsive information systems and communications (voice, data, and video) to the entire academic, administrative, and student population.
6. The University will continue the development of a calendared, cyclical maintenance program for all campus facilities and grounds.
7. The University will continue to optimize the use of all energy resources through renewal and replacement of mechanical equipment as part of the maintenance program.

## **VI. MANAGEMENT GOALS**

1. The University will continue to improve efficiency in the use of University resources and to improve staff productivity through better planning, training, management and evaluation.
2. The University will continue to maintain an effective system for evaluating the university's budgeted revenues and expenditures and for monitoring the performance of each budget unit.
3. The University will continue to improve the use of emerging technologies for the administrative and instructional efficiency of the University.
4. The University will continue to maintain an appropriate balance among student/teacher ratio, economic efficiency, and academic excellence.
5. The University will continually promote a person-centered, service oriented perspective among faculty, administration, and staff.
6. The University will continue to encourage and enhance collegiality and cooperation throughout the University.
7. The University will continue to improve communication within all areas of the University community and with the various constituencies of the institution through the development and implementation of a comprehensive marketing plan.
8. The University will continue the periodic review of University policies and procedures to assure clarity and legality.
9. The University will continue to develop and implement a comprehensive system for scheduling facilities and activities that makes more effective use of all University personnel and resources.
10. The University will continue to recruit faculty and administrators whose spiritual commitments and professional philosophy are compatible with institutional mission and purposes.
11. The University will continue to provide opportunities for faculty and students to participate in decision-making processes where appropriate.

## VII. FINANCIAL GOALS

1. The University will continue to maintain a balanced budget and avoid incurring operating debt.
2. The University will continue to achieve and maintain a current fund balance of an amount equal to 10% of the annual budget.
3. The University will continue to increase employee compensation annually at a rate at least equal to the national annual rate of inflation, subject to availability of funding.
4. The University will continue to work to achieve compensation levels for all employees at the median average salaries of CCCU Institutions.
5. The University will continue to seek support from the Baptist General Convention of Oklahoma.
6. The University will continue to secure from alumni, friends, businesses, and foundations annual gifts of at least \$2 million which directly impact the operating budget (i.e., unrestricted operations, restricted operations, and current scholarships).
7. The University will continue to increase the number of donors supporting the University to 6,000 by the year 2011.
8. The University will continue to increase the percentage of graduates who provide annual financial support to the University to 20%.
9. The University will continue to increase the endowment of the University to \$100 million by the year 2011.
10. The University will continue to limit institutionally funded financial aid to no more than 20% of the projected unrestricted operating budget each year.
11. The University will continue to keep educational costs at OBU at a level that makes education attractable to our constituency.
12. The University will increase non-traditional sources of revenue.

## **PROGRAM OBJECTIVES**

### **ACADEMIC AFFAIRS**

**2007-2008**

#### **Senior Vice President for Academic Affairs**

##### **On-going/Continuing:**

1. Clarify and streamline objectives, operations, policies and outputs (including the Faculty Handbook, both the undergraduate and graduate academic catalogs, and other major academic publications) for the following units:

- Enrollment Management (including the Academic Center, Admissions, and Student Financial Services)
- Student Development
- Campus Ministry and
- the Learning Center

which will best allow the fulfillment of the University's goals relative to

- Enrollment
- Campus Environment and
- Campus Facilities

To meet the University's Educational Goals.

For 2007-2008, these are to

- a. make registration procedures more student-friendly by eliminating individual appointment times (except for online registration) within registration weeks (and thereafter) for seniors, juniors, sophomores, and freshmen.
  - b. finalize the Graduate Academic Catalog.
  - c. up-date the Faculty Handbook policies, especially with respect to the following topics
    - 1) Maternity/New Parent Leave
    - 2) Short-Term Disability
    - 3) Long-term Disability
    - 4) Administrative Evaluation of Faculty vs Peer Evaluation of Faculty Both for Formative and Summative Purposes
    - 5) University Committee Structure
    - 6) Organizational Chart
    - 7) New Faculty Orientation
    - 8) Study Abroad Programs
2. Receive full continuing accreditation approval for the University from The Higher Learning Commission of the North Central Association of Colleges and Schools.
  3. Facilitate the faculty in their efforts to
    - remain current in their academic disciplines
    - improve their pedagogy skills,
    - connect with their colleagues across the campus community.

**New:**

4. Facilitate the implementation of all Noel-Levitz initiatives for 2007-2008.
5. Work with Chief Financial Officer to plan for annual employee raises.
6. Study development of a common First-Year Experience for all in-coming freshmen to enhance retention efforts.
7. Study the feasibility of developing a Student Academic Success Center to provide necessary and sufficient academic support related to subjects in the core curriculum for students needing such support.
8. Implement redesigned OBU Study Abroad Program.
9. Work with Development Staff to design objectives for the next capital campaign which will best align with prioritized academic goals.

**Enrollment Management**

**On-going/Continuing:**

1. Encourage and provide funding for staff to participate in professional development opportunities at state and national levels by attending, presenting, or serving as organizational officers.
2. Improve communication with all constituencies.
3. Update and maintain DegreeWorks.
4. Provide effective and efficient services to all constituencies.

**New:**

5. Implement recruiting, retention and financial aid objectives and strategies as outlined by Noel-Levitz.
6. Improve on-line enrollment policies and practices.
7. Recruit 450 freshmen, 125 transfer students, and 20 readmit/international students at the undergraduate level.
8. Implement strategies for direct mail marketing and student search as outlined by Royall & Company in cooperation with Noel-Levitz.
9. Study need for and prepare proposal to hire administrative assistant for the Dean of Enrollment Management.
10. Complete proposal for and begin implementation of Student Success Center, including programs for
  - tutoring
  - a writing center and
  - language labsin cooperation with the division of Language and Literature and the guidance of Noel-Levitz.

## **College of Arts and Sciences**

### **Division: Behavioral and Social Sciences (BASS)**

#### **On-going/Continuing:**

1. Clarify and streamline goals, operations, and outputs for major programs and for the division (learning goals, program goals, measurements, data management, etc.)
2. Conduct initial planning for a special center to promote ideals of Christian service through BASS disciplines.
3. Develop a “visiting lecturer” program (cf. Oklahoma Centennial Program).

#### **New:**

4. Initialize planning for renovation of psychology and counseling labs.

### **Division: Kinesiology and Leisure Studies (KALS)**

#### **On-going/Continuing:**

1. Work closely with the Recreation and Wellness Center (RAWC) staff to insure a smooth transition into the new RAWC facility, including development of
  - scheduling policies for credit classes and
  - a series of non-credit classes for clientele.

#### **New:**

2. Identify new course options for the PHED activity credit classes.
3. Identify new course options and internship opportunities for KINE, and LEIS majors and minors.
4. Reinstigate a Major’s Club to foster learning outside the classroom, development of social skills, and to aid in building student relationships and retention.
5. Finalize proposal for the development of an Institute for Church Recreation and Sports Ministry with a target audience of non-traditional students and an on-line delivery format.

### **Division: Languages and Literature (LAL)**

#### **On-going/Continuing:**

1. Plan for future needs of the division relative to program and personnel needs in light of anticipated retirements, study leaves, etc.
2. Assist new faculty in adjusting to the OBU community.
3. Assist veteran faculty in preparing for promotion or tenure advisories.

#### **New:**

4. Strengthen student performance in writing by opening a writing center that is staffed with a writing center director and tutors in English and other curricular areas.
5. Study modern language needs, make recommendation for the open position, and hire new professor.
6. Submit curriculum proposal for new minor in Professional Writing: Rhetoric in order to expand opportunities for students interested in writing minors.
7. Plan SC Christianity and Literature Conference to be held at OBU in Fall 2008.
8. Study staffing needs of the Intensive English Program and present proposal for 2008-2009 academic year.

### **Division: Sciences and Mathematics (SAM)**

#### **On-going/Continuing:**

1. Implement/evaluate newest plans to increase student enrollment in division's programs.
2. Monitor and assess laboratories and stockrooms for compliance with OSHA standards, implementing corrective measures as required.
3. Implement and assess SAM curricula changes as approved.
4. Assess and evaluate effectiveness of mathematics and chemistry placement programs intended to increase students' chances for success.
5. Finalize and present proposal for addressing future personnel needs in the division.
6. Finalize plan for division equipment needs.

#### **New:**

7. Research and prepare plan to address facility needs, including classroom, laboratory, office, and storage space, especially in light of trends predicting increased demand for healthcare professionals.
8. Investigate SAM curricula to determine which courses might be good candidates for offering through various distance formats and prepare a plan to address, as appropriate.

### **Division: Teacher Education**

#### **On-going/Continuing:**

1. Participate in professional organizations as presenters, officers, and conference attendees.
2. Identify courses, in professional education, that might best be taught through distance learning or web-based formats and prepare a plan to address, as appropriate.

#### **New:**

3. Present proposal to refill faculty position in special education created as the result of selection of former Director of Teacher Education (with teaching specialty in special education) to position of Dean of the College of Arts and Sciences.
4. In response to federal legislation requiring special education teachers to also have teacher certification in a core content discipline, prepare rationale and plan for a co-teaching model leading to a special education degree with age-level focus options to be implemented in Fall 2008.

### **College of Fine Arts**

#### **Division: Art**

#### **On-going/Continuing:**

1. Present rationale to refill position of full-time art education instructor.

#### **New:**

2. In order to best serve the needs of the graphic design program, train graphic design professor to be able to maintain graphic arts computer lab equipment and move responsibility to him.
3. Implement graphic design degree.
4. Assist new graphic design faculty in adjusting to the OBU community.
5. Initiate planning phase for expansion of art building as part of the Centennial Capital

Campaign.

### **Division: Communication Arts**

#### **New:**

1. Complete plan to converge the programs offered by the division: Applied Communication, Electronic Media Production, Strategic Communication, News and Information, and Theatre (formerly Speech, Telecommunications, Public Relations, Journalism, and Theatre) including
  - a. Faculty
    - 1) study of faculty needs to meet program demands, especially re: theatre, in order to offer required courses on an annual basis.
    - 2) refill vacant position in Applied/Strategic Communication created by faculty resignation in late spring, 2007.
    - 3) study and propose, if justified, electronic media production position to facilitate reassigning faculty duties involving NSIM.
  - b. Study and propose, if justified, creation of Sarkeys Operations/Facilities manager.
  - c. Facilities
    - 1) Develop proposal for Sarkeys expansion and renovation.
    - 2) Develop proposal for repurposing former Bison offices in Shawnee Hall for theatre.

### **Division: Music**

#### **New:**

1. Recommend priorities to be included in the next capital campaign related to program needs of the Division of Music, including
  - a. renovation of Ford Music Hall,
  - b. creation of and support for a recording studio,
  - c. creation of and support for a new performing venue for music,
  - d. creation of and support for an endowed artist series, and
  - e. creation of and support for endowed faculty chairs in music.
2. Propose re-structured music theory curriculum for all music degree plans.
3. Submit proposal for the addition of a second staff accompanist to meet student and faculty requirements.
4. Work with ISS staff to develop plan to address on-going classroom and laboratory technology requirements of Raley Chapel.
5. Complete successful search for two new voice faculty created by retirements of two veteran faculty members.
6. Install card-key access to Ford Music Hall.
7. Move practice organ from Raley to Howard Chapel in Ford Music Hall.

### **Paul Dickinson School of Business (PDSB)**

#### **On-going/Continuing:**

1. Secure approval from North Central/HLC to launch on-line MBA program.
2. Refill faculty vacancy in Management created by resignation of Dr. John Cragin (spring, 2007); to begin fall, 2008.

**New:**

1. Launch Post Baccalaureate Certificate Program in Business in Brazil.
2. Institute ICCP (Institute for Certification of Computing Professionals) testing (in lieu of ETS) for Computer Science (CS)/Computer Information Services (CIS) seniors.
3. Contribute input to Capital Campaign plan.
  - Work with Development staff to initiate search for endowment funding
  - Support the equivalent of ten tuition scholarships for majors within the School of Business (four half scholarships each in Computer Science/Computer Information Systems, Finance, International Business, Management, and Marketing).  
*Because of competition with other universities for qualified students, the first priority would be CS/CIS. Accounting has been omitted from this priority because several scholarships already exist for accounting students.*

**Joe L. Ingram School of Christian Service (SCS)**

**On-going/Continuing:**

1. Teach Core Curriculum Religion courses for the OBU community which best contribute to the fulfillment of the University's mission.
2. Offer programs which best prepare students to enter careers in Christian ministry or further graduate study.
3. Provide resources and leadership, as needed and requested, for Baptist churches in Oklahoma.

**New:**

1. Refill faculty vacancy in Applied Ministry created by December 2007, retirement of Dr. Tom Wilks.
2. Complete development of and offer five current courses in Ministry Training Institute (MTI) in on-line format.
3. Plan for SCS participation in OBU Study Abroad program to be reinstated in June 2008.

**School of Nursing (BSN Program)**

**On-going/Continuing:**

1. Seek training opportunities for faculty in use of Simulated Mannequins (Sim. Man.)
2. Identify and hire qualified adjunct faculty to meet continued growing student and program needs.
3. Assess and evaluate fourth year of Foundation Management grant.
4. Support faculty working on doctorates.
5. Review and make modifications as indicated by assessment data relative to BSN program.

**New:**

1. Seek approval to hire full-time faculty for skills lab.
2. Evaluate potential for future relationship with United Arab Emirates in light of dean's recent visit.
3. Evaluate potential for future consulting relationship with Kurdistan re: status of health care resources for Kurdistan citizens.

4. Investigate the possibility of changing accreditation bodies from the National League of Nursing Accrediting Commission (NLNAC) to the Commission on Collegiate Nursing Education (CCNE).
5. Implement one-credit NCLEX course in senior spring semester to insure quality of board pass rates.
6. Work with administration to develop and submit plans for providing increased facility space for classrooms, simulation lab, and offices to meet both current and anticipated future needs of growing nursing classes.

### **International Graduate School**

#### **On-going/continuing:**

1. Maintain visibility of MBA program in Baptist/Christian/business communities.
2. Develop/implement communication strategies to facilitate efficient, personable student services onsite in OKC.
3. Involve students in participatory decision-making.
4. Provide graduate faculty support onsite in OKC.
5. Maintain pleasant, safe OKC facility to optimize adult learning.

#### **New:**

6. Complete proposed MSN's application for Foundation Management Grant.
7. Receive accreditation approval from The Higher Learning Commission of the North Central Association of Colleges and Schools for the proposed MSN program.
8. Increase visibility of the proposed MSN program in Baptist/Christian/healthcare communities.
9. Recruit/admit MBA enrollment to total of 36 (increase of 25).
10. Recruit/admit MSN enrollment to total of 15 (increase of 15).
11. Recruit/admit international students (Intensive English Program + MBA, up to 40 per year).
12. Develop graduate career services.
13. Study new technological needs as new graduate programs are added/proposed.
14. Study new space needs as new graduate programs are added/proposed.
15. Study and develop proposal to hire full-time graduate recruiter.

### **Mabee Learning Center (MLC)**

#### **On-going/Continuing:**

1. Develop and implement an organization and staffing plan responsive to the MLC's changing environment, especially regarding security and extended hours of operation.
2. Provide facilities to meet the changing needs of users and staff.
3. Provide an effective and adaptable on-line environment for delivering resources and services.
4. Evaluate current methods of service delivery and implement new models, as appropriate.
5. Integrate library instruction and information literacy with the curriculum.

#### **New:**

6. Study use of current facility to determine needs for renovation or replacement.

## **Recreation and Wellness Center (RAWC)**

### **On-going/Continuing:**

1. Complete construction of the Recreation and Wellness Center (RAWC) and implement organizational plan for staffing, budget, policies, and procedures.
2. Encourage OBU students to participate in intramural activities with a target goal of 50% student participation rate for full-time students.

### **New:**

3. Encourage OBU students to participate in recreation and wellness activities with
  - a target goal of 50% student participation rate for the spring semester and
  - attendance in the center an average rate of two times per week.
4. Encourage OBU employees to participate in recreation and wellness activities with
  - a target goal of 50% employee participation rate for the spring semester and
  - attendance in the center an average rate of two times per week.

## **Campus Ministry**

### **Staff**

#### **On-going/Continuing:**

1. Continue to discover, develop and encourage personal professional development for Campus Ministry Staff.
2. Continue to develop and implement a comprehensive co-curricular program for spiritual formation in every arena of life as it is experienced at OBU through Worship, Community and Outreach.
3. Continue to develop and pursue intentional campus wide education opportunities to inform, encourage and connect students, faculty and staff to three primary environments for spiritual growth throughout campus: Worship, Community, Outreach (e.g. Welcome Week, First IV , Fall Challenge, Faculty Forum, etc.).
4. Continue to develop and implement a curricular approach for Worship, Community and Outreach that easily communicates to students, faculty and staff a flow of opportunity for participation, leadership, service and evaluation.

### **Worship**

5. Continue to develop a leadership team for chapel development that involves students, faculty and administrators as a team for proposing and implementing a themed approach to chapel.
6. Continue to develop leadership teams and resources for additional worship events outside the chapel program (e.g. Saturday in the Park, 905, Worship Nights/Canterbury, Refuge, FCA Rally, and special events).

## **Community**

7. Continue to foster a community group ministry that is both dynamic in flexibility with a natural design intended for multiplication and with a leadership structure involving students, faculty, staff and community volunteers (CGs are to be fostered by a flow of new student encouragers, dorm NETWORKers, organizational chaplains, discipleship team leaders, and bible study leaders).
8. Evaluate the qualifications required for leadership throughout all ministry areas with special consideration for pulling leadership from every area of campus.
9. Continue to develop a three month training process for all ministry leadership throughout the environments of worship, community, outreach, and in the arena of church relations.
10. Work with the faith and disciplines committee to provide an informative program on the integration of faith in the various disciplines for the university community.
11. Continue to develop and empower students, faculty and staff in an intentional prayer ministry throughout campus.
12. Work with the development office, the Center for Relationships in Siloam Springs, Arkansas and Chapel CREW to provide a FOCUS Week student marriage couples retreat to strengthen community for and the relationship skills of married students at OBU.

## **Outreach**

13. Continue to provide resource assistance to academic divisions on campus developing outreach trips (both global and local) within their own academic discipline.
14. Continue to develop strategies for engaging people groups in Shawnee, the state of Oklahoma, across the U.S. and around the world through the leadership of the Avery T Willis Center for Global Outreach (specifically through Global Outreach Trips and Local Outreach projects).
15. Continue to develop the role of the ATWCGO Advisory Board in the life of the outreach center.
16. Continue to follow-up strategically on the Finishing the Task assignment given by OBU's adoption of an "unreached/unengaged" people group in South Asia.
17. Continue to work with multiple departments on campus to discover ways to make OBU more attractive to the children of the large number of OBU alumni who now serve as employees of the International Mission Board of the Southern Baptist Convention.
18. Continue to assist the development office by strengthening and maintaining good relations with individuals expressing interest in supporting the Avery T Willis Center for Global Outreach and its goals and objectives to endow the GO center director's position, the local outreach coordinator's position, global outreach trip scholarships, mission scholarships, and fully endowed mission professor, and the physical resources of the center.

## **Church Relations**

19. Continue to review and increase the amount of personal contacts received by churches and associations from OBU at BGCO events, annual association events, OBU Day in the Church, pulpit supply, music supply, DNow teams, revival teams, youth leaders, and staff support.

20. Continue to develop the vital relationship with Baptist Collegiate Ministry in Oklahoma through staff, and where needed, student participation in the primary BCM State Events including director's conferences, state wide events, and one national conference.
21. Continue to work with the advancement personnel for Southwestern Baptist Theological Seminary at OBU to assist with facility management, orientation communication and relations.

**New**

22. Implement a new Campus Ministry Committee and Sub-Committees for Worship, Community, Outreach, and Church Relations.
23. Fund and recruit a church relations associate to assist in strengthening communication relations with the Baptist General Convention of Oklahoma, state Baptist associations, and local churches.
24. Recruit a local outreach coordinator to give focused attention to the local outreach projects developed through OBU. Fund through the North American Mission Board, Good Shepherd Chapel, and the Avery T. Willis Center for Global Outreach;

**Student Development**

**On-going/Continuing:**

1. Continue to renovate West University Apartments in order to provide high quality, attractive, comfortable, and safe housing in order to retain a high percentage of students in on-campus housing and to provide an atmosphere conducive to scholarly endeavors.
2. Review student disciplinary and judicial procedures to continually improve the systematic method of administration which is both educational and redemptive in nature.

**New:**

3. Replace the full-time counselor created by a transfer to continue to meet the mental health needs of students, faculty, and staff.
4. Replace the current, outdated ID system.
5. Replace the current chapel scanners with digital scanners to eliminate "errors" and thus reduce wasted time and eliminate frustration for students and administration.
6. Establish a timeline for renovation of the offices of the dean and assistant dean OR relocate these offices to the lower level of the Geiger Center to improve the quality and convenience of services as well as to increase efficiency and productivity of the staff.
7. Replace carpeting in the Student Services area if objective #6 is delayed.
8. Increase use of testing services through target marketing of the College Level Examination Program (CLEP) to area high schools.
9. Create and implement an At Risk Student procedure and a Student Concerns Committee in order to effectively serve students who face academic, personal, financial, behavioral, or social challenges.
10. Increase awareness of Career Services available to alumni.

**BUSINESS AFFAIRS  
2007-2008**

**Athletics**

**On-going/Continuing:**

1. Sign 339 student-athletes.
2. Work with Campus Ministry and newly appointed Champions of Character Representative to fully develop Champions of Character Initiative. This year will focus on Chaplaincy program for each team. Also, each team will conduct or be involved in one service project.
3. Continue to develop and submit a budget for the “5<sup>th</sup> year program”. This will help recruiting and retention and raise the graduation rate of student-athletes.
4. Work with Physical Plant Director and Construction Team to finish the planning and construction of the track area (bleachers, storage, restrooms, etc.).

**New:**

5. Hire a volleyball coach who will also have duties in the Recreation and Wellness Center. This person will schedule, recruit, budget, and purchase equipment and supplies in order to start volleyball for Fall, 2008.
6. Study swimming as a possible men’s and women’s varsity sport.
7. Study and submit for consideration a coaching needs assessment for all sports. This will particularly focus on softball, track and field, and soccer.
8. Study the implementation of an academic support system for athletes that will interface with the University academic support system.

**Business Office**

**On-going/Continuing:**

1. Continue to assist in financing of construction projects.
2. Develop plan for review and enhancement of policies, procedures and internal controls.
3. Implement Blackboard software for meal plans and Bison Express.
4. Implement Blackboard community system for online payments. Evaluate opportunities to utilize the Blackboard community system with outside vendors.

**New:**

5. Establish online payment kiosk.
6. Implement full service policy with ACS.
7. Evaluate software vendors and begin implementation process for ERP software.
8. Assist in implementation of Development software.
9. Implement new cellular phone policy.

**Business Services**

**On-going/Continuing:**

1. Complete purchasing for Wellness Center and Noble Complex projects.
2. Solicit and evaluate health care quotations for calendar year 2008.
3. Assist in selection and implementation of new ERP software.
4. Complete study of rental units south of Midland St. that need to be remodeled.

**New:**

5. Renovate cafeteria area that includes salad bar and dessert bar to improve traffic flow and allow for different presentation of salads.
6. Work with Pepsi to implement card readers on machines for Wellness Center
7. Complete transfer of cell phones from university ownership to private ownership by end of calendar year 2007.

**Chief Financial Officer**

**On-going/Continuing:**

1. Lead construction projects, including recreation and wellness center, Winning Spirit Campaign projects and others, to successful physical and fiscal conclusion.
2. As a part of the OBU Board Salary Task Force, complete a study of employee salaries and begin implementation of board approved goals.
3. Successfully end the fiscal year with a balanced operating budget.
4. Determine the appropriate replacement software for BiTech Suite and work to secure funding and implementation.

**New:**

5. Work toward documented compliance with the Better Business Bureau Charitable Guidelines.
6. Form Campus Safety and Security Task Force to improve the university's overall campus safety and security plan.

**Geiger Center**

**On-going/Continuing:**

1. Continue evaluation of usage of facilities for on & off-campus groups including review of sound and projections systems in the GC and projection systems in Yarborough Auditorium.
2. Utilize EMS to implement a three year University calendar.
3. Continue utilizing space for summer camps.

**New:**

4. Evaluate policies, procedures and contracts.
5. Market ARAMark to local businesses who are new or former customers.
6. Book Noble Complex rooms: Mabee Suite and Victor Hurt Heritage Room.

**Human Resources**

**On-going/Continuing:**

1. Continue researching and providing competitive benefits for retention and recruitment of employees.
2. Assist in decision making of campus enterprise software replacing current system (IFAS).
3. Research the use and policy development of E-Verify (INS).
4. Review and Update Admin./Support Staff Handbooks.

**New:**

5. Study Adjunct hiring process with faculty representative.
6. Begin studying the process of imaging of terminated employee files with Application Extender.
7. Implement mobile communication device policy.

**Information Systems & Services**

**On-going/Continuing:**

1. Plan and implement annual Computer lab upgrade.
2. Continue Computer system upgrades for faculty/staff. Evaluate success of Faculty laptop pilot program. Plan continuation of laptop program if appropriate. Implement classroom technology changes as required by laptop pilot program.
3. Evaluate server loads, storage capacity, network bandwidth, replace or upgrade as appropriate.
4. Complete Fiber cabling work.
5. Complete upgrade of imaging system server.

**New:**

6. Implement VoIP for RAWC and Noble addition.
7. Determine needs and legal requirements for email and data retention and archive. Recommend policies to Executive Cabinet and implement appropriate solution(s).
8. Implement technology for RAWC and Noble addition.
9. Develop and implement plan for improved student email system reliability.
10. Develop policies and procedures related to email accounts for newly admitted prospective students.
11. Plan and implement Blackboard Transaction System upgrade.
12. Work with GC Director to evaluate and make recommendations regarding technology needs in meeting rooms.
13. Identify, plan and implement Development software upgrade.
14. Identify, recommend and plan for IFAS software replacement. Work with CFO to develop funding options. Seek approval from appropriate boards and begin implementation.
15. Identify and implement a campus wide Course Management System.

**Physical Plant**

**On-going/Continuing:**

1. Oversee the completion of the Wellness Center and Winning Spirit Campaign projects. This includes the track, the softball field, and the practice baseball field.
2. Remodel West University Apartment building #1 during the summer of 2008.
3. Complete the installation of wireless improvements at Devereaux West apartments and Cobbs apartments.
4. Complete development of plans to upgrade the fiber optic backbone for the south side of campus.
5. Install new entries to West University Apartment building #2 that include card access.
6. Complete the development of plans for upgrades to the serving area in the Laura Scales

- Cafeteria and implement the changes during the summer of 2008.
7. Complete the development of plans for restrooms, concessions, and bleachers for the track and install the bleachers during the summer of 2008.
  8. Complete the development of plans for the upgrade of the electrical service and the HVAC systems in Ford Music Hall and install the new electrical service during the summer of 2008.
  9. Develop a plan to renovate properties south of Midland so they can be rented to students and begin making improvements to these houses in the summer of 2008.

**New:**

10. Develop a plan to improve energy management in Wood Science Building.
11. Develop a plan to improve outside lighting across campus.
12. Develop a plan to replace the roof on Raley Chapel.
13. Develop a plan to replace fleet vehicles as needed.

## **UNIVERSITY ADVANCEMENT 2007-2008**

### **Development**

#### **On-going/Continuing:**

1. Secure a minimum of \$4.2 million in financial support for the University for operations, special projects, scholarships, endowment, and capital improvements. Secure \$2.4 million in gifts which directly affect the operating budget, i.e., operations, special projects, and scholarships; secure at least \$1 million of endowment for additional scholarships, academic chairs and professorships, and academic programs; and secure gifts and pledges for capital needs in accordance with University priorities.
2. Broaden the base of support (number of donors); obtain gifts from 4,500 donors and attain 10% level of giving from OBU graduates.
3. In the foundation/corporate giving area, submit a minimum of 25 proposals and secure grants of at least \$600,000.
4. Through the Annual Fund effort, secure at least \$800,000 from the following sources: \$500,000 from regional and campaign efforts; \$125,000 from Phonathon; \$75,000 from direct mail solicitations and \$100,000 from existing pledges.
5. Work with ISS to implement software upgrade to Agilon's "One" product.
6. Work with various academic and administrative units on needs analysis for future capital campaign. Secure Board of Trustees approval for feasibility study and action plan. Report and make recommendations to BOT at either July 2008 or December 2008 meeting.
7. Study needs for additional staff (2-4) to be added in conjunction with future campaign.

### **Planned Giving**

#### **On-going/Continuing:**

1. Conduct 4 planned giving seminars in the fall and 4 in the spring; conduct fall and spring direct mail campaigns; and continue to promote the Bison Legacy Society via Homecoming display and through University publications and thru at least one event in the fall and one in the spring.
2. Increase deferred gift instruments naming OBU as beneficiary in the following categories: annuities, wills and/or trusts, 25; and irrevocable gift instruments, \$1,000,000.

### **Alumni**

#### **On-going/Continuing:**

1. Coordinate and conduct 25 dinners/receptions/events for OBU alumni, friends and prospective students; at least eight of which would involve coordinated efforts with chapter representatives or alumni leadership.
2. Personally meet with 12 Oklahoma members of the Alumni Association board of directors and three regional representatives (outside of board meetings).
3. Contact current students through welcoming activities on move-in day, and through working with Student Foundation on alumni-related mentoring and event promotion programs.
4. Continue major emphasis on Homecoming as the primary on-campus event for alumni.

- Seek to increase class reunion attendance, hold 10 class reunions and at least one special Homecoming event, continue to evaluate and refine the alumni awards program, promote contributions to the University through class reunion giving program.
5. Continue alumni survey process, whereby all OBU alumni are surveyed for updated information in a three-year cycle.
  6. Assist in upgrade to “One” software program by Agilon.
  7. Continue Alumni “Legacy” program, enhancing communication with alumni and their children.
  8. Fill the vacant Director of Alumni Programs and Special Events position.

### **Public Relations**

#### **On-going/Continuing:**

1. Continue implementation of integrated marketing plan for University communication and advertising efforts.
2. Maintain and build ongoing media relationships with key outlets (*Shawnee News-Star*, *Baptist Messenger*, *Daily Oklahoman*, *Tulsa World*, and Baptist Press) through personal visits and monthly news/feature updates.
3. Disseminate OBU news and feature items to media outlets through news releases and media alert notices.
4. Maintain information content on main public sections of OBU website, utilizing available features for providing content.

#### **New:**

5. Conduct research on new web content management software system. Implement new system to expand capabilities for on-campus offices to manage their web sections.
6. Update Public Relations Handbook, detailing services office provides for University community.
7. Study possible academic area involvement in media services production.