ADMINISTRATIVE SERVICES

Mission

Administrative Services provides the highest quality operational support services to internal and external customers of Oklahoma State University.

Vision

Administrative Services will:

- Be recognized as a premier provider of operational support services with a positive attitude, unparalleled speed and uncommon efficiency;
- Facilitate the achievement of goals by the units we serve by providing the highest level of service possible; and
- Capitalize on new technologies and service applications to meet the evolving needs of our customers.

Core Values

Excellence – We seek excellence in all our endeavors, and we are committed to continuous improvement.

Integrity – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor.

Intellectual Freedom – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Strategic Goals, Critical Success Factors, Objectives, and Strategies

Goal One. Existing fiscal resources available to OSU-Tulsa and OSU Center for Health Sciences (CHS) will be leveraged to create additional revenue opportunities.

Critical Success Factors:

- Budget need requests will be submitted via a perfected electronic formula.
- Research partnership agreements will be developed to allow corporate entities to have a presence in the Advanced Technology Research Center.
- Expanded reserve funds for the CHS.
- Additional state appropriated funds such as tobacco tax revenue will be attained for CHS.
- Expanded Medicaid revenue will be acquired for the clinic system at CHS.

Objectives:

Objective 1.1: A need-driven formula will be developed and implemented for the request of new appropriations for the Tulsa campuses of OSU.

Strategies:

- A spreadsheet will be designed that calculates future appropriation needs based upon the addition of new faculty and new academic programs both at OSU-Tulsa and OSU-CHS.
- A mechanism will be developed for articulating budget needs to the State Regents fiscal staff that details the leveraging opportunities for state funds.
- A consistent method of identifying annual needs for clinical funding will be developed for OSU CHS.
- Peer targets will be identified for appropriation levels for CHS.
- A legislative plan of action will be developed to bring CHS expenditures to peer target levels.

Objective 1.2: A mechanism will be implemented for financing/leasing the Advanced Technology Research Center to leverage state and municipal funds against federal and private funding.

Strategies:

- Funding flow for the ATRC will be finalized with the city/county bond program.
- Phase two funding of $14.5 million will be included within a future state bond issue or a UCT Authority municipal bond issue.
- Future cash needs and debt service potential will be identified for the UCT Authority.
- A space rental mechanism will be developed to allow private enterprises to participate in collaborative research with OSU faculty to stimulate the economic development of the city and campus.

Goal Two. The fiscal management of OSU resources in Tulsa will be improved through the formation of a collaborative fiscal partnership between OSU-Tulsa and OSU-CHS.

Critical Success Factors:

- OSU-Tulsa and OSU-CHS will maintain cash reserves at a minimum level of 20% of annual state appropriation.
- Investment income will be doubled for the CHS campus.
- The operational staff of the CHS clinic system will be reduced by 15%.
- Profit margins for the CHS clinic system will be increased to 15%.
- A consolidated grants and contracts office will perform all functions for both campuses in Tulsa.
- Facilities and administrative revenues from research and sponsored programs will be increased by 25%.
- An electronic budget development process will be the mechanism for developing the budget for OSU-Tulsa and OSU-CHS.
- Additional consolidated administrative and service functions will be achieved between the campuses.

Objectives:

Objective 2.1: A collaborative support system will be created for Tulsa faculty conducting research.

Strategies:

- A consolidated grants administration and support office will be created for the OSU-Tulsa and OSU-CHS campuses under the leadership of the OSU Stillwater Vice President for Research.

Objective 2.2: An investment management program will be designed and implemented to determine how and when cash reserves are utilized.

Strategies:

- Appropriate levels of cash reserves will be established for the Tulsa campuses and identification of cash flow needs for annual fiscal year operations.
- A pro forma statement will be developed for sources and uses of cash for both OSU-Tulsa and OSU-CHS.

Objective 2.3: A budget process will be developed for OSU-Tulsa and OSU-CHS that is linked and driven by individual unit strategic initiatives.

> Strategies:

- Individual long-range plans for units and areas will be connected to a cash-needs statement.
- A budget need formula will be developed for each unit plan to roll up into the annual budget needs document.

Objective 2.4: Software and operational processes will be implemented to further efficiencies in administrative and fiscal functions in the partnership between OSU-Tulsa and OSU-CHS.

> Strategies:

- Training programs will be implemented to assist staff in the use of the current and developing automated information reporting systems.
- Specific download budget tracking programs will be developed for units.
- The electronic medical records and billing system will be fully implemented on the CHS campus.

Objective 2.5: Electronic processes will be implemented to enhance accounts receivable, accounts payable and payroll.

> Strategies:

- Automated processes for transmission of time records will be developed to avoid keying duplication.
- We will refine automated loading of procurement card expenses into accounts payable.
- The use of procurement card payments will be expanded to diminish need for manual check generation.

Goal Three. We will attract, develop and retain the best and brightest employees to the OSU campuses in Tulsa.

Critical Success Factors:

- Retention rates for faculty and staff will be increased by 20% over the 5-year period.
- The number of staff participating in professional development plans will increase by 100%.
- Employees participating in deferred income programs will be increased by 25%.
- Provide staff the opportunity to attend at least 1 professional development conference.
- Schedule at least 10 staff training programs per year.
- Parity of faculty salaries with peer institutions.
- Staff salaries and benefits competitive with external Tulsa opportunities.
- 82 faculty resident in Tulsa that teach in both Tulsa and Stillwater.
- Five research faculty hired to staff new ATRC.
- Annual performance reviews of all individuals are tied to priorities in the Strategic Plan.

Objectives:

Objective 3.1: Broad banding compensation plan will be implemented for OSU-Tulsa and OSU- CHS.

Strategies:

- Pay plans for both campuses will be integrated into a single plan.
- We will ensure that position requests are reviewed by both human resource and budget offices through formal process.
- Requests for revaluation/reclassification of positions will be reviewed by both HR and budget offices through formal process.
- We will participate in relevant salary surveys including CUPA-HR, Oklahoma State Chamber of Commerce and Harrison Peck.
- Software will be implemented to facilitate faculty and staff data requests.
- Market data will be reviewed annually.

Objective 3.2: Professional development programs will be promoted for faculty and staff.

Strategies:

- Training needs survey will be conducted at least biannually.
- Customized training will be developed for both supervisors and employees.
- Online training will be utilized where available.
- Employees will be recognized for completion of Ambassador Program, Leadership Development Program and Advanced Leadership Program.
- A marketing program will be established to educate faculty and staff on the importance of lifelong learning.

- Performance appraisals will reflect supervisory training and support for staff training.
- A comprehensive New Employee Orientation program will be offered.

Objective 3.3: An aggressive recruitment plan will be implemented to attract the right people to the right positions.

Strategies:

- We will participate in job fairs when beneficial to the institution.
- We will advertise regularly in the Oklahoma Eagle, Hispano de Tulsa, and the Tulsa World.
- We will advertise on Higheredjobs.com for administrative positions.
- Specialized journals and web sites will be utilized for recruitment.
- Supervisors will be on aggressively educated on the importance of accurately assessing needs of the position to support recruitment efforts.

Goal Four. Local technology services will be provided to support the academic, research, and outreach functions of the university for campuses located in the Tulsa area.

Critical Success Factors:

- Reach 95% customer satisfaction.
- Collaborate with IT Division employees on 100% of system projects.
- Meet response time requirements.
- Reduce efforts and expenditures where appropriate.

Objectives:

Objective 4.1: We will provide expedient response to issues and requests.

Strategies:

- Support needs of the campuses will be evaluated and workforce positioned accordingly.
- We will communicate acceptable response time appropriate to the nature of the request.

Objective 4.2: We will serve as a liaison for technology issues for faculty, staff, students and external partners.

Strategies:

- Communication will be provided to administrators, faculty, staff and students on technology needs.
- Collaboration will be established with IT Division employees on project implementation.

Objective 4.3: Existing technology resources in other locations will be leveraged to support the growing demands for research activities.

Strategies:

- We will communicate with researchers to ascertain their needs and collaborate with other IT Division employees on availability of resources.
- Collaboration will be established with other comparable institutions.

Goal Five. We will increase the availability of information technology to students, faculty and staff on the Tulsa campuses of OSU.

Critical Success Factors:

- Meet 100% of student computing needs.
- Meet 100% of approved faculty and staff computing needs.
- Extend marketing efforts of computer lab facilities to 500 constituents.
- Increase revenue generated by computer lab facilities by 200%.

Objectives:

Objective 5.1: Through a partnership between the Tulsa campuses, we will design and implement wireless technology in student, faculty and staff access areas, including study exam lounge and lab facilities on the OSU-Tulsa and OSU-CHS campuses.

Strategies:

- Specific locations for wireless network on both campuses will be identified.
- Security parameters will be created.
- Specific equipment will be selected for the network.
- Equipment will be purchased and installed.
- We will design and implement training opportunities for faculty and staff.

Objective 5.2: In an effort to increase access, we will implement secure remote access to support increase in student enrollment, distance education and faculty and staff requirements.

Strategies:

- Identification will be made of specific constituencies who require secure remote access.
- Security criteria and thresholds for access will be established.
- Specific hardware and software to provide remote gateway will be identified.
- Hardware and software will be purchased and put in place.
- Training to remote users will be provided.

Goal Six. Through a strategic partnership with Tulsa Community College, OSU-Tulsa will become the institution of choice in the Tulsa market.

Critical Success Factors:

- Enrollment will increase to 5000 students.
- Students who enroll at TCC under an OSU track will number 750.
- Joint marketing initiatives between OSU and TCC will increase by 25%.

Objectives:

Objective 6.1: In collaboration with area community colleges, we will develop and implement an integrated marketing plan to assist OSU-Tulsa in achieving enrollment of 5,000 students.

Strategies:

- A process will be determined for joint venturing market research for the Tulsa area with State Regents to identify educational program needs.
- We will identify specific educational product mixes that will be made available to the Tulsa market over the next 5 years.
- We will identify specific market segments within the 2-year colleges at TCC, OSU Okmulgee and Rogers State University.
- Emerging market segments (print, billboard, electronic media) will be reached by developing specific messages and delivery.
- We will create opportunities for the OSU message to be carried by faculty and staff through varied speaking engagements.

Objective 6.2: Joint marketing initiatives will be implemented with Tulsa Community College to ensure that TCC is the institution of choice for Tulsa area high school seniors.

Strategies:

- Joint branding of OSU-Tulsa and Tulsa Community College will be established.
- Identification for OSU will be created as students enter TCC.
- Marketing the OSU track with TCC students will be accomplished through student ID's, selling OSU products in the TCC bookstore, and OSU student organizations on the TCC campus.
- We will identify specific class offering times at TCC for the matching disciplines at OSU-Tulsa and market those same class times in the OSU schedule.
- Joint recruiting materials for OSU and TCC will be distributed to high school students.
- Joint degree plans will be posted on both TCC and OSU web sites.

Goal Seven. OSU-Tulsa will be recognized as an outstanding academic institution serving the needs of the Tulsa community.

Critical Success Factors:

- An integrated marketing plan.
- Timely and appealing OSU-Tulsa web site that is fully integrated with the OSU System web site.
- 100 stories published annually in area media.
- Successes of faculty, staff, students and alumni at OSU-Tulsa regularly publicized.
- Events, activities and programs at OSU-Tulsa that promote OSU's role in Tulsa.
- Readily identifiable campus signage system.
- Serve as the institution of choice for Tulsa Community College students and other transfer students.
- Recognized as the "crown jewel" in the Tulsa community.
- 50 percent increase of external constituents utilizing the Conference Center.
- 5,000 guests will visit the campus annually.
- Partnerships with local public schools strengthening OSU-Tulsa's urban mission.
- Partner in the redevelopment of downtown Tulsa and the historic Greenwood and Brady Heights areas.

Objectives:

Objective 7.1: An integrated marketing communications plan for OSU-Tulsa that complements and enhances the image of a nationally recognized university system will be implemented.

Strategies:

- An integrated marketing plan will be created.
- The connection between OSU's Tulsa and Stillwater campuses will be promoted.
- We will develop and maintain consistent marketing messages and images for use in all units.
- We will develop processes for ensuring consistency of all marketing materials on campus.
- OSU's role as a research institution in the Tulsa region will be promoted.
- We will develop promotional marketing campaigns to showcase OSU-Tulsa and successful faculty, staff, students and alumni who are "Achieving Greatness".
- OSU-Tulsa web site will be redesigned to be consistent with the new OSU System web site design.

Objective 7.2: We will maintain and enhance positive relationships with area media to increase awareness of OSU in Tulsa.

Strategies:

- Relationships will be cultivated with area media representatives, including the Tulsa World, Oklahoma Eagle, The Daily Oklahoman, Neighbor Newspapers, The Daily O'Collegian, Stillwater NewsPress, Hispano de Tulsa, Greater Tulsa Reporter, Urban Tulsa, Native American Times, Tulsa People, Oklahoma magazine, local radio stations, television stations, Cox Communications and more.
- We will work with all campus units to develop marketing plans to promote their services and accomplishments to students, faculty, staff, alumni, the media and/or other appropriate audiences.
- An on-going, year-round presence will be developed in all major media outlets.
- Newsworthy and reliable information will be provided to area media.
- Strategic partnerships with area media will be developed.
- Alliances will be formed with area media to co-sponsor or host events.
- We will collaborate with the Oklahoma State Regents for Higher Education on statewide marketing and communications initiatives.
- The importance of good media relations and procedures will be communicated to faculty and staff.

Objective 7.3: A marketing initiative will be developed to promote awareness of the Advanced Technology Research Center among internal and external constituents.

Strategies:

- A series of feature stories will be created surrounding the specific technological and research initiatives that will be housed in the facility.
- A groundbreaking ceremony will be planned and promoted.
- Tours of the facility will be organized as it is being completed.
- OSU-Tulsa web site will have a virtual tour of the facility to track its completion.
- A dedication ceremony and open house will be planned and promoted.

Objective 7.4: The image of OSU in Tulsa will be enhanced by promoting the physical attractiveness and visibility of the campus.

Strategies:

- We will promote OSU-Tulsa's new front door design of signage for physical plant placement.
- In partnership with the City of Tulsa, we will assist Facilities Administration by promoting the proposed restructured ingress and egress from OSU-Tulsa.

- In partnership with Facilities Administration and the Signage Committee, we will collaborate with Langston University on signage issues directing traffic to their new facility.
- In partnership with Facilities Administration and the Signage Committee, we will help create a signage system to ensure signage for the ATRC and future buildings will be consistent.

Objective7.5: Partnerships throughout the OSU System and external constituents will be formed to help leverage university marketing and communications resources.

Strategies:

- We will identify the key areas where collaboration can maximize the use of resources.
- Implement The new University Calendar will be implemented to provide information to visitors, faculty, staff, students and alumni when they are on campuses and via the web.
- We will partner with Information Technology to identify applications where strategically placed kiosks would facilitate service to visitors, faculty, staff, students and alumni.
- Opportunities and pricing structures will be developed for internal and external constituents to advertise in appropriate OSU-Tulsa publications, events and venues.
- We will work with University Printing to develop strategies to better serve the branch campuses.
- We will collaborate with the other OSU campuses in designing and implementing the new system web site and guidelines for campus usage.

Objective 7.6: Positive relationships will be developed and maintained between OSU agencies, including the OSU Foundation and the OSU Alumni Association.

Strategies:

- Marketing and public relations support will be provided for the OSU Foundation in its Tulsa initiatives, including media coverage, publications and web services.
- A strong relationship with the OSU Alumni Association will be developed.
- We will enhance communication with the OSU Foundation and the OSU Alumni Association to maximize image enhancement initiatives and to coordinate community events.
- We will collaborate with the Alumni Association to implement "Senior Week" at OSU-Tulsa.
- Promote OSU Ring Sales will be promoted and sufficient interest developed to host the first OSU-Tulsa Ring Ceremony.
- We will work with the OSU Alumni Association to develop a continual presence on the OSU-Tulsa campus.
- We will assist Cooperative Extension in promoting the development of the Oklahoma Centennial Botanical Gardens, as appropriate.

Objective 7.7: Oklahoma State University pride on the Tulsa campus will be enhanced through celebrative traditions.

Strategies:

- We will create a process and implement an "Achieving Greatness" award for faculty, staff and students for their outstanding accomplishments.
- A sense of OSU pride throughout the Tulsa community will be created through the continued development and promotion of Operation Orange to internal and external constituents.
- We will develop special activities and recognition for Orange Fridays, including student organizations, faculty, staff and alumni, until we are "100 percent Orange."
- We will publish and promote OSU traditions on the web, in publications and at events.

Objective 7.8: We will define and determine the future role and function of OSU-Tulsa in the urban area.

Strategies:

- Key segments of the community will be identified where OSU can play a major role in setting future policy or lead in economic development.
- OSU-Tulsa's involvement in the redevelopment of downtown Tulsa and the historic Greenwood and Brady Heights areas will be promoted.
- We will determine what faculty and staff resources are most appropriate to create synergy in the identified areas.
- Specific marketing plans will be developed to utilize those resources to enhance OSU's presence.
- Activities will be developed for OSU-Tulsa's involvement with our 3 Adopt-a-Schools: Academy Central, Roosevelt Elementary and Tulsa School for Science and Technology.
- We will create and implement strategies to encourage student organizations to volunteer at OSU-Tulsa Adopt-a-Schools.

Objective 7.9: OSU-Tulsa will be a premier location for conferences, seminars and events.

Strategies:

- 5 large community events will be hosted on campus annually, such as the Susan B. Komen Tulsa Race for the Cure and the Arts and Humanities Council's week long Chautauqua.
- An OSU-Tulsa "signature" event will be developed.
- We will market the OSU-Tulsa Conference Center to area businesses and nonprofits.
- We will secure and implement an "events scheduling" software package.
- We will identify companies in Tulsa that are prospective clients for the conference center.

- We will create partnerships with the Chamber of Commerce to sponsor joint activities and conferences.
- We will create partnerships with Stillwater and CHS units to sponsor academic conferences and special events, such as the CHS Mini-Medical School at OSU-Tulsa.
- Promotional materials and strategies will be developed for the Conference Center, Center for Instructional Technologies and the Computer Labs to market campus facilities to external and internal constituencies.
- A virtual tour of the Conference Center will be created on the OSU-Tulsa web site.
- The Information Center will be a one-stop source for campus information for visitors, shuttle riders, faculty, staff, students and alumni.
- A "master" calendar for OSU-Tulsa events will be created.

Objective 7.10: A marketing initiative will be developed to promote awareness among internal and external constituents for the proposed University Housing.

Strategies:

- A series of information sessions will be planned and promoted to keep area residents and the business community updated about campus expansion.
- A series of feature stories will be written about the residential units and their impact on the development of OSU-Tulsa, surrounding neighborhoods and student enrollment.
- A groundbreaking ceremony will be planned and promoted.
- We will implement tours of the units as they are being completed.
- A virtual tour of University Housing will be created to track its completion on the OSU-Tulsa web site.
- A dedication ceremony and open house will be planned and promoted.
- Marketing and information materials will be developed to promote OSU-Tulsa as a residential campus and to promote living in University Housing.

Goal Eight. The image of OSU in Tulsa will be enhanced by improving the aesthetic beauty of the OSU-Tulsa and OSU-CHS campuses.

Critical Success Factors:

- Greenbelt and landscaped square footage will increase by 50%.
- Campus Signage will be added to the Detroit Avenue hillside.
- A comprehensive landscape plan will be developed for the CHS campus.
- Establishment of a visible presence for CHS at the teaching hospital as well as the clinic sites.

Objectives:

Objective 8.1: Contractual resources between the Tulsa campuses will be leveraged to revitalize the landscape and grounds of the OSU-Tulsa and OSU-CHS campuses.

Strategies:

- We will collaborate with the existing contractor for OSU-Tulsa and OSU-CHS to create an aesthetic image for OSU in Tulsa.
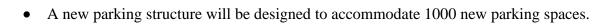- A phased plan will be developed for the enhancement of the landscaping including budget and timelines.

Objective 8.2: Campus signage will be restructured and revised.

Strategies:

- We will create a consistent signage message for new facilities added at the OSU-Tulsa and OSU-CHS campuses.
- Signage standards will be developed to guide future designs and placements.
- A visible presence for OSU-Tulsa will be created on the hillside between Detroit and Cincinnati.
- A visible presence for OSU-CHS from Highway 75 will be created.
- We will collaborate with Langston University on signage issues directing traffic to their new facilities.

Objective 8.3: In partnership with the City of Tulsa, we will design and implement a plan to restructure ingress and egress from the campus.

Strategies:

- We will meet with internal staff and upper management to determine future capital improvements and their effect on traffic patterns.
- In cooperation with the City of Tulsa, we will identify the optimal traffic flow patterns for the campus.
- We will identify utilities or other obstructions for relocation.

- A new parking structure will be designed to accommodate 1000 new parking spaces.

Goal Nine. The physical infrastructure at OSU-Tulsa and OSU-CHS will be expanded and improved to enhance the image of the institution and increase research activity.

Critical Success Factors:

- Advanced Technology Research Center construction will be complete by July 2006.
- Research space on the CHS campus will be increased by 100%.
- Electronic locking systems will be present in all campus buildings.
- A new clinic will be constructed to house the OSU Physicians Practice.
- Capital funding for infrastructure improvements for CHS will increase by 75%.

Objectives:

Objective 9.1: We will supervise the construction of the new $40 million Advanced Technology Research Center (ATRC).

    Strategies:

- A daily monitoring and communication process will be established with the contractor to identify problems, priorities and schedule modifications.
- We will create an internal office structure where delegation of activities and problem solving is encouraged.

Objective 9.2: Research activity will be increased through the rehabilitation and conversion of the Health Care Center to a research lab facility.

    Strategies:

- We will collaborate with faculty utilizing the new lab facility to determine construction needs.
- An architectural design will be developed for the modification of the facility.
- A building modification schedule will be established for the completion of the facility.

Objective 8.3: The existing campus building lock system will be converted to a newer technology.

    Strategies:

- We will identify the number of locks to be converted, the type of hardware and software necessary to affect the change and the requisite budget for the conversion.
- Vendors that are capable of performing the conversion will be identified.
- A purchasing process to complete the project in phases will be implemented.

Objective 8.4: A student housing project will be constructed through a strategic partnership with a private developer.

Strategies:

- We will collaborate with housing contractor to conduct a market survey to determine optimal size and pricing of units in the downtown area.
- We will negotiate ground lease between the contractor and the UCT Authority.
- We will seek and obtain approval from the Tulsa Development Authority.
- A construction communication process will be established to set priorities and resolve issues.

Objective 8.5: A systematic preventive maintenance program will be implemented for campus facilities, including buildings, building systems and parking.

Strategies:

- We will identify key areas on the Tulsa campuses where deferred maintenance has created financial risk and prioritize those sites.
- Vendors specializing in preventive maintenance programs will be contacted to assist in the development of a campus-wide program.
- Timelines and budgets will be established for specific projects on the OSU-Tulsa and OSU-CHS campuses.

Objective 8.6: A design will be developed for the student union/classroom facility through a collaborative effort with campus constituencies.

Strategies:

- Funding mechanisms for the project will be identified.
- Establish a working task force from campus constituencies to program the building.
- Architectural selection process will be initiated to begin programming and design phase.
- We will establish design and begin contractor selection.

Goal Nine. Student access between the OSU campuses will be increased through an enhanced transportation system.

Critical Success Factors:

- A shuttle run will be initiated between Oklahoma City and Stillwater.
- Annual ridership will exceed 50,000 passengers.
- Charter revenue will increase by 50% over the 5-year period.

Objectives:

Objective 9.1: Through a collaborative partnership between OSU agencies, the number of riders between the OSU campuses will be expanded.

Strategies:

- At least 4 fifty-six-passenger buses will be maintained to accommodate Tulsa and Stillwater growth.
- We will focus on increasing the number of riders between the midday hours.
- The number of students commuting from Oklahoma City and Edmond to Stillwater will be identified.
- The number of students commuting from Okmulgee and Tulsa will be identified.
- A survey of commuting students will be conducted to determine interest in and need for expanded shuttle runs.
- A bus schedule will be established to address existing traffic patterns.

Objective 9.2: Special charter opportunities will be expanded with OSU agency partners.

Strategies:

- Charter opportunities for the system will be identified and actively marketed to charter groups.
- We will target the alumni groups for game day charters.

Objective 9.3: Existing resources will be leveraged between campuses to become the carrier of choice for the OSU athletic department.

Strategies:

- A business plan will be developed to identify the revenue and expense for all chartered trips.
- The feasibility of acquiring specific buses for the athletic program in a strategic business partnership will be determined.
- We will formulate a long-term contract as an exclusive provider.