



LANGSTON UNIVERSITY
2006 -2016 STRATEGIC PLAN
EXECUTIVE SUMMARY

“In its efforts to be responsive to the needs of today’s youth and to the challenges of a modern society, Langston must build on its tradition of excellence and embrace a vision of innovation in order to secure its future as an institution of higher learning with national prominence and international acclaim.”

Dr. JoAnn W. Haysbert
President, Langston University

Strategic Plan 2006 provides Langston University with a roadmap to implement President Haysbert's vision of innovation. Over the next ten years by implementing the Strategic Plan, Langston strives to become a great university. During the past eight months, stakeholders throughout Langston have participated in serious discussions regarding the vision, mission, purpose and core values of the University. Together, with the guidance of the Strategic Planning Committee, co-chaired by Dr. Jean Manning and Dr. Melvin Todd, and The Barthwell Group, the consultant, they have determined the strategic objectives which will focus the University's planning for greatness and the follow-up action goals necessary for implementation. The dynamic, interactive process has not only produced Strategic Plan 2006, but also contributed to a new spirit of optimism and confidence in the University's ability to achieve greatness.

OVERVIEW

Background

Langston University is the only Historically Black College and University in the State of Oklahoma. Founded in 1897 as a land grant institution, today the University has both state-mandated rural and urban missions and campuses in Langston, Tulsa and Oklahoma City. Under the leadership of President Ernest Holloway (1979-2004), the University rebounded from a near crisis in 1978 and added over \$100 million in capital improvements. The School of Agriculture, through its E. (Kika) de la Garza American Institute of Goat Research has established research partnerships in Asia, Africa and Europe. The Institute is recognized internationally as a leader in its mission to develop and transfer enhanced goat production technologies to populations at the state, national and international levels. The University also has developed other distinctive academic programs; and became the first higher educational institution in the State of Oklahoma to offer the Doctor of Physical Therapy.

In 2005, Dr. JoAnn W. Haysbert became the fifteenth president of Langston University. One of her earliest acts was to engage a cross-section of the University's stakeholders in developing a vision which would enable Langston to become a great university. This vision statement became the foundation for developing "Langston University: Strategic Plan 2006".

The Vision for Greatness

Dr. Haysbert's vision called for the University to "embrace a vision of innovation" in order to become an institution which would enjoy national prominence and international acclaim. The University would continue to seek excellence in teaching, research and public service. However, the new vision for greatness would require the University to engage in focused, innovative actions to: (1) develop students capable of becoming leaders in a global society; (2) create a student-centered campus; (3) increase enrollment on all three campuses; (4) increase scholarly activities (particularly research and publications) throughout the University; (5) strengthen existing programs of distinction and create new ones; (6) expand the technological capabilities of the University; (7) engage in economic development through partnerships with the private sector and with the Town of Langston City specifically to encourage the development of a "college town"; (8) enhance the physical infrastructure of the University; and (9) operate the University as a business and enhance its fiscal resources by launching a \$20 million capital campaign.

In 2005, Dr. Haysbert presented the Vision for Greatness to the Board of Regents. In January 2006, Langston University engaged The Barthwell Group, a management consulting firm, to interact with the University and to manage the strategic planning process in order to develop a roadmap for achieving the Vision for Greatness over the next ten years.

The Strategic Planning Process

The overall objective of the Strategic Planning Process was to develop a plan which would enable the University to move towards achieving greatness over a ten-year period using an interactive, pragmatic process. To ensure that the process would be interactive, the President appointed a 25-person Strategic Planning Committee, co-chaired by Dr. Jean Manning, Vice President for Academic Affairs and Dr. Melvin Todd, Special Assistant to the President. The Committee represented a broad cross-section of University stakeholders, including deans, department heads, representatives from the Oklahoma City and Tulsa campuses, alumni and students. The Mayor of the Town of Langston City sat on the Committee and input was solicited from a State legislator and representatives of the Tulsa community. During the eight-month planning process, in addition to the Strategic Planning Committee meetings, in-depth interviews were conducted by The Barthwell Group with the leadership of the majority of the academic and operational units at Langston. To ensure that the Plan would be pragmatic, all of the objectives and goals were reviewed by senior executives of the fiscal and administrative affairs, technology and physical plant units of the University.

Before developing the strategic objective planning areas, the Committee thoughtfully reviewed the Vision for Greatness in order to develop a succinct vision for the strategic planning process; reviewed the State requirements for the University; developed its statement of purpose; engaged in an extremely interactive discussion to develop core values and decided on a branding mantra. The Committee conducted a summary assessment of the strengths and weaknesses of the University and formulated assumptions about its external environment, before developing the following eight strategic objectives (described in detail herein) which are areas where planning will be focused:

1. Academic Excellence
2. Student Development
3. Teamwork and Trust
4. Faculty Enhancement
5. Financial Strength
6. State-of-the-Art Technology
7. Enhanced Physical Infrastructure
8. Effective Public Relations

Collectively, the Strategic Planning Committee developed implementation goals for the University to achieve each of the strategic objectives. Each academic and operational unit then developed its objectives, goals and tactical action operational plans which were consistent with the University's strategic objectives.

The Strategic Plan will be monitored annually to benchmark progress and consider appropriate revisions.

OUR VISION, MISSION AND STATEMENT OF PURPOSE

Vision

Langston University, a land grant historically Black institution of higher learning, will continue its rich tradition of developing leaders from a diverse, multi-cultural student body through excellent teaching, research, community service and public and private sector partnerships. As Langston University moves from Excellence to Greatness, it will be recognized for providing solutions to problems facing underserved populations in Oklahoma, the nation and the world.

Mission

The mission of Langston University is to provide excellent postsecondary education to individuals seeking knowledge, skills, and attitudes that will enhance the human condition and promote a world that is peaceful, intellectual, technologically advanced, and one that fulfills the needs of nations and individuals alike. Langston University strives to educate individuals to become the leaders of tomorrow within their local, national and global communities. Reflecting on the Langston University history as a land grant institution established in 1897 “to instruct both male and female Colored persons”, the mission of the University continues to be the education of African-Americans in the arts, sciences, humanities, business, agriculture, education, nursing and health professions. Langston University offers postsecondary education leading to associate, baccalaureate, master, and doctoral degree programs. As a University with an urban mission in a rural setting, Langston University has the challenge of educating individuals who will serve their communities in urban centers as well as rural communities. To fulfill the mission, Langston University actively recruits faculty and students who support and complement the purpose and functions of the University.

Statement of Purpose

After developing the vision and reviewing its obligations as a State institution and its mission, the Strategic Planning Committee developed the Statement of Purpose below to clarify the operational raison d’être, target audiences which are served and critical services which Langston University is performing.

Langston University enhances the lives of diverse learners at all levels of society in a nurturing environment with dynamic teaching, relevant research, community service and opportunities which produce leaders and professionally competent graduates.

The University provides access to a population of culturally diverse learners from all levels of society who demonstrate a desire to pursue higher education in an environment where knowledge is extended to the global marketplace.

The University serves the State of Oklahoma, the nation and the world through its programs of distinction, scholarly activities, student-centered campuses, community

Langston University: Strategic Plan 2006
Our Vision, Mission and Statement of Purpose

involvement and international scientific research. We emphasize the use of education to develop innovative solutions to improve the quality of life of underserved populations in urban and rural communities globally. As a state institution with a global impact, we strive not only to increase the supply of well-educated and skilled labor and to foster economic development in Oklahoma, but also throughout the world.

The University carries out its purpose by performing the following critical services:

- ***Agriculture and Biotechnological Education*** – Our main campus in Langston, not only houses our internationally renowned E. (Kika) de la Garza Institute for Goat Research, but also the newly-formed Center for Biotechnology Research. We offer our students rich opportunities to interact with leading agriculturists from around the world as they:
 - Develop and implement modules designed to train farmers how to use goats and goat products to stimulate economic growth and to resolve nutritional deficiencies in developing countries throughout the world
 - Partner with the United States Department of Agriculture in the development of seminal analyses regarding goat production and management
 - Assist developing nations in combating nutritional problems by developing advanced tissue culture techniques for the micro propagation of crops such as forage wheat, peanuts and cassava
 - Provide critical agricultural and technological training for farmers, both in the United States and abroad, which enables them to improve their quality of life and enhance their economic potential
 - Provide nutritional education and enrichment for families, targeting single parent families and the elderly, throughout the State of Oklahoma

- ***Health-Related Education*** – Throughout the years, we have developed a reputation as a pioneer in developing innovative approaches for providing healthcare services to diverse, underserved populations. We offer students the opportunities to:
 - Participate in an innovative, interdisciplinary nursing education program which enables them to develop into professionals who are able to meet the increasing needs of Oklahoma and the nation for competent nurses with a sensitivity to diverse cultures, minority health issues and underserved populations
 - Earn a professional doctorate in Physical Therapy, the first of its kind in Oklahoma, through a program rich in clinical experiences
 - Pursue stimulating research activities in Rehabilitation Counseling
 - Engage in a wide variety of biomedical research opportunities which result in an increase in the number of minority students obtaining graduate degrees in STEM disciplines

- ***Business Education*** – We have a long-standing tradition of imbuing our students with a dynamic entrepreneurial spirit, strong ethics and the ability to compete in corporate America. Our students have distinguished themselves by:

Langston University: Strategic Plan 2006
Our Vision, Mission and Statement of Purpose

- Not only consistently passing the CPA exam in the State of Oklahoma at an above-average rate, but also by winning a disproportionate share of medals for outstanding exam performance
 - Doing cutting-edge research with faculty in the areas of information technology and e-commerce
- **Teacher Education** – For decades, we have produced teachers who are not only competent, but also who are particularly sensitive to enhancing the skills of underserved children. In addition to the special “Urban Education” opportunities mentioned above, the University:
 - Provides the opportunity for students to pursue studies abroad without incurring costs beyond their normal financing package
 - Offers the opportunity for students to engage in innovative research partnerships which focus on developing effective innovative teaching methods to improve the learning skills of underserved minority children
- **Biology and Chemistry Education** – Our biology and chemistry students are provided with research opportunities which enable them to make presentations in scholarly conferences throughout the United States. In addition, our students participate in summer research experiences at universities and laboratories throughout the United States

CORE VALUES

To develop the University's core values listed below, the Strategic Planning Committee engaged in a lively debate which included a discussion of current values which needed to be changed in order for the University to achieve greatness.

- ***Strong work ethic and dedication*** – We are united in our dedication to working as hard and as long as necessary in order to realize our vision of developing creative solutions to the problems facing underserved populations in Oklahoma, the nation and the world.
- ***Passion for learning*** – Our zeal for knowledge, our quest to understand “why” and our desire to develop innovative answers, create a vibrant academic community.
- ***Courage to have exemplary character*** – We are building a community in which high ethical and moral standards are maintained and valued by our faculty, staff and students.
- ***Excellence*** – We value, treasure and reward excellence in scholarship, teaching and community service.
- ***Scholarly innovation and a commitment to scholarship*** – We are a community of pragmatic intellectuals, using our knowledge to better our state, nation and the world.
- ***Appreciation of difference*** – We believe firmly that everyone must be respected; and that there is always more than one way to consider any issue. We value diversity of opinions, ideas, ideals, cultures, and perspectives.
- ***Fiscal accountability*** – We believe that solid fiscal management is the foundation upon which a great university is built.
- ***Social responsibility*** – We believe that knowledge is a gift which must be used to create a better world.
- ***Commitment to fundamental human rights*** – Above all, we value the right of every human being to enjoy freedom, respect and the opportunity to realize his or her potential.

STRATEGIC OBJECTIVES/ IMPLEMENTATION GOALS

Langston University: Strategic Plan 2006
Strategic Objectives/ Implementation Goals

The Strategic Planning Committee collectively developed the University's Strategic Objectives and Implementation Goals listed in the following sections. These objectives and goals were used as guidelines by each of the University's academic and operational units in the development of their objectives, implementation goals and tactical operational plans.

ACADEMIC EXCELLENCE

Objective

Create a reputation for academic excellence by focusing resources and fundraising efforts to enhance the Programs of Distinction, including: the E. (Kika) de la Garza American Institute for Goat Research, the Center for Biotechnological Research, Rehabilitation Counseling, Urban Education, Biology, Chemistry, Entrepreneurial Studies, Physical Therapy and International Studies.

Projected Strategic Outcomes

By 2016, through the implementation of Strategic Plan 2006, Langston University will enhance its academic excellence by:

1. Building nine Programs of Distinction each with a national reputation for excellence
2. Hiring 12 additional scholarly faculty throughout the University
3. Having at least two faculty make scholarly presentations annually in each of the nine Programs of Distinction
4. Having at least two faculty publishing in scholarly journals annually in each of the nine Programs of Distinction
5. Building at least two corporate partnerships in each of the nine Programs of Distinction
6. Building at least two foundation partnerships in each of the nine Programs of Distinction
7. Submitting a minimum of three substantive grant proposals annually in each of the nine Programs of Distinction
8. Establishing six endowed chairs throughout the University
9. Providing at least two full four-year scholarships in each of the nine Programs of Distinction
10. Developing an effective, centralized process of academic assessment
11. Completing ten-year strategic plans to achieve academic excellence in each of the University's six Schools

Implementation Goals

National Reputation Enhancement

Through a series of activities, the University will enhance the national reputation for academic excellence of each of the E. (Kika) de la Garza American Institute for Goat Research (the "Goat Institute"), the Center for Biotechnological Research, Rehabilitation Counseling, Urban Education, Biology, Chemistry, Entrepreneurial Studies, Physical Therapy and International Studies by:

1. **Strategic Planning.** During Academic Year 2006, each Dean responsible for a Program of Distinction shall develop a ten-year strategic plan with specific objectives and goals to obtain a national reputation for academic excellence by Academic Year 2016.

2. **Marketing Strategies.** During Academic Year 2006, the Director of Public Relations shall meet with each Dean responsible for a Program of Distinction and develop a marketing strategy to publicize the Program's research and other scholarly activities in state, regional and national media. During Academic Year 2007, the Director of Public Relations will begin implementing the marketing strategies for each Program of Distinction.

Resources Enhancement

1. **Focused Solicitations.** During Academic Year 2006, the Vice President of Institutional Advancement and Development will meet with each Dean responsible for a Program of Distinction in order to develop a plan to enhance the Program's resources. During Academic Year 2007, The Office of Institutional Advancement and Development will implement the Plan, and will assist each Dean in developing at least one substantive corporate partnership, one foundation partnership and submitting two major grants. By Academic Year 2016, the Office of Institutional Advancement and Development will have assisted each Program in developing at least two substantive corporate partnerships and two foundation partnerships and submitting a minimum of three substantive annual grants.
2. **Endowed Chairs.** By Academic Year 2016, the Vice President of Institutional Advancement and Development will ensure that there are at least six endowed chairs at the University.
3. **Full Four-Year Scholarships.** By Academic Year 2016, each of the Programs of Distinction shall have at least two full four-year scholarships.

Scholarly Activity Enhancement

Each of the Deans shall be responsible for ensuring that scholarly activities are enhanced within the Programs of Distinction by:

1. **Scholarly Faculty.** During Academic Year 2006, each Dean shall submit the names of two scholarly faculty whom he or she would like to hire to enhance the Program of Distinction to the Vice President for Academic Affairs. By Academic Year 2011, at least one of these persons, or someone else with comparable credentials, will be hired; and by Academic Year 2016, the Vice President for Academic Affairs will ensure that at least 12 scholarly faculty have been hired by the University. Some of these faculty members will join the Programs of Distinction.
2. **Conference Participation.** During Academic Year 2007, each Program of Distinction shall have at least one faculty member presenting a scholarly paper at a highly respected academic conference. By Academic Year 2011, each Program of Distinction shall have at least two faculty members presenting at respected academic conferences; and this level of presentations shall be maintained through Academic Year 2016.

3. **Scholarly Publications.** During Academic Year 2008, each Program of Distinction shall have at least two faculty members who are publishing in scholarly journals. This level of publication will be maintained through Academic Year 2016.
4. **Scholarly Signature Event.** During Academic Year 2008, each Dean shall submit to the Vice President for Academic Affairs, a plan for a signature scholarly seminar, colloquium, conference, symposium or other event, which the Program of Distinction will host bi-annually. During Academic Year 2008, each Program of Distinction will host its signature scholarly event. These events will be held at least every other academic year through Academic Year 2016.

Accountability

1. **Course Evaluation.** During Academic Year 2006, and for each academic year thereafter until Academic Year 2016, each course in a Program will be evaluated by its students and the Dean. These evaluations will be reviewed by the Program and the Vice President for Academic Affairs and integrated into the curriculum assessment process.
2. **Peer Group Comparison.** During Academic Year 2006, each Dean shall develop a list of at least three peer programs at other higher educational institutions which will serve as benchmarks for measuring the performance and capability of each Program. In Academic Years 2007 and 2012, the Vice President for Academic Affairs and the appropriate Dean will assess the performance of the Program in comparison to its peers using commonly accepted best practices.

Institutional Assessment

1. **Institutional Integrity.** In order to comply consistently with accreditation requirements, the President shall ensure that: (i) the University's mission is evaluated, and revised if necessary, during Academic Years 2006, 2011 and 2016; (ii) the University's mission is communicated to all of its stakeholders regularly through the University's website; through correspondence, marketing materials and during the student semi-annual town hall meetings; and (iii) the University's governance and administrative structures encourage effective leadership and teamwork which enable the institution to fulfill its mission.
2. **Process and Policy Assessment.** In Academic Year 2006, the President will appoint a committee of faculty and staff, to assess the structures, processes and the policies of the University, including those designed to address grievances and complaints of students and other stakeholders. In June, 2007, the committee shall make recommendations regarding any necessary changes to strengthen the structures and processes or to make the policies relating to grievances more effective. The committee shall conduct similar assessments in Academic Years 2009, 2012 and 2015.
3. **Environmental Assessment.** On an annual basis, beginning in Academic Year 2006, the Office of Institutional Research shall present an analysis of the critical strengths and

weaknesses of the University and the significant opportunities and threats in the external environment. The analysis shall be used during the annual monitoring of the implementation of the Strategic Plan to determine whether strategic changes are appropriate.

4. **Resource Allocation Assessment.** Beginning in Academic Year 2007, the Vice Presidents for Academic Affairs, Institutional Advancement and Development and Fiscal and Administrative Affairs, shall collaborate annually to prepare five-year budgetary projections to forecast the resources necessary to ensure the ability of the University to provide a high quality educational program and to assess and evaluate institutional effectiveness.
5. **Academic Effectiveness Assessment (Learning Outcomes).** Beginning in Academic Year 2006, each Dean shall submit to the Vice President for Academic Affairs a report describing the learning goals and expected outcomes for each School's undergraduate, graduate and post-baccalaureate programs. The Vice President for Academic Affairs, in conjunction with the Deans, the Office of Assessment, and the Assessment Committee, shall assess the effectiveness of each School's ability to achieve the desired learning outcomes; and make recommendations to improve the outcomes, when appropriate. Recommendations shall include curriculum changes, pedagogical recommendations, improving instructional resources and improving student services. The recommendations will be integrated into the budgetary and planning processes. These assessments shall be performed annually through Academic Year 2016.
6. **Curriculum Assessment (Program Review).** Beginning in Academic Year 2007, each Dean shall meet with its department heads to assess the currency and relevance of the School's curriculum. The assessment shall review student enrollment, assessment of student learning outcomes, comparison with peer institutions and input from employers, academic experts and other individuals. Based on the assessment, the Deans shall make recommendations for modifying the curriculum to ensure that the educational experience is providing relevant preparation for the students.
7. **Outreach Program Assessment.** Beginning in Academic Year 2007, the Vice President for Academic Affairs, in conjunction with the Office of Institutional Research, shall develop an evaluation survey to determine the effectiveness of the University's outreach programs. The surveys shall be distributed to participants in the University's outreach programs as well as to leaders of relevant community organizations in Langston, Tulsa and Oklahoma City. Based on the results, the Vice President for Academic Affairs shall recommend changes or additions to the University's outreach programs as appropriate. Similar surveys will be conducted in Academic Years 2010, 2013 and 2016.

STUDENT DEVELOPMENT

Objective

Recruit, retain and develop students with strong ethics and a commitment to community service, who, in a student-centered environment, become leaders, passionate learners and academically and technologically competent.

Projected Strategic Outcomes

By 2016, Langston University will have enhanced student development by:

1. Implementing a comprehensive enrollment management analysis in order to improve recruitment, retention and the graduation rates
2. Increasing enrollment to a minimum of 5,000 students
3. Establishing a student journal for honors students
4. Developing a mentorship program with corporate executives
5. Developing a student-run signature conference
6. Improving the quality of student life by establishing a “multi-purpose” student success center
7. Restoring the swimming pool and developing a swim team
8. Encouraging a healthier lifestyle by developing a fitness center
9. Developing an enriched program of extracurricular activities including multiple cultural and diversity events; and increased intramural activities
10. Creating additional venues for the voices of students to be heard such as semi-annual town hall meetings and monthly dormitory meetings
11. Implementing annual student satisfaction surveys in order to determine the quality of the student experience
12. Implementing student evaluations for every course

Implementation Goals

Student Recruitment

1. **Enrollment Management Plan.** In Academic Year 2006, the Vice President of Student Affairs and Enrollment Management shall develop an Enrollment Management Plan to improve the University’s recruitment, retention and graduation rates. The Plan shall be implemented in Academic Year 2007.
2. **Enrollment.** By Academic Year 2012, increase the total enrollment at the University on the main campus to 3,000 and to 1,000 on each of the Tulsa and Oklahoma City campuses by intensifying recruitment efforts, recruiting a more diverse population (particularly Hispanics and Native Americans) and enhancing distance learning capabilities.

3. **Enrollment Management Office.** During Academic Year 2007, enhance the Enrollment Management Office in accordance with the Enrollment Management Plan.
4. **Concurrent Enrollment and Dual Admissions.** During Academic Year 2008, increase the concurrent enrollment by high school students and dual admissions and enrollment by community college students through building partnerships with other educational institutions.
5. **Recruitment Workshops.** Beginning in Academic Year 2006, provide an annual workshop for high school and community college advisers, counselors and faculty to increase the awareness regarding Langston University. In Academic Year 2008, provide at least two workshops. In Academic Year 2010, conduct a workshop on each of the University's campuses. By Academic Year 2016, continue to have at least three workshops annually.
6. **College-Ready Students.** Increase the number of college-ready students each year beginning in Academic Year 2007 in accordance with the Enrollment Management Plan.
7. **Website.** In Academic Year 2007, the Office of Student Affairs and Enrollment Management, in conjunction with the Student Government Association, shall provide recommendations to the Department of Public Relations regarding the improvement of the University website, from the perspective of being an effective and competitive recruitment venue. In Academic Years 2009, 2011, 2013 and 2015, the Office of Student Affairs and Enrollment Management, in conjunction with the Student Government Association will review the effectiveness of the University's website as a recruitment tool and make appropriate recommendations to the Director of Public Relations.
8. **Transfer Students.** Increase the number of transfer students from junior colleges, beginning in Academic Year 2007 in accordance with the Enrollment Management Plan.
9. **Student Recruitment Workshops.** Provide at least two workshops annually for high school students and community college students to learn about the advantages of attending Langston University beginning in Academic Year 2007. By Academic Year 2008, expand these workshops to the Tulsa and Oklahoma City campuses. Continue to hold a minimum of three workshops through Academic Year 2016.
10. **Advertisements.** Increase advertisements in national and African-American media annually beginning in Academic Year 2006; and continue to increase the exposure of the University during each academic year through Academic Year 2016, in accordance with the Enrollment Management Plan.

Student-Centered Campus

1. Through a series of interactions with students, faculty and other key University stakeholders, develop a concept of a "student-centered" campus by:
 - a. **Student Government Association.** Meeting with the Student Government Association during Academic Year 2006 to obtain its concept of a "student-centered campus".
 - b. **Student Input.** In Academic Year 2006, conducting a special forum with the Student Government Association and representatives from various student organizations

- including but not limited to: the Pan-Hellenic Council, class officers and others to receive additional input regarding the concept of a “student-centered campus”.
- c. **Additional Input.** Expanding and defining the concept of a student-centered campus by gaining additional input from all three campuses using interactive television during Academic Year 2006.
 - d. **Task Force.** The Vice President for Academic Affairs shall appoint a task force of students, faculty and staff which will develop an action plan to establish a student-centered campus. The Plan will be completed during Academic Year 2007. The Vice President for Academic Affairs will convene the task force every quarter each academic year through Academic Year 2016 to monitor the progress in implementing the plan and to modify the plan as necessary.
2. Through a series of activities, increase the ability of students to participate in the decision-making process of the University and to articulate their opinions and concerns by:
- a. **Town Hall Meetings.** Encouraging the executive leadership of the Student Government Association to conduct a minimum of two student town hall meetings each Academic Year during which the President will participate at least once every semester, beginning during Academic Year 2006.
 - b. **Student Government Association.** Increasing the participation of students in the Student Government Association and enhancing the status of the Student Government Association by initiating a series of special activities for the officers such as the funding of travel opportunities to participate in national conferences of student leaders, etc. beginning in Academic Year 2007.
 - c. **Chat Rooms.** Developing in Academic Year 2006, Chat Rooms focusing around various themes that examine different aspects of student life at the University.
 - d. **Student Clubs.** During Academic Year 2007, encouraging every School to develop at least one student club relevant to each of its academic majors with a faculty sponsor and a published calendar of special events including outside speakers, field trips to professional organizations and conducting special activities.
 - e. **Dormitory Meetings.** During Academic Year 2006, ensuring that every dormitory conducts meetings of its residents at least quarterly to provide a forum for: (i) monitoring the quality of life for residents; (ii) making recommendations for social activities; and (iii) assessing the need for other on-site services such as tutoring or counseling. Beginning in Academic Year 2007, conducting these meetings monthly through Academic Year 2016.
 - f. **Student Evaluations.** The Vice President for Academic Affairs will assess the effectiveness of the student evaluation process for all courses during Academic Year 2006. In Academic Year 2007, more intense efforts will be made to obtain student evaluations for every course.
 - g. **Student Satisfaction Surveys.** Developing and administering an annual student satisfaction survey beginning during Academic Year 2006 and continuing through Academic Year 2016.
3. Through a series of structured activities, enrich student social life and the availability of extra-curricular activities by:

- a. ***Intramural Activities.*** The Vice President of Student Affairs and Enrollment Management, the Vice President for Academic Affairs and the President of the Student Government Association will develop a task force of students, alumni and faculty during Academic Year 2007 to: (i) assess all of the intramural activities available to students on each campus; (ii) conduct a survey of students to determine additional desired activities; (iii) develop, in conjunction with the Office of Institutional Advancement and Development, a plan to increase intramural activities; (iv) develop a strategy to finance additional activities either through sponsorships or fundraising activities; and (iv) implement one additional intramural activity on each campus annually beginning during Academic Year 2007 through Academic Year 2012.
- b. ***Sports Events.*** The Office of Student Affairs and Enrollment Management, the Office of Institutional Advancement and Development, the Athletic Director, the Alumni Association and the Student Government Association shall interface in order to: (i) develop strategies to increase student, faculty and alumni participation at sports events and (ii) determine additional sports activities which could be developed to involve more students.
- c. ***Cultural Events.*** The Ceremonial and Special Occasions Committee shall develop a plan to enrich the cultural life of students during Academic Year 2006. The Committee will plan at least one cultural activity quarterly beginning during Academic Year 2007; including art exhibits, poetry readings, discussion of books read campus-wide and other student-produced activities such as creative writing contests, plays, dance programs, etc. The Ceremonial and Special Occasions Committee shall develop and implement a fundraising strategy to pay for its activities.
- d. ***Outstanding National and International Scholars.*** Appointing, during Academic Year 2006, one student representative from every class and one from each of the Oklahoma City and Tulsa campuses to act as advisors to the President's Distinguished Lecture Series. Ensuring that a distinguished national or international scholar presents a lecture on campus at least once a semester.
- e. ***Debate Society.*** The Vice President for Academic Affairs will revitalize the Debate Society by ensuring that at least ten students are active members during Academic Year 2007 and that there is at least one public debate held at the University; and at least one every semester beginning in Academic Year 2008.
- f. ***Oklahoma Scholarship Leadership Enrichment Program (OSLEP).*** Beginning in Academic Year 2007, the Dean of the Honors Program shall work with students to encourage maximum participation in OSLEP by Academic Year 2008. Participation by students at the maximum level will be maintained through Academic Year 2016.
- g. ***Celebration of Diversity Activities.*** The Ceremonial and Special Occasions Committee and the Langston University Center for International Development will develop a yearly calendar of diversity celebrations during each academic year, with at least one University-wide celebration activity each academic year; and multiple celebrations during Black History Month, beginning during Academic Year 2006. These diversity celebrations shall be evaluated by participants, revised as appropriate and continued through Academic Year 2016.

4. Develop an environment which encourages physical health and fitness.
 - a. ***Fitness/ Wellness Center for Students.*** The Vice President for Academic Affairs will appoint a committee comprised of appropriate faculty, staff and students to develop a plan during Academic Year 2007 for a state-of-the-art Fitness/Wellness Center for students which will be built during Academic Year 2011. The Fitness/Wellness Center will have exercise equipment and a diverse program of fitness courses. In addition, nutritionists will be available to assist students in developing healthy diets.
 - b. ***Walking and Bike Trails.*** The Department of Physical Education will develop a plan for a network of walking and biking trails on the Langston Campus during Academic Year 2007. The Department of Physical Education will, in conjunction with the Student Government Association and the Office of Institutional Advancement and Development, plan at least one “Campus Hike” and one “Campus Bike Ride” as University-wide activities around a fundraising theme during Academic Year 2008 and every academic year thereafter.
 - c. ***Healthy Eating.*** Beginning in Academic Year 2007, the Department of Family and Consumer Services, the School of Agriculture and the Department of Public Relations will plan and launch a “Healthy Eating Week” to emphasize the importance of well-balanced, nutritional, low cholesterol meals. This event will be evaluated, revised as necessary, and continued during each academic year through Academic Year 2016.
 - d. ***Exercise Program.*** Beginning in Academic Year 2006, develop a “Good Health Committee” with representatives from the Student Government Association, the Athletic Department and the School of Nursing and Health Professions to launch an University-wide fitness campaign during Academic Year 2007 with various programs and activities to encourage exercise and fitness. These campaigns will continue through Academic Year 2016, if funding is available.
 - e. ***Swimming Pool Restoration.*** Beginning in Academic Year 2008, form a committee co-ordinated by the Office of Institutional Advancement and Development to develop a plan to: (i) restore the swimming pool; (ii) establish a swimming team at Langston and (iii) hire a swimming coach. Complete the restoration of the swimming pool in Academic Year 2011.
5. Enhance the quality of student life on the campus through a multi-purpose Student Success Center which provides “one-stop shopping” for the various services which are required for student academic, career and life success; and through accessible retail facilities.
 - a. ***Student Success Center.*** By the end of the Academic Year 2008, establish a Student Success Center which will offer the following services:
 - i. Tutoring
 - ii. Bookstore
 - iii. Banking/ ATM
 - iv. Food Court
 - v. Social Organizations Room
 - vi. Enrollment Management
 - vii. Student Life Office
 - viii. Student Government Association office

6. Encourage the concept of “One University-Three Campuses” by enabling students to access all three campuses through an affordable, convenient inter-campus transportation network.
 - a. **Tri-Campus Shuttle.** Establish a committee composed of representatives of the Student Government Association and the appropriate University staff to:
 - i. Administer a survey among students to determine the demand for a tri-campus shuttle during Academic Year 2008.
 - ii. Determine the most feasible means of providing tri-campus transportation by investigating the availability of transportation grants and partnering with existing transportation services during Academic Year 2008. Develop a daily operation schedule during Academic Year 2008.
 - iii. Implement the tri-campus shuttle during Academic Year 2009.
7. Encourage activities which instill a sense of pride in Langston among the student body by:
 - a. **Freshman Orientation.** The Office of Student Affairs and Enrollment Management, with input from the Student Government Association, will improve the quality of freshman orientation. During Academic Year 2007, the orientation will include more activities which inform students about the proud history of Langston, the accomplishments of its graduates and its Programs of Distinction. The traditional candle lighting ceremony will be reinstated during Academic Year 2007. The orientation will be evaluated, revised as necessary and conducted with suggestions for improvement every year through Academic Year 2016.
 - b. **Alumni Appreciation.** Develop a committee comprised of representatives of the Student Government Association and alumni and co-ordinated by the Office of Institutional Advancement and Development which will plan at least two special presentations each year by distinguished alumni beginning in Academic Year 2007. Develop by Academic Year 2008, a special alumni reunion weekend which is co-ordinated with activities for newly admitted freshmen. Continue these activities through Academic Year 2016.
 - c. **School Creed and School Song.** Through the Student Government Association, encourage every student organization to include in its monthly meetings singing of the School Song and the recitation of the School Creed beginning during Academic Year 2006.
 - d. **School Colors.** The Office of Student Affairs and Enrollment Management with the Student Government Association will encourage students to wear orange and blue at all University sporting events; as well as on every Friday beginning during Academic Year 2006.
 - e. **Langston Student Profile.** During Academic Year 2007, the Office of Student Affairs and Enrollment Management will launch an “I’m Proud to be a Langston Student” Campaign with posters and special programs about what it means to be a Langston Student.
 - f. **Personal and Social Development Curriculum.** During Academic Year 2007, the Dean of the School of Education and Behavioral Sciences will assess and revise the content of the PSD curriculum in order to include the most relevant information designed to contribute to student success. Based on student and faculty evaluations,

- the Dean of the School of Education and Behavioral Sciences will make appropriate revisions to the content of the curriculum through Academic Year 2016.
8. Develop an environment where students can have access to technology and computer laboratories on a 24-hour basis.
 - a. **Pilot 24-Hour Computer Laboratory.** During Academic Year 2006, the Associate Vice President for Academic Affairs will receive input from representatives of the Student Government Association, the Technology Department and the Physical Plant Department to develop recommendations for the location and equipment of a 24-hour computer laboratory. The Pilot 24-Hour Computer Laboratory will be established during Academic Year 2006.
 - b. **Expansion of Pilot 24-Hour Computer Laboratories.** By Academic Year 2008, the Associate Vice President for Academic Affairs will establish two 24-hour Computer Laboratories.

Student Leadership

Encourage the development of student leadership by enhancing:

1. **Professional Organizations.** The Vice President for Academic Affairs will ensure that during Academic Year 2007, each academic discipline participates in a national society or organization to provide students with opportunities to interact with career professionals, their peers and faculty from other universities as well as obtain internships and mentoring specifically related to their career choices.
2. **Global Student Conference.** During Academic Year 2007, establish a student committee appointed by the Associate Vice President for Academic Affairs to develop a Langston University Signature Student Conference addressing a Global Theme which will be hosted at Langston University in partnership with students from Indiana University during the 2009 Academic Year.
3. **Career Etiquette Training.** During Academic Year 2007, develop workshops through the Career Services Department to instruct students in skills such as resume writing, appropriate business attire, appropriate conduct during business meals, effective interviewing skills, etc.
4. **Professional Mentoring Program.** The Vice President for Academic Affairs will ensure that by Academic Year 2008, each School institutes a Pilot Professional Mentoring Program. During Academic Year 2007, each Dean will be responsible for identifying at least two professionals in his or her discipline who will for one semester: (i) agree to visit the Langston campus; (ii) engage in dialogues with students; and (iii) develop other interactions designed to enhance the professional knowledge of students. Each Dean shall be responsible for maintaining his or her School's mentorship program through Academic Year 2016.
5. **Community Service Opportunities.** During Academic Year 2008, develop partnerships with the Town of Langston City, surrounding communities and throughout the University in order to establish a "Register of Community Service Opportunities" which will be available to students. In addition, initiate a "Community Service Learning Day" where

students, faculty and staff will highlight activities which they have done regarding community service.

Passion for Learning

Develop an environment that encourages a passion for learning and the pursuit of excellence among students by:

1. ***Student Journal.*** During Academic Year 2008, the Dean of the Honors Program will develop an interdisciplinary student journal to give honors students an opportunity to display scholarly talents and to expand their intellectual and creative capacity through various written works.
2. ***Recognition of Student Excellence.*** During Academic Year 2007, develop a series of activities which recognizes and rewards student excellence in academic achievement, leadership, community service and other extra-curricular activities through:
 - a. Press releases highlighting the accomplishments of the students.
 - b. Special events hosted by the President to honor outstanding students.
 - c. “Student of the Month” events underwritten by corporate sponsors.
 - d. Awards or special benefits such as reserved parking for the Student of the Month, monetary gifts, other events, etc.
3. ***Academic Bowls.*** During Academic Year 2008, plan and implement an “Academic Bowl” which will involve students from other regional universities. During Academic Year 2006, send a team of students to participate in the Honda Bowl.
4. ***Research Week.*** During Academic Year 2008, the Vice President for Academic Affairs will appoint a committee of students and faculty to plan and implement a University-wide Research Week. Research Week will highlight the research being undertaken by students and faculty. Each School will prepare an exhibit describing the research being undertaken by its students and faculty.

TEAMWORK AND TRUST

Objective

Encourage mutual teamwork and trust throughout the University.

Projected Strategic Outcomes

By 2016, Langston University will enhance teamwork and trust throughout the University by:

1. Sponsoring specific activities annually designed to build trust and teamwork among students
2. Honoring students and faculty and staff who promote teamwork and trust
3. Conducting an annual faculty and staff retreat
4. Conducting monthly luncheons hosted by the President with small groups of faculty
5. Sponsoring social events to encourage the building of relationships among faculty on all campuses

Implementation Goals

Teamwork

1. **Teamwork Among Students.** Through a series of activities the University will encourage and reward teamwork among students on all three campuses by:
 - a. **Student Teamwork Plan.** During Academic Year 2006, the Student Government Association shall form an ad hoc committee composed of a cross-section of students, undergraduate and graduate, male and female, of diverse ethnic groups representing all three campuses. The purpose of the committee will be to draft a plan to encourage teamwork among students from all three campuses. The plan will include activities designed to promote teamwork; target dates for implementing the activities and designate persons or organizations to implement the plan.
 - b. **Implementation of Teamwork Plan.** During Academic Year 2007, the Student Government Association shall be responsible for implementing the Student Teamwork Plan. At least two campus-wide “Student Teamwork Activities” shall be held during each academic year. Activities will be held on all three campuses. Teamwork Plans shall be implemented annually through Academic Year 2016. The Student Government Association shall be responsible for their implementation.
 - c. **Teamwork Awards.** Beginning in Academic Year 2007, the Office of Student Affairs and Enrollment Management will arrange annually for at least three students to be recognized for their promotion of University-wide teamwork and presented with a gift at a University-wide ceremony. The Public Relations Department will work with the Office of Student Affairs and Enrollment Management to ensure that recognized students will receive maximum publicity regarding their actions.

2. ***Teamwork Among Faculty and Staff.*** Through a series of activities, the University will encourage and reward teamwork among faculty and staff on all three campuses by:
 - a. ***Faculty and Staff Teamwork Plan.*** During Academic Year 2006, the Vice President for Academic Affairs, in conjunction with the Administrative Council, will appoint an ad hoc committee representing a cross-section of faculty and staff to develop a plan to encourage teamwork and trust among the faculty and staff on all three campuses. The plan will include activities designed to promote teamwork; target implementation dates, and designated Schools or operational areas to implement the plan.
 - b. ***Implementation of the Teamwork Plan.*** During Academic Year 2007, the Vice President for Academic Affairs, shall be responsible for ensuring that the Faculty and Staff Teamwork Plan is implemented. There shall be at least two University-wide activities designed to promote teamwork. In Academic Year 2008, these activities will be expanded to all three campuses. The implementation of a teamwork plan shall occur annually through Academic Year 2016. The Vice President for Academic Affairs shall be responsible for its implementation.
 - c. ***Teamwork Incentives.*** Beginning in Academic Year 2007, the Vice President for Academic Affairs shall, with appropriate input, develop an University-wide event which recognizes outstanding faculty and staff who have portrayed excellent teamwork during the academic year. These persons will be given awards, featured in a story in the University newspaper; and the Public Relations Department will endeavor to have the individuals featured in articles in the press. These events will occur annually through Academic Year 2016.
 - d. ***Performance Appraisal Incentives.*** During Academic Year 2007, the Performance Appraisal System of the University will be modified to include “teamwork activities” and “interdisciplinary co-operation” as criteria for successful job performance and compensation increases.

Trust

1. ***Trust among Students.*** Through a series of activities, the University will encourage trust among students by:
 - a. ***Trust Workshops.*** During Academic Year 2006, the Student Government Association, with assistance from the Administrative Council, will host at least one “Trust Workshop” on every campus designed to encourage frank discussions about building trust. Based on the input from these workshops, the Student Government Association will develop a University-wide campaign to encourage activities to build trust. These activities will be continued through Academic Year 2016.
 - b. ***Trust Incentives.*** During Academic Year 2007, at the University-wide event which recognizes students who promote teamwork, an award will be given to students who have been role models in exhibiting positive behavior regarding developing trusting relationships. In addition, a faculty member who has been instrumental in building trusting relationships with students will be honored. These recognition events will be continued every year through Academic Year 2016.

2. ***Trust among Faculty and Staff.*** Through a series of activities, the University will encourage trust among faculty and staff on all three campuses; and between faculty and staff and students by:
 - a. ***Faculty and Staff Social Events.*** During Academic Year 2006, the Vice President for Academic Affairs will be responsible for ensuring that an University-wide social event is held involving faculty and staff from all three campuses. During Academic Year 2007, at least one such social event will be held on all three campuses. These social events will be held every year through Academic Year 2016.
 - b. ***Faculty Retreat.*** During Academic Year 2007, the Vice President for Academic Affairs, working in conjunction with the President and the Administrative Council, will be responsible for planning and implementing an annual Faculty and Staff Retreat. The Retreat will involve a number of activities and workshops which are designed to promote trust and teamwork. These retreats will be held annually through Academic Year 2016.
 - c. ***Presidential Luncheons.*** During Academic Year 2007, the President will host monthly luncheons with at least 20 faculty and staff members representing a cross-section of Schools, operational departments and campuses. The luncheons will focus around a “roundtable discussion” regarding a topic which is relevant to the accomplishment of the University’s strategic objectives. These luncheons will be held monthly through Academic Year 2016.

FACULTY ENHANCEMENT

Objective

Promote excellence in teaching and research in an environment that rewards scholarly activities and encourages interdisciplinary creativity and faculty development.

Projected Strategic Outcomes

By 2016, the University will enhance its faculty by:

1. Developing a Center for Teaching Excellence which will plan and implement an effective professional development program
2. Establishing a Faculty Research Committee to encourage research by granting seed money for research
3. Granting sabbaticals
4. Increasing the number of faculty with terminal degrees by 20%
5. Conducting a minimum of six pedagogy workshops annually
6. Implementing a more effective performance appraisal process
7. Encouraging participation in professional organizations so that a minimum of 75% are members
8. Encouraging at least 60% of its faculty, either individually or in teams, to apply for research grants or to publish scholarly papers annually.
9. Recruiting a minimum of 12 scholarly faculty
10. Establishing a scholarly journal
11. Hosting a signature scholarly conference at least biannually

Implementation Goals

Interdisciplinary Cooperation

In addition to the activities specified in the “Teamwork and Trust”, the University will encourage interdisciplinary cooperation through a series of activities including:

1. ***Interdisciplinary Course Development.*** During Academic Year 2007, the Vice President for Academic Affairs, will appoint an interdisciplinary faculty committee, who will be given summer or release time, to plan and implement at least four additional interdisciplinary courses. These courses may be science colloquia, core courses in the health professions, or courses in the humanities, educational sociology, educational psychology, gerontology, business or agribusiness.
2. ***Online Courses.*** During Academic Year 2008, the Vice President for Academic Affairs and the interdisciplinary faculty committee will be responsible for implementing at least four online interdisciplinary courses.
3. ***Faculty Mentorship Program.*** During Academic Year 2007, the Vice President for Academic Affairs in conjunction with the Deans will develop a Faculty Mentorship

Program. Wherever possible, mentors will be from different disciplines than their mentees. At least 30 % of the faculty will participate in the Faculty Mentorship Program. At least 60% of the faculty will participate by Academic Year 2016. In Academic Year 2008, the Faculty Mentorship Program will be expanded to include faculty participants from other universities within the United States. During Academic Year 2010, the Faculty Mentorship Program will be expanded to include faculty from universities outside of the United States

4. ***Interdisciplinary Research and Grantsmanship.*** During Academic Year 2006, the Vice President for Academic Affairs will be responsible for launching a program to encourage interdisciplinary research collaborations and cooperation regarding grantsmanship. The University will offer incentives to encourage these partnerships. This program is projected to continue through Academic Year 2016.

Faculty Development

In addition to the activities described under “Academic Excellence”, the University through a series of actions will enhance faculty development by:

1. ***Sabbaticals.*** During Academic Year 2007, the Vice President for Academic Affairs, working in conjunction with the Deans, will develop a plan for an University-wide process of granting sabbaticals. During Academic Year 2008, at least one sabbatical will be granted. By Academic Year 2013, at least one sabbatical will be granted in each School, providing that there is a candidate who meets the requirements and funds are available.
2. ***Performance Appraisal Process.*** During Academic Year 2006, the President will appoint a special committee composed of five or more senior faculty members to review the current performance appraisal process for the faculty. The committee will seek input from faculty on all three campuses, review other performance appraisal systems at peer institutions and seek advice from human resources specialists. During Academic Year 2007, the committee will review its recommendations with the President. The President will implement changes which will make the implementation of the performance appraisal process more consistent.
3. ***Center for Teaching Excellence.*** During Academic Year 2007, the Vice President for Academic Affairs will establish a Center for Teaching Excellence which will initiate professional development programs throughout the University. During Academic Year 2008, the Center will be responsible for planning and implementing six pedagogy workshops throughout the University.
4. ***Incentives for Terminal Degrees.*** During Academic Year 2006, the President will communicate to all faculty, the requirements for tenure, salary increments and promotions. Included in the communication will be a clear explanation of the process for faculty members to receive incentives from the University for the completion of terminal degrees. During Academic Year 2007, the Vice President for Academic Affairs will encourage, through the awarding of incentives, at least five faculty members to pursue terminal degrees. By Academic Year 2016, the Vice President for Academic Affairs will ensure that faculty with terminal degrees has increased by 20%.

5. ***Incentives to Encourage Research and Publications.*** During Academic Year 2006, the Vice President for Academic Affairs will appoint a Faculty Research Committee which will award “seed money” for new research projects. By Academic Year 2008, the Vice President for Academic Affairs will ensure that, on average, every School has at least four faculty members who have applied for research grants and at least three faculty members who have published scholarly articles or papers including those in Programs of Distinction. By Academic Year 2016, the Vice President for Academic Affairs shall be responsible for ensuring that a minimum of 60% of the faculty, either individually or in teams, is: (i) applying for research grants and (ii) publishing scholarly works.
6. ***University-Wide Professional Development Assessment.*** During Academic Year 2007, the President will appoint a committee to assess the University’s current professional development program. By the end of Academic Year 2007, the committee will issue a report with recommendations to improve the professional development program which will be implemented through the College for Teaching Excellence. The Committee will monitor the implementation of the professional development program annually through Academic Year 2016; and conduct follow-up assessments in Academic Years 2011 and 2014.
7. ***Application of Consistent Promotion and Tenure Guidelines.*** During Academic Year 2006, the President will appoint an University-wide committee to review the guidelines for promotion and tenure. During Academic Year 2007, the committee will make recommendations to the President and the Vice President for Academic Affairs. These guidelines will be reviewed in Academic Years 2010, 2013 and 2016.
8. ***Professional Conferences and Organizations.*** During Academic Year 2006, each Dean shall develop a plan to increase its faculty’s participation in professional organizations and conferences. The Vice President for Academic Affairs will review the plans and meet with the Vice President for Institutional Advancement and Development to develop a funding strategy. Deans will monitor participation and attendance annually. By 2016, the Vice President for Academic Affairs will ensure that at least 75% of its faculty belongs to a professional organization and at least 25% attend meetings, present papers or hold leadership positions in professional organizations.
9. ***Faculty Senate.*** During Academic Year 2006, if the Deans collectively determine that there is interest in establishing a faculty senate, they shall develop a concept and present it to the Vice President for Academic Affairs and to the President. If approved, a representative of the Faculty Senate will participate in the Extended Council.
10. ***Faculty House.*** During Academic Year 2007, a multipurpose structure will house a “Faculty House” which may be used for informal gatherings of the faculty; faculty meetings and for other purposes; both by the faculty and other staff.

Scholarly Activities

1. ***Recruit Scholarly Faculty.*** During Academic Year 2007, the Vice President for Academic Affairs will develop a five-year plan for recruiting scholarly faculty after receiving input from the Deans. After the Plan is reviewed with the President, and the Vice President for Institutional Advancement and Development has developed a funding

strategy, one faculty member recognized for his or her publications and professional accomplishments will be hired in Academic Year 2008. By Academic Year 2016, 12 additional scholarly faculty will be hired throughout the University.

2. **Scholarly Conferences.** During Academic Year 2008, the Vice President for Academic Affairs and the Deans will develop a concept for an interdisciplinary, signature University-wide scholarly conference, designed to attract global participation. In May, 2009, the Vice President for Academic Affairs will present the plan to the President. The Vice President for Academic Affairs will meet with the Vice President for Institutional Advancement and Development to develop a financing strategy for the first conference which will be held during Academic Year 2010.
3. **Scholarly Journal.** During Academic Year 2007, the Vice President for Academic Affairs shall appoint a faculty committee to develop a journal. After the plan is approved by the President and a funding strategy is developed with the Vice President of Institutional Advancement and Development, the first journal will be published during Academic Year 2010.

FINANCIAL STRENGTH

Objective

Optimize the financial strength and resources of the University by creating a foundation, diversifying sources of revenue, and building and enhancing partnerships with governmental agencies, corporations, foundations, higher educational institutions and alumni.

Projected Strategic Outcomes

By 2016, Langston University will have enhanced its financial strength by:

1. Completing a \$20 million capital campaign
2. Establishing a Foundation
3. Establishing an Office of Institutional Advancement and Development
4. Sponsoring an annual signature fundraising event which nets a minimum of \$200,000
5. Establishing Advisory Boards comprised of private and public sector executives at every School of the University
6. Implementing grantsmanship training throughout the University
7. Establishing at least six partnerships with other higher educational institutions
8. Increasing alumni donations to the University
9. Establishing at least seven additional alumni chapters

Implementation Goals

Fundraising

1. **Office of Institutional Advancement and Development.** Establish an Office of Institutional Advancement and Development by Academic Year 2006. During Academic Year 2006, develop a comprehensive plan for establishing an Office of Institutional Advancement and Development. Hire key personnel for the Office during Academic Years 2006 and 2007.
2. **Capital Campaign Strategic Plan.** During Academic Year 2006, the Vice President of Institutional Advancement and Development will develop a strategic plan to conduct a \$20 million capital campaign. The Plan will identify target donors from the private sector, alumni, University stakeholders, high net worth individuals and others. The Plan will include target dates to solicit the potential donors and for reaching the milestone targets of the campaign.
3. **Foundation.** During Academic Year 2006, the Vice President for Institutional Advancement and Development will, in conjunction with the University's counsel, develop a comprehensive plan to establish a Foundation at the University. After obtaining all necessary approvals, the Foundation will be established in Academic Year 2007.

4. **Foundation Advisory Board.** During Academic Year 2007, the Vice President for Institutional Advancement and Development, in consultation with the President, will develop an advisory board for the Foundation. The Foundation Advisory Board will be composed of senior executives from the private sector, alumni and other individuals who are capable of helping the University to meet its fundraising objectives.
5. **Capital Campaign.** During Academic Year 2007, the President will appoint the chairpersons of the Capital Campaign and a Capital Campaign Committee. During Academic Year 2010, the University will raise \$10 million and launch the “public” phase of the Capital Campaign. During Academic Year 2013, the University will conclude its Capital Campaign by raising \$20 million.

Partnerships

1. **Corporations.** The University will enhance its financial strength and diversify its means of support by building partnerships with corporations through:
 - a. **Endowed Chairs.** By 2016, the University will establish six endowed chairs.
 - b. **Scholarships.** By Academic Year 2016, each School shall have at least two four-year full tuition scholarships including those in the Programs of Distinction.
 - c. **Funds Solicitation.** The Office of Institutional Advancement and Development beginning in Academic Year 2008 will launch a Langston University Signature Annual Fundraising Event with a target of netting at least \$200,000, in addition to other fundraisers. The fundraiser will be conducted annually through Academic Year 2016.
 - d. **Student Employment Opportunities.** During Academic Year 2008, the Office of Institutional Advancement and Development will work with the Deans and the Director of Career Services to identify 50 corporations which will be targeted to build relationships in order to increase internships, fulltime employment for students and participation in the annual Career Fair. During Academic Year 2009 and every academic year through Academic Year 2016, the Office of Institutional Advancement and Development will focus on building relationships with these corporations and increasing employment opportunities.
 - e. **Advisory Boards.** During Academic Year 2007, each School will submit to the Office of Institutional Advancement and Development a plan, to establish its Advisory Board composed of representatives from the public and private sectors. The Advisory Board will: (i) make recommendations regarding curriculum ideas; (ii) build mentoring relationships with students; (iii) offer internships and employment opportunities to students; and (iv) generally assist in enhancing each School. During Academic Year 2009, each School shall establish an Advisory Board. Letters of invitation will be sent by the President.
 - f. **Naming Opportunities.** During Academic Year 2007, the Office of Institutional Advancement and Development, in consultation with the Division of Physical Plant, will develop a list of naming opportunities (buildings, classrooms, laboratories, conference rooms, etc.) which are projected to become available through Academic Year 2016. By Academic Year 2016, the Office of Institutional Advancement and

- Development will have secured funding for a minimum of three “named” capital projects.
2. **Foundations.** The University will diversify its revenue streams by building partnerships with foundations, including corporate, private, public and family, by:
 - a. **Needs Assessment.** The Office of Institutional Advancement and Development in conjunction with the Vice President for Academic Affairs, the Assessment Office, the Chief Information Officer and the Director of Physical Plant, will, during Academic Year 2007, conduct a comprehensive assessment of the University to determine the personnel, capital, physical plant, technology and equipment needs of each School.
 - b. **Foundations Partnership Plan.** During Academic Year 2007, the Office of Institutional Advancement and Development will develop a strategy for building partnerships with foundations throughout the University which will be used to develop a minimum of two continuing relationships with foundations in every School, including those in the Programs of Distinction, by Academic Year 2016.
 - c. **Grantsmanship Training.** Beginning in Academic Year 2007, the Office of Institutional Advancement and Development will conduct grantsmanship workshops for the Deans and faculty designated to interface with the Department of Sponsored Programs. Each School will be responsible for submitting at least two grant applications during Academic Year 2007. By Academic Year 2016 each School shall submit a minimum of three substantive grant proposals annually including those in the Programs of Distinction.
 3. **Indiana University Partnership Plan.** During Academic Years 2006 and 2007, Dr. Hardeman, as the Principal Liaison with Indiana University, will work with the Deans and faculty to plan and implement a strategy to build a strong relationship with Indiana University. The strategy may include opportunities for students and faculty to build relationships, research opportunities, research collaborations and joint scholarly conferences.
 4. **Other Higher Educational Institutions**
 - a. **Other Higher Educational Institution Partnerships.** During Academic Year 2007, the Vice President for Academic Affairs and the Deans will identify a minimum of five additional higher educational institutions where substantive partnerships could be established. By Academic Year 2016, these six partnerships will be established.
 - b. **Designated Partnership Activities.** The University shall conduct the following annual partnership activities with other higher educational institutions which shall continue through Academic Year 2012:
 - i. During Academic Year 2007, submit at least one joint research proposal with another higher educational institution.
 - ii. During Academic Year 2007, develop at least one program offering dual enrollment opportunities with another higher educational institution which is established through a memorandum of understanding.
 - iii. During Academic Year 2008, establish at least three collaborative field experiences which are supervised with another higher educational institution.
 - iv. During Academic Year 2008, develop one memorandum of understanding with one state, national and international higher educational institution.

- v. During Academic Year 2008, develop joint workshops with another higher educational institution regarding distance learning.
 - vi. During Academic Year 2008, establish at least one cultural exchange program, faculty exchange program and student exchange program with at least one higher educational institution.
5. **Governmental Agencies**
- a. **White House Initiative for Historically Black Colleges and Universities.** During Academic Year 2007, establish five student internships and one faculty internship through the White House Initiative or other governmental agencies. Continue to establish at least the same number of internships each year through Academic Year 2012.
 - b. **Government Grants.** During Academic Year 2007, and each successive academic year through Academic Year 2016, each School shall submit at least one grant proposal to a governmental agency.
 - c. **Technical Assistance Workshops.** During Academic Year 2007, the faculty will attend at least one Technical Assistance Workshop. By Academic Year 2011, the faculty shall attend at least three Technical Assistance Workshops annually.
 - d. **Grants Evaluation Readers.** During Academic Year 2008, at least one faculty member will act as a Grants Evaluation Reader for a governmental agency. By Academic Year 2016, the Vice President for Academic Affairs shall ensure that there are a minimum of five faculty persons acting as Grants Evaluation Readers throughout the University.
 - e. **Government Workshops and Conferences.** During Academic Year 2007, the Vice President for Academic Affairs shall ensure that at least two faculty members are presenters at government workshops or conferences. During Academic Year 2016, the Vice President for Academic Affairs shall ensure that at least four faculty members are presenters at government workshops or conferences.
 - f. **Governmental International Missions.** During Academic Year 2008, the Vice President for Academic Affairs shall ensure that at least one faculty member serves as a chief of party or as a member of a governmental international mission. By 2016, the Vice President for Academic Affairs shall ensure that at least five faculty members are participating in governmental international missions.
6. **A&M Board and State Board of Regents.** During Academic Year 2006, the President will seek to enhance the University's relationship with the A&M Board and the State Regents through a series of activities designed to build closer interactions and relationships.
7. **Alumni**
- a. **Partnership Plan.** During Academic Year 2006, the Vice President of Institutional Advancement and Development shall develop a strategic plan designed to increase alumni involvement and support of the University.
 - b. **Alumni Database.** During Academic Year 2007, the Office of Institutional Advancement and Development shall develop a comprehensive database of alumni.

Langston University: Strategic Plan 2006
Strategic Objectives/ Implementation Goals

- c. ***Alumni Directory.*** Beginning in Academic Year 2006, the Office of Institutional Advancement and Development shall publish at least every five years an Alumni Directory which shall be offered for sale to all alumni.
- d. ***Alumni Interactions.*** Beginning in Academic Year 2007, the Office of Institutional Advancement and Development shall increase the interactions of alumni with the University through activities such as speaking engagements, Career Day, mentoring relationships, participation on advisory boards, etc. so that the number of alumni visiting the University increases each academic year through Academic Year 2011.
- e. ***Alumni Donations.*** Beginning in Academic Year 2007, the Office of Institutional Advancement and Development shall appoint an Alumni Task Force which will be comprised of representatives from various classes of alumni to develop a strategy to increase alumni donations to the University through the Annual Giving, the annual University signature fundraising event and alumni chapters.
- f. ***Alumni Chapters.*** Beginning in Academic Year 2007, the Office of Institutional Advancement and Development shall establish at least one new alumni chapter each academic year through Academic Year 2014.

STATE-OF-THE-ART TECHNOLOGY

Objective

Establish state-of-the-art technology throughout the University including but not limited to web-based and distance learning capabilities and wireless and broadband access.

Projected Strategic Outcomes

By 2016, the University will have achieved the following technological advances:

1. University-wide wireless capabilities
2. State-of-the-art technology in every classroom
3. Broadband access in every dormitory
4. Replacement of all fiber infrastructure according to the University's plan
5. Web-based and Distance Learning Capabilities
6. Updating of accounting capabilities in order to improve the availability of real-time data
7. Expanding the availability of technological help-desk support
8. Video surveillance and access control at every building on the campus
9. Enhanced technological training of students, faculty and staff

Implementation Goals

Enhance the Technological Infrastructure

To enhance its technological infrastructure, the University will:

1. **Establish a Wireless Campus.** By Academic Year 2008, the entire University on all three campuses will have wireless capabilities.
2. **Satisfaction Surveys.** Beginning in Academic Year 2007, an annual survey of students, faculty and staff will be conducted by the staff of the Chief Information Officer to determine the level of satisfaction with the University's technological capabilities. The results will be used as guidelines to develop annual technological plans by the Chief Information Officer.
3. **Equip Classrooms with State-of-the-Art Technology.** By Academic Year 2010, the Chief Information Officer will ensure every University classroom has state-of-the-art technology.
4. **Establish Broadband Access in All Campus Housing.** By Academic Year 2007, every dormitory will have broadband access.
5. **Replace the Fiber Infrastructure.** By Academic Year 2012, all of the fiber infrastructure at the University will be replaced according to a plan developed by the Chief Information Officer in Academic Year 2007.
6. **Install Web-based and Distance Learning Capabilities.** By Academic Year 2007, the Chief Information Officer will interface the WebCT course management system with D2L for course management unity with the A&M system.

7. ***Update Accounting Capabilities.*** By Academic Year 2007, the Chief Information Officer will integrate focus reports and desktop products in order to increase the availability of real-time data. Accounting personnel will evaluate the usefulness of the new products.
8. ***Enhance the Help Desk/Tech Support.*** During Academic Year 2006, the Chief Information Officer shall extend the operating hours of the help-desk support from 8:00 a.m. until 8:00 p.m. every weekday. The Chief Information Officer will establish a system to monitor the usage of the help-desk.
9. ***Develop Campus Surveillance System and Access Control.*** By 2010, every building at the University will have video surveillance and access control.
10. ***Enhance Environmental Controls.*** By Academic Year 2011, the Chief Information Officer will provide the technological support to the Director of Physical Plant to enable that department to ensure that the Phase III energy management retrofit/upgrade (designed to reduce energy expenditures) is completed. By Academic Year 2013, the Chief Information Officer will similarly provide the required technological support to the Director of Physical Plant to enable that department to ensure that the Phase IV energy management retrofit/upgrade is completed.

Increase the Technological Knowledge of the University Community

In order to increase the technological knowledge of the University community, the University will increase the training of the faculty, staff and students. During Academic Year 2007, the Chief Information Officer will develop a plan to ensure the technological competency of all faculty, staff and students and begin offering classes and workshops at the Center for Technology and on-line self-paced courses. The Chief Information Officer will assess the effectiveness of the training through participant evaluations; and endeavor to increase the number of participants annually.

ENHANCED PHYSICAL INFRASTRUCTURE

Objective

Enhance the physical infrastructure of the campuses to ensure state-of-the-art, high quality and well-maintained facilities which enable the University to achieve its goals.

Projected Strategic Outcomes

By 2016, Langston University will enhance its physical infrastructure by:

1. Building a new library which will include the Oklahoma Museum of African-American Heritage
2. Building the Entrepreneurship Center at the Tulsa campus
3. Completing the expansion of the Oklahoma City campus
4. Completing the renovation of the Fine Arts Center
5. Completing additional classroom space for the School of Nursing and Health Professions
6. Completing a comprehensive strategic plan regarding all future capital development
7. Completing a deferred maintenance plan
8. Completing a master plan
9. Partnering with the private sector to develop housing around Langston Lake
10. Partnering with the Town of Langston City to encourage the development of a “Collegetown”

Implementation Goals

Planning

1. To enhance the physical infrastructure of the campuses, the University will institutionalize the following planning processes:
 - a. **Strategic Plan.** During Academic Year 2007, the Director of Physical Plant will complete a ten-year strategic plan for the construction and maintenance of physical infrastructure throughout the University. The plan will incorporate the findings of the “Physical Infrastructure Surveys” and “Deferred Maintenance Plan” described below; and include plans to accommodate the enlarged student body projected in Academic Year 2012. Plan implementation will begin in Academic Year 2008, after the appropriate reviews. Progress on completing the plan will be monitored annually by the Vice President for Fiscal and Administrative Affairs through Academic Year 2016.
 - b. **Physical Infrastructure Surveys.** During Academic Year 2006, the Director of Physical Plant shall conduct a survey of all Deans and Department Heads to determine projected physical infrastructure needs through Academic Year 2016. The results will be incorporated into the Strategic Plan.

- c. ***Deferred Maintenance Plan.*** During Academic Year 2006, the Director of Physical Plant will begin developing a Deferred Maintenance Plan for the University and all of its campuses. The Plan will be completed in Academic Year 2007 and presented to the Vice President for Fiscal and Administrative Affairs. Implementation will begin in Academic Year 2007. The progress in completing the Plan will be monitored annually by the Vice President for Fiscal and Administrative Affairs.
- d. ***Master Plan.*** During Academic Year 2006, the Director of Physical Plant will hire a professional firm to develop a Master Plan for the University. The Plan will be completed in Academic Year 2007. In Academic Year 2008, the Director of Physical Plant shall be responsible for overseeing the implementation of the Plan. The Vice President for Fiscal and Administrative Affairs will report annually to the President on the progress in implementing the Plan.

Implementation

To enhance its physical infrastructure, the University will develop strategies to complete each of the following:

1. ***Fine Arts Center.*** In Academic Year, 2006, the Director of Physical Plant will update the Phase Two Renovation Plan after receiving additional input from appropriate faculty and students. During Academic Year 2007, the Director of Physical Plant and the Vice President for Fiscal and Administrative Affairs will interface with the Vice President for Institutional Advancement and Development in order to develop a funding strategy for Phase Two. Phase One will be completed in Academic Year 2008, Phase Two in Academic Year 2011.
2. ***New Library.*** During Academic Year 2006, the Director of Physical Plant will update the plan, after receiving appropriate input from faculty and students, for the construction of a new University library which will include the Oklahoma Museum of African-American Heritage. After reviewing the plan and developing a financing strategy with the Vice President for Institutional Advancement and Development, the library will be constructed in Academic Year 2009, if funding is available.
3. ***Student Success Center.*** During Academic Year 2006, the Director of Physical Plant will update the final plan for the Student Success Center with appropriate input from faculty and students. During Academic Year 2008, the Student Success Center will be completed, providing that funding is available.
4. ***Allied Health Classroom Space.*** During Academic Year 2006, the Director of Physical Plant will update the final plan for additional classroom space for the School of Nursing and Health Professions, after appropriate reviews. During Academic Year 2008, the additional classroom space will be constructed.
5. ***Tulsa Entrepreneurship Center.*** Following the plan development in Academic Year 2006, the Director of Physical Plant and the Director of the Entrepreneurship Center will meet with the Vice President for Institutional Affairs and Development to develop a strategy for funding the Center. The Director of Physical Plant will ensure that the

Entrepreneurship Center is built no later than during Academic Year 2009, providing that funding is available.

6. ***Oklahoma City Campus Expansion.*** In February, 2007, a committee appointed by the President, will issue recommendations regarding the expansion of the Oklahoma City campus. The committee will consider whether to purchase the existing building where Langston is housed, to purchase another building or to construct a new facility. The Vice President for Institutional Advancement and Development will then develop a strategy for funding the Oklahoma City Campus Expansion. The Director of Physical Plant will complete the Oklahoma City Campus Expansion by February, 2009.
7. ***State-of-the-Art-Language Laboratory.*** In Academic Year 2007, the Director of Physical Plant will develop a plan for constructing a state-of-the-art language laboratory, after receiving appropriate input. After interfacing with the Vice President of Institutional Advancement and Development to determine a funding strategy for the laboratory, the Director of Physical Plant will ensure the completion of the language laboratory no later than during Academic Year 2008.
8. ***Collegetown.*** In Academic Year, 2006, the President shall meet with the Mayor the Town of Langston City to appoint a Collegetown Advisory Committee. The Advisory Committee shall be responsible for developing a master plan for Collegetown which will include retail services and restaurants in order to improve the quality of life of the University students, faculty and staff and the townspeople. The Advisory Committee shall present its plan to the Mayor and to the President in Academic Year 2007.
9. ***Langston Lake Development.*** No later than December, 2006, the Director of Physical Plant and the Vice President for Fiscal and Administrative Affairs shall engage a real estate consultant to examine the feasibility of developing residences around Langston Lake. The consultant shall present its report to the Director of Physical Plant and the Vice-President for Fiscal and Administrative Affairs no later than May, 2007.

EFFECTIVE PUBLIC RELATIONS

Objective

Build a strong public relations department which develops and implements an effective marketing strategy to enhance the reputation and image of the University.

Projected Strategic Outcomes

By 2016, Langston University will develop more effective public relations by:

1. Enhancing the capabilities of the Public Relations Department
2. Developing a Public Relations Policy and Procedure Manual
3. Developing a Strategic Plan for Marketing and Public Relations
4. Communicating effectively the strengths and accomplishments of the University
5. Improving the effectiveness of the University's website

Implementation Goals

Build an Effective Public Relations Department

The University will take the following steps to build an effective public relations department:

1. ***Hire Additional Public Relations Staff.*** During Academic Year 2006, the Vice President for Fiscal and Administrative Affairs will develop a budget for an expanded public relations department. The newly hired Director of Public Relations will develop job descriptions and hire the staff during Academic Years 2006 and 2007.
2. ***Develop a Public Relations Policy and Procedure Manual.*** During Academic Year 2006, the Director of Public Relations will create, publish and distribute a Public Relations Policy and Procedure Manual.
3. ***Educate Faculty and Staff on Public Relations Policies and Procedures.*** During Academic Year 2007, the Director of Public Relations will develop and implement a plan to educate the faculty and staff on the new Public Relations policies and procedures. The Director of Public Relations will meet with all of the Deans, Department Heads and the President of the Student Government Association in order to inform them of the general guidelines for implementing public relations at the University. At least one such session shall be held on each campus during every academic year through Academic Year 2016.

Improve the Marketing and Public Relations of the University

The University will take the following steps to improve its marketing and public relations:

1. ***Develop a Strategic Plan for Marketing and Public Relations.*** During Academic Year 2006, the Director of Public Relations will develop a strategic plan for marketing and public relations. The principal objectives of the plan will be to: (i) build a positive image of the University; (ii) communicate effectively the academic strengths and scholarly accomplishments of the University throughout the State of Oklahoma, in the United States and in targeted international markets; (iii) build strong relationships with the media; (iv) develop effective marketing materials; (v) develop a dynamic and competitive website; (vi) increase the visibility of the President and outstanding faculty, students and alumni; and (vii) develop, in conjunction with the Vice President for Institutional Advancement and Development, outstanding marketing and fundraising events to promote the University. The Director of Public Relations will review the Plan with the President, Deans, the Department Heads and the head of the Student Government Association.
2. ***Develop and Implement Tactical Action Plans.*** During Academic Year 2006, the Director of Public Relations will develop an one-year tactical action plan to implement the Strategic Plan during Academic Year 2007. Comparable tactical action plans will be developed annually through Academic Year 2016. The Director of Public Relations will report annually to the Vice President of Institutional Advancement and Development regarding the progress in implementing the plans.
3. ***Build a Positive Image of the University.*** During Academic Year 2007, the Director of Public Relations will develop and launch a directed media and advertising campaign to promote a positive image of the University in media reaching a targeted international audience. The Director of Public Relations will review and continue implementing the campaign during each academic year through Academic Year 2016.
4. ***Communicate Effectively the Academic Strengths and Accomplishments of the University.*** During Academic Year 2006, the Director of Public Relations will meet with each of the Deans to gain input regarding each School's academic strengths and professional accomplishments. During Academic Year 2007, the Director of Public Relations will develop and implement a strategy to communicate these academic strengths and accomplishments. The strategy will include developing "University Ambassadors". University Ambassadors will be outstanding faculty and staff who will assist in communicating the academic strengths and professional accomplishments of the University. The implementation of this strategy will continue through Academic Year 2016.
5. ***Build Strong Relationships with the Media.*** During Academic Year 2007, the Director of Public Relations will develop a target list of media contacts in the State of Oklahoma with national audiences and with targeted international markets. The Director of Public Relations will develop annual tactical action plans to build relationships with targeted media contacts. The plan will set goals for the number of meetings, mailings, telephone calls, distribution of press releases, etc., that the University will accomplish annually. During Academic Year 2008, the Director of Public Relations will develop a Press Kit

Langston University: Strategic Plan 2006
Strategic Objectives/ Implementation Goals

with materials which can be distributed to the media. The implementation of similar plans will continue through Academic Year 2016.

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