



DIVISION OF ACADEMIC AFFAIRS  
2007-2008 ANNUAL REPORT

The Fayetteville State University (FSU) Division of Academic Affairs submits its 2007-2008 Annual Report, highlighting the many achievements and accomplishments of its academic programs, support functions, faculty, staff, and students. The academic year began with a focus on meeting the demands of a record enrollment of the freshman class. The academic success of both the entering and returning students was an area all units in the division—particularly Enrollment Management and Student Success and Retention—focused upon, working diligently to develop strategies and plans for improving retention and graduation rates incrementally in the coming years. The “80, 30, 50” Challenge was introduced to the FSU community to explain the goals of attaining an 80% one-year retention rate, a 30% four-year graduation rate, and a 50% six-year graduation rate for student who enter as first-time, full-time students.

Academic Affairs also led the effort to comply with two UNC system-wide initiatives—UNC Tomorrow and the President’s Advisory Committee on Efficiency and Effectiveness (PACE). Both of these initiatives required campus-wide coordination and, within Academic Affairs, provided the opportunity for the division to rethink its mission, programs, and processes through the lens of better serving the region, the state, the nation, and the world in the most effective and efficient ways possible.

The division undertook a major organizational restructuring, merging its College of Basic and Applied Sciences with the College of Humanities and Social Sciences under one entity—the College of Arts and Sciences. In addition, a Graduate Studies unit was established to strengthen support for FSU’s 24 master’s degree and one doctoral degree and the students in these programs, as well as plan for growth and development of new programs, such as the distance education Master’s in Social Work program being established at Fort Sam Houston, Texas. In the future, Academic Affairs plans to continue strengthening its 45 undergraduate programs, while planning for the implementation of new programs, with an eye towards serving the surge of new citizens expected as a result of the growth of military families relocating to the Fayetteville region because of the Base Realignment and Closure (BRAC) initiative. An increase of approximately 40,000 new residents is expected by 2011.

Finally, external funding will remain an area upon which the division focuses, leveraging and building upon its sponsored research programs and activities and the \$9.3 million received in 2007-2008.

## PART I: ACADEMIC UNITS – COLLEGES, SCHOOLS, AND CENTERS

### College of Arts and Sciences (CAS)

- The College of Arts and Sciences (CAS) organization became effective February 1, 2008, as a result of merging the College of Basic and Applied Sciences and the College of Humanities and Social Sciences. The College consists of 10 academic departments, Special Programs, the Mathematics Science Education Center, Army ROTC, and Aerospace programs. In the area of scholarship, faculty members were very active resulting in many publications-97 refereed journal articles and 144 papers at conferences.
- The Office of the Army Surgeon General approved a Master's Degree Program in Social Work (MSW) at the Army Medical Department Center and School (AMEDD C&S) at Fort Sam Houston, Texas. FSU in partnership with AMEDD C&S have agreed to respond to the Army Surgeon General's request to establish a MSW Program that is accredited by the Council on Social Work Education (CSWE). The estimated contract amount for this affiliation is \$1,049,198.07. FSU will deliver both a MSW-traditional (2-years) and an advanced-standing (1-year) curriculum. The students will be Commissioned Army Officers.
- Two positions were established to strengthen the Nursing Program both academically and administratively. The Tony Rand Distinguished Professor in Nursing was established and interviews to fill this position began. Additionally, a senior administrative position, the Special Assistant to the Chancellor in Nursing, was established.
- Dr. Bogdan Czejdo was hired as the Belk Distinguished Chair in Science and Technology. He is an international expert in Computer Science with more than 150 refereed publications.
- The CAS implemented a Retention and Progression Initiative to fulfill the 30-50-80 benchmark established to achieve the university's retention and graduation-rate goals. This initiative focuses on ensuring that all students in CAS declare their majors in their freshman or sophomore year to facilitate timely graduation. The initiative also involved assisting students with pre-registration for the fall 2008 semester.
- Highlights of external grants submitted in 2007-2008 were:
  - FSU was one of 22 institutions in the nation to receive the National Science Foundation Science, Technology, Engineering and Mathematics Talent Expansion Program (NSF STEP) award. NSF received and reviewed 174 proposals for this program. The \$999,885 grant award over five years will support the OPportunities for Talent Expansion in Interdisciplinary Education for Minorities and Women in Undergraduate Math and Science program (OPTIMUM). OPTIMUM provides challenging academia curricula and enrichment opportunities to encourage and enhance minority students to complete baccalaureate degrees in biology, biotechnology, chemistry, and computer science, and to enter the Science, Technology, Engineering, and Mathematics (STEM) workforce.
  - Performing and Fine Arts was awarded grants from the North Carolina Arts Council in the amount of \$14,950, the Southern Arts Federation in the amount of \$6,375.00, and two from the Arts Council of Fayetteville-Cumberland County in the amount of 13,050 and \$6,900.
  - Natural Sciences was awarded a grant from the United Way of Cumberland County in the amount of \$74,655.
  - The Sociology/Research Center for Health Disparities was awarded a grant to the North Carolina (NC) Department of Health and Human Services Division in the amount of \$50,500.

- The Mathematic/Science Education Center, in collaboration with the FSU Natural Sciences faculty, was awarded a NC Quest grant from UNC-Chapel Hill in the amount of \$167,610 and from the NC Biotechnology Center in the amount of \$24,000.
  - A GEAR UP Partnership grant renewal award in the amount of \$5,963,825 for a 6-year period, 2007-2013, was received. The program will serve approximately 3,000 students and 200 teachers in Cumberland County.
  - A Upward Bound renewal grant award in the amount of \$1,140,000 for a 4-year period, beginning September 2008 through August 2012, was received. Upward Bound provides pre-college activities to 56 low-income high school students residing in Cumberland, Hoke and Robinson counties. Participants are provided academic instruction in math, science, English and Spanish.
- Natural Sciences led the effort for FSU to collaborate with UNC-Pembroke to establish the Southeastern North Carolina Regional Microanalytical and Imaging Center (SENCR-MIC), building a critically needed research infrastructure in southeastern North Carolina that will increase opportunities for students to participate in cutting-edge scientific research. The technological capability of the JXA 8500F Electron Microprobe will constitute the cornerstone of the center's research capability and the facility will be the only one of its kind in the United States. The center will also be available for use by outside researchers, government labs, and industry.
  - The Institute for Community Justice was established in 2007 to strengthen community capacity by fostering partnerships among residents, businesses, criminal justice agencies, social service and public health organizations, and public schools. To address the effects of crime and society's response to it, which is often inequitable, the institute will provide information, knowledge, and skills possessed by faculty, staff, and students as a resource to members of the community as they formulate new and innovative approaches to making high-crime locations better places to live and work. The institute involves collaborative research and community-service projects focused on addressing a broad range of concerns surrounding crime, justice, and public safety. The institute is located in Bronco Square and Dr. Melissa Barlow is the Director.
  - Undergraduate Research Symposia, sponsored by OPTIMUM and Research Initiative for Scientific Enhancement (RISE), were held in the fall and spring semesters, attracting over 200 participants and including over 50 research presentations by students.

#### School of Business and Economics (SBE)

- The School of Business and Economics (SBE) focused on enhancing the quality of its programs and improving Student Learning achieving the following results:
  - The FSU Master's in Business Administration (MBA) Program will be featured in Princeton Review's 2009 edition of Best Business Schools.
  - The Major Field Exam was administered to a sample of 39 graduating seniors. According to the results, students scored in the 75<sup>th</sup> percentile of all exam takers throughout the United States. Notably, 5 students (13%) scored in the top 5% and 16 students (41%) scored in the top 25%.
  - The FSU MBA team won 1<sup>st</sup> place for the second consecutive year at the Opportunity Funding Corporation (OFC) Venture Challenge Business Plan competition.

- As part of the SBE's Assurance of Learning initiative, the school's Assessment Committee, in its continuous improvement effort, revisited and revised learning goals and objectives for each degree program. The committee also:
  - Mapped the revised goals and objectives to courses in each degree program
  - Developed rubrics and other assessment methodologies to evaluate performance
  - Administered rubrics in selected courses during the spring 2008 semester
  - Implemented an Assessment Center to assess "soft skills" and evaluate the career readiness of graduating seniors
  - The Assessment Coordinators will analyze the data during summer 2008
- The SBE focused on improving retention and graduation rates by establishing a Pre-Business Program to identify high-need and at-risk students in each department and to monitor student progression through 200-level courses. The program is expected to significantly contribute to the School's efforts in meeting the 30-80-50 benchmark.
- The SBE faculty scholarly and service contributions included the following:
  - Faculty published 28 refereed journal articles and 31 conference proceedings during the academic year.
  - SBE launched a journal entitled the *American Journal of Business Research*. Dr. Alireza Lari serves as the Editor-in-Chief.
- Highlights of external grants submitted in 2007-2008 and other fundraising efforts were:
  - BB&T has funded a \$1,030,000 endowment in the SBE to raise awareness of capitalism.
  - Chancellor Lloyd V. Hackley established an Endowed Chair for the Study of Capitalism in SBE with a \$1,000,000 donation.
  - The SBE partnered with UNC-Chapel Hill School of Government and Kenan Institute of Private Enterprise, Fayetteville Technical Community College, and Regional Technology Strategies to develop an Economic Development Action Plan for the Fayetteville-Cumberland County Chamber of Commerce. Dr. Inder Nijhawan serves as the liaison in the implementation of this \$130,000 grant.
  - The Accounting Department was awarded a \$157,000 grant by UNC-GA to establish an online Accounting Degree Program with Dr. Jacob Balogun serving as the project investigator (PI).
  - The SBE raised \$150,000 from a variety of public and private organizations to support the OFC Venture Challenge Business Plan Competition. The competition, hosted by FSU, attracts graduate students from HBCUs across the country and Caribbean. The first place winning team is awarded \$10,000 and receives an invitation to the Moot Corp Business Plan Competition held at the University of Texas at Austin.
  - The SBE received \$50,000 in seed money to create a Trading Room that will be used as a laboratory and experiential learning classroom to teach classes that focus on trade and financial markets. The room will enable immediate access to all major financial markets around the world and allow students to participate in a variety of trading based demonstrations, simulations, and financial games. Additional funding will be solicited from public and private sources.

#### School of Education (SOE)

- The SOE is striving to increase its teacher education completers to meet the UNC GA goals such as the one set in 2007-2008 of 121 traditional teachers. FSU program completers for 2007-2008 were as follows:

- Fall 2007: 44 completers (2 Ed.D.)
- Spring 2008: 102 completers (20 MSA, 10 Ed.D.)
- Total for 2007-2008: 146 completers (24 student (20%) increase over 2006-2007)
- 42 Alternative Completers (Exclusive of spring 2008 data, which is not available until students have applied for licensure)
- Enhanced advisement strategies, including the Advisement in the Majors (AIM) plans and activities were put in place. Plans are to establish an Advisement Center, which will require the use of PLATO for early education courses with documentation of test results that will guide the content for Praxis I workshops to be held twice a semester. Accomplishments in the area of advisement included:
  - Advisor logs consistently maintained
  - Program sheets and web sites for recruitment and advisement were updated
  - Revision of online courses to be posted summer 2008 to UNC Online
  - Training was provided to all faculty who teach using online modality
  - *The Secondary Education Collaborative Council* was launched to enhance collaborations with all teacher education programs to provide students with continuity across content areas
  - *The Mathematics Education and Diagnostics Initiative* was launched as a collaborative effort with the College of Arts and Sciences. The objective is to incorporate a diagnostic mathematics component for the early mathematics and teacher education mathematics curriculum.
- The SOE collaborated with LEAs and accomplished the following:
  - Implemented a PDS Network with 9 elementary, 5 middle, and 9 high schools in Cumberland County and schools from 4 other educational systems
  - Launched PDS Council with a memorandum of understanding with community colleges
  - Implemented a Case Study as a new requirement for undergraduates to promote data driven instruction
  - Hired a recruiter to work with high schools, community colleges, and FSU undeclared students
  - Served 92 students, 61 M.Ed. students, and 92 parents through the Reading and Mathematics clinics for P-12
  - Provided service to 138 P-12 in-service teachers and school administrators
  - Developing a proposal to extend the Mathematics Clinic to serve more students
  - Planning to launch the Lenses on Learning, a 36-hour mathematics seminar designed for MSA candidates
- The SOE Research Center fostered faculty and student research. The center's accomplishments included:
  - Approval from FSU and Cumberland County for joint research with CCECHS
  - 18 faculty members within the SOE with graduate faculty status
  - Faculty and students collaboration on research projects that resulted in publications
  - Launching discussion on the "Educational Leadership Think Tank" in spring 2008
- A Teacher Recruiter/Advisor was hired in January 2008 to foster Community College collaboration for a seamless transition to FSU. Accomplishments included:
  - Maintained an office at Sandhills Community College-Hoke Campus
  - Served 437 community college students, assisting them with completion of admissions applications

- Recruited 10 students to high-need areas
- Participated in on-campus advisement efforts
- Worked with EMT Retain
- Helped with developing marketing materials and advertising
- Increased PLATO users at CC from 20 to 40
- Worked with Troops to Teachers
- Collaborated with Seymour Johnson AFB, Ft. Bragg Army Career and Alumni Program (ACAP), NC Model Teacher Education Consortium, CC Schools, and University College on Majors Fair
- Planned and executed Education Majors Mixer/Meet & Greet and Employment Source Career Fair
- The Teacher Education Summer Pilot Program was launched to graduate teachers in high-needs areas. Participants will attend both summer sessions:
  - 143 students applied
  - 104 completed pre-registration
  - 64 pre-registered for Summer I
  - 70 pre-registered for Summer II
  - 32 pre-registered for both sessions
  - 20 students in the non-target populations.
- The Curriculum Learning Resource Laboratory served 5,137 patrons, checked out 130 resources; offered tutorial services through project MAP to 10 students
- The SOE is working to improve its Distance Education/On-Line offerings by revising 28 courses for on-line offerings, three new courses being developed for on-line offerings; offered 51 on-line course with 1007 enrollees
- The SOE Assessment Committee re-organized to meet the new demands. It established assessment priorities and timelines and school and program assessments by transition points; developed data collection instrument and rubrics for the major assessments; established framework for the electronic assessment system through TaskStream; and developed course/learning outcomes matrices aligned with NCATE, NCDPI, and Conceptual Framework themes and indicators.
- The USTEP offered workshops and seminars for pre-service & in-service teachers with administrators serving as presenters; through Pride Pact mentored 97 at-risk girls in grades 3, 4, and 5
- The Early Childhood Learning Center added an infants and toddler program resulting in a 15% increase in enrollment, serving a total of 82 children and raising over \$18,000 to support the program.
- The Office of Teacher Education placed 412 students in early placements at 183 schools
- The SOE published two issues of its newsletter, *The Facilitator*.

### Graduate Studies

- The Graduate Studies unit was established in February 2008 headed by a dean. The graduate admissions office was placed in this unit. To discuss strategies and plans for the graduate programs and services, a Graduate Council was formed that includes the graduate program coordinators from the College of Arts and Sciences, School of Business and Economics, and School of Education, as well as other administrators and graduate faculty.

## University College

- University College met the challenge of serving the largest entering class by providing exemplary academic advisement of first-year students; by aggressively promoting the use of academic support; by implementing a new system of early alerts; and by offering programs of enrichment through the Chancellor's Reading Club and the Learning Communities Initiative.
- The Transfer and Advisement Center (TAC) was created on July 1, 2007 through the merger of the Advisement Center, the Community College Coordinators, and University College retention and student success personnel. With an interim director, the TAC established an improved system of tracking students in academic difficulty and created a central point for the processing of new transfer students.
- Specific accomplishments are summarized below following the objectives and strategies of the Student Success and Retention Strategic Plan:
  - The structure of First Steps was significantly revised for fall 2008. Families and students had independent tracks. Advisement and registration procedures were redesigned to use advisor time more effectively. Learning communities were more effectively promoted. Communication with students via Retain was increased to provide more information about first-year classes, CHEER, and Redesigned advisement and registration process. Surveys indicate increased satisfaction of both students and families. Learning community registration is ahead of 2006-2007.
  - The CHEER program was redesigned so that students with SAT combined scores of less than 800 would be required to participate. As of this writing, confirmations for these conditionally-admitted students are at 90% of goal and continue to come in.
  - The FSU Living-Learning Communities Task Force applied to send a team to the National Learning Communities Summer Institute. The application was accepted and a team is preparing to attend June 24-28, 2008.
  - To address an objective of providing Freshman Seminar classes in each college or school, four sections will be taught in fall 2008 by academic faculty or advisors in Business, Education, and Arts and Sciences.
  - A Student Success team of counselors from the TAC and University College tracked undeclared students and students in academic difficulty and shared this information with departments. The number of undeclared undergraduates reduced from 42% at end-of-spring 2007 to 26% at end-of-spring 2008.
  - Communication plans using technology were implemented to improve communication with faculty and students about student progress:
    - Students' interim grades of EA (Excessive Absence) and X (no-show) grades implemented in Banner were communicated to faculty to increase their awareness of individual student cases and to remind them of deadlines. Reporting of interim grades in the first month of the term increased from 600 in spring 2007 to 1,400 in spring 2008.
    - Using Retain, a communication plan was implemented to remind students and faculty of Learning Center resources. Visits to the Learning Center during 2007-2008 were up over 100% over 2006-2007.
    - A communication plan was implemented to remind instructors and students of Supplemental Instruction. SI visits were up over 100% in spring 2008 compared to spring 2007.

- Retain was used to track students reinstated from suspension and remind them of the requirement to meet with a Student Success counselor. Students who attended two or more Student Success Conferences had higher term GPAs than students who did not, despite the fact that their previous cumulative GPAs were virtually identical. Students who completed the Student Success Program in fall 2007 were 20% more likely to be approved to continue in spring 2008 than students who did not.
- The Second Year Institute (SYI) Coordinator planned and implemented a second-year workshop for students in fall 2007. Second-year students who had earned 30 hours with a 2.5 GPA were recognized at Fall Convocation. On-Track awards were presented to 83 second-year students who were on track to graduate in four years. A Major Fair in spring 2008 resulted in 63 students declaring their major at that event.
- University College continued to improve its tutor-training program. Second-level certification from the College Reading and Learning Association was achieved at end-of-spring 2008.

#### Fort Bragg Center/Seymour Johnson

- The FSU Fort Bragg Center located on the army base achieved its goal to be in full compliance with the U.S. Army's Servicemembers Opportunity Colleges Army Degrees (SOCAD) program in 2007-2008, eliminating the possibility of probationary status. The center is operating with the objective to remain in compliance. FSU plans to expand its on-site military education offerings.
- Overall, for the fall 2007 and spring 2008 semesters, an average of 22 courses were offered at the FSU Fort Bragg Center. Each term, approximately 20 faculty were employed to teach. Using a duplicated headcount, enrollments included 1,310 students across the five terms of the 2007-2008 academic year.
- As part of the unit's 2007-2008 action plans, several events were conducted. Two briefings were conducted for Wounded Warriors on May 16 and June 17, 2008, with 80 in attendance. Three briefings for the Military Spouse Career Advancement Account (CAA) were held on April 24, May 8, and June 19, respectively. Twenty-five dependents are in the process of completing various degrees through FSU utilizing the program. Three education fairs were held in July 2007 with over 300 patrons, November 2007 with approximately 350 patrons, and in January 2008 for Fort Bragg middle schools students.

#### Extended Learning and Summer School

- FSU ranked 3<sup>rd</sup> among the 16 UNC higher education institutions for online Student Credit Hours (SCHs) for the 2006-2007 academic year, which was reported in 2007-2008. FSU should maintain that position for the 2007-2008 academic year as enrollments have increased each semester.
- A guidebook for online course development was developed and adopted. The guidebook is adapted from Quality Matters and aims at improving the quality of online courses. In addition, the E-Learning Committee developed strategies to improve FSU online courses and the experience for online students.
- Faculty members developed 37 new online classes.
- Over 350 courses were provided through distance education.
- Seventy-eight (78) students were served through courses offered at North Carolina Department of Corrections facilities.

- The unit continued to facilitate the offering of courses to students at community colleges via interactive television and face-to-face (13 courses offered).
- Test review workshops were provided for individuals preparing to take the GRE, GMAT, and LSAT.
- A third-party relationship was developed with GSA Technical Services to offer non-credit certification courses. In 2007-2008, 32 students were served compared to 5 in 2006-2007.
- A Summer Swim Camp was provided for children ages 4–12. Plans are currently underway to provide computer, mathematics and science, sports, and Spanish camps in summer 2009.
- A Workforce Development Summer Enrichment Program grant proposal was fully funded in the amount of \$43,837.

### SERVICE, PUBLICATIONS, GRANTS, AND HONORS

#### A. Service to Community

# of Activities: 6,948  
 # of K-12 Students Served: 24,071  
 # of K-12 Teachers Served: 1,940  
 # of Others Served: 9,605

#### B. Professional Services

# Service on Boards: 139  
 # Service to Professional Organizations: 274  
 # Grant/Proposal Review: 18  
 # Article Review: 135  
 # Others: 154

#### C. Conferences/Workshops

# Faculty Attending: 729  
 # Faculty Presenting: 263  
 # Staff Attending: 167  
 # Staff Presenting: 127  
 # Students Attending: 1,251  
 # Students Presenting: 36

#### D. Publications

# Refereed Journal Articles: 141  
 # Books/Articles in Books: 27  
 # Conference Proceedings: 181  
 # Others: 53

#### E. Grant Proposals

# Submitted to External Funding Agencies: 65  
 # Submitted Internally (FSU): 27  
 # Total Requested Amount: \$35,406,584  
 # Funded/Amount: \$ 9,356,767 (Sponsored Programs & Title III)  
 # Pending/Amount: \$12,971,767

# Not Funded/Amount: \$ 2,887,662

## PROGRAM DEVELOPMENT / ACCREDITATION ACTIVITY

### College of Arts and Sciences

- The Department of Criminal Justice received a “defer” decision from the Academy of Criminal Justice Sciences regarding accreditation.
- The Department of Government & History developed a B.A. in Intelligence Studies.
- The Department of English & Foreign Languages received approval from the CAS Academic Affairs Committee for a Chinese language minor program.
- The Department of English & Foreign commenced course offerings in the Professional Writing Certificate program in fall 2007.
- The Department of English & Foreign completed revisions to the English as a Second Language (ESL) Add-On Certificate Program in order to receive approval from the NC DPI.
- The Department of Mathematics & Computer Science completed the Request for Authorization for a B.S. in Mathematics with a concentration in Applied Mathematics. UNC Tomorrow and BRAC Initiative components are being added.
- The Department of Mathematics & Computer Science completed the Request for Authorization for the Online Mathematics Degree Completion Program. UNC Tomorrow and BRAC Initiative components are being added.
- The Department of Mathematics & Computer Science is developing a B.S. in Actuarial Science. The program has been approved by the Mathematics and Computer Science Curriculum Committee.
- The Department of Mathematics & Computer Science developed two interdisciplinary courses, INDL 101 and INDL 301.
- The Department of Psychology completed mapping of the 2009 CACREP Standards to courses, and used CACREP learning objectives for developing Student Learning Outcomes.
- The American Sociological Association (ASA) selected the Department of Sociology as one of its “guest” Department Affiliates for the 2006-2007 academic year.
- Dr. Khalid Lodhi attended the AAFS annual meeting in San Antonio, Texas to prepare for accreditation of the FSU Forensic Science Program.
- The General Engineering Program proposal was revised to be in compliance with the UNC Tomorrow and BRAC requirements.

### School of Business and Economics

The SBE completed its second year of the maintenance of AACSB accreditation process and implemented a number of additional initiatives to ensure compliance with AACSB standards:

- Revising the mission statement to reflect the School’s commitment to entrepreneurship and globalization.
- Implementing a revised Promotion and Tenure policy to ensure compliance with AACSB faculty qualification standards.
- Developing an Assessment Plan

- Purchasing the Scholar Systems Data Management software to provide a repository for faculty credentials and scholarly work. The data will provide evidence to support classifications of academically or professionally qualified.
- Adjusting faculty salaries to become more aligned with AACSB peer business schools. Adjustments were made based on the 2007 AACSB Small School Salary Survey

#### School of Education

- Based on the spring 2007 visit to FSU by the National Council for the Accreditation of Teacher Education (NCATE) and NC Department of Public Instruction (DPI), the School of Education secured its reaffirmation of National Council for the Accreditation of Teacher Education (NCATE) and program approval by the Department of Public Instruction (DPI) until 2014.
- With regard to NCATE, the SOE received one area of improvement for Standard II, Assessment, which was specific to the Ed.D. Program and its use of program data. The NCATE Assessment Team, in collaboration with the faculty from the Department of Educational Leadership and other graduate faculty within the SOE, has revised the SOE Assessment Plan, which includes use of data for program improvement. This team will also develop a *Graduate Assessment Manual*, which will outline specific data to be collected at each transition point and identify the processes to analyze and use the data.
- With regard to DPI, two undergraduate programs—History/Social Studies and Physical Education—were cited with areas to be addressed by September 30, 2008, to retain continued program approval. Both programs were missing complete data at the time of the visit. The Physical Education program was missing data for two completers and the History/Social Studies Program was missing data from specific major assessments. NCATE Coordinator, Dean, and Program Coordinators (Drs. Gloria Elliott and Joseph Johnson) are working to address the data requirements as cited in the DPI approval letter. Dr. Charlotte Boger will continue to work with the departments to report data on program completers reported during the spring 2007 NCATE/DPI visit. A follow-up report will be submitted to NCATE and DPI.

### OTHER ACTIVITIES

#### College of Arts and Sciences

- The Department of Mathematics and Computer Science has formed a Community Advisory Board.
- The Department of Criminal Justice has been chosen to host the new American Society of Criminology, Division of People of Color and Crime journal, *Race and Justice: An International Journal*.
- The Department of Criminal Justice graduated its first student from its new Master's of Science in Criminal Justice program.
- The Department of Performing and Fine Arts worked with the local Arts Council to organize and integrate street theater actors into the annual holiday celebration, "A Dickens Christmas."

#### School of Business and Economics

- The SBE raised \$150,000 from a variety of public and private organizations to support the OFC Venture Challenge Business Plan Competition. The competition, hosted by FSU, attracts students from HBCUs across the country and Caribbean. The first place winning team is awarded \$10,000 and receives an invitation to the Moot Corp Business Plan Competition held at the University of Texas at Austin.

## PART II: OFFICE OF THE PROVOST AND ACADEMIC SUPPORT

### UNC General Administrative Projects/Programs

- UNC Tomorrow: FSU submitted its Phase I campus response to the UNC Tomorrow Commission's findings in May 2008 to the University of North Carolina General Administration (UNC GA). The comprehensive report responded to 10 major finding areas with current or planned programs or activities to address them in the coming decades. The UNC Tomorrow initiative was launched in 2007 by UNC GA as an effort to address 21<sup>st</sup> century challenges facing North Carolina.
- President's Advisory Committee on Efficiency and Effectiveness (PACE): The FSU PACE Implementation Committee served as the oversight body to track and monitor PACE Initiatives developed in 2006-2007 to improve efficiency and effectiveness in identified areas. The cross-divisional committee met monthly to assess the status of the initiatives and submitted three report updates to the Chancellor in December 2007, April 2008, and June 2008. The committee will continue to serve in this capacity in the coming year and plans to formalize procedures for identifying new initiatives that interrelate with the strategic and budget planning processes as well as UNC Tomorrow.

### Academic Affairs Faculty and Staff Development Projects/Programs

- Faculty and Staff Development:
  - For new faculty, the Orientation to Teaching and Learning program was established and administered by FSU Faculty. New faculty received workshops and presentations on:
    - What is Good Teaching?
    - Thinking and Asking Questions: A Technique to Get Students Interacting
    - Teaching Techniques I: Lecturing
    - Teaching Techniques II: Active Learning
    - Resources for Developing and Using Education Technology
    - Planning a Course
    - Classroom Management
  - The Saturday Academy for Teaching and Learning was established with over 300 faculty participating during the year. The topics covered were:
    - Strengthening Effective Teaching Strategies with a Focus on Teaching to the Objective
    - Authentic Assessment
    - Teaching for the Retention and Transfer of Knowledge
    - The Learner: What Motivates Them to Maximize Their Potential?
    - Black Males in the Academy: Fostering the Success of African American Males in Higher Education, Part 1 and 2
    - Critical Thinking in Practice
    - Writing (Creatively) Across the Curriculum
    - Intelligence, Teaching, Engagement, and Motivation of Minority Students in the Academy
    - Learning from Students So We Can Help Them to Succeed
    - Retention Best Practices and Replication @ Xavier University

- FSU also collaborated with MIT’s Office of Educational Innovation and Technology and the Teaching and Learning Laboratory to foster an exchange of resources, research, and personnel.
- Center for Innovation in Teaching and Learning
  - The Center for Innovation in Teaching and Learning continued to fulfill its commitment to strengthen undergraduate and graduate instructional strategies, new instructional technologies, evaluation, and other support services.
    - 61 FSU faculty members presented workshops in their areas of expertise.
    - 3 staff members collectively presented 113 workshops on a variety of instructional technology topics.
    - 109 webcast seminars on best teaching practices, utilization of technology, and other professional development areas were offered to FSU faculty and staff.
- New Academic Programs: All proposed academic programs and concentrations were reviewed or are in the process of being reviewed for consistency with the UNC Tomorrow strategies and guidelines.

<i>Proposed Academic Program</i>	<i>Type of Program</i>	<i>College or School/Department</i>
Intelligence Studies	Bachelor’s	College of Arts and Sciences/Government and History
Physical Science Education	Bachelor’s	College of Arts and Sciences/Natural Sciences
Social Work	Bachelor’s	College of Arts and Sciences/Social Work
International Studies	Master’s	Graduate Studies
Environmental Studies	Master’s	Graduate Studies
Public Administration	Master’s	Graduate Studies
Disaster Management Track in Public Administration	Option/Track	College of Arts and Sciences
Foreign Languages (Arabic, Chinese, Hindi, Persian, Russian)	Option/Track	College of Arts and Sciences
Project Management	Option/Track	
Health Management	Option/Track	

External Projects/Programs

- Base Realignment And Closure Regional Task Force (BRAC RTF): Academic Affairs actively supported the BRAC RTF by designating an Associate Vice Chancellor to serve as a representative on its Higher Education/Workforce Development Committee. Two meetings were hosted at FSU in support of BRAC efforts—an exploratory collaboration meeting in January 2008 and a Higher Education/Workforce Development Committee meeting in March

2008. In addition, the Associate Vice Chancellor also served on the Local Cumberland County and Fayetteville BRAC Project Committee.

Enrollment Management

- To address the goal of developing and implementing a comprehensive enrollment planning process, a cross divisional/departmental enrollment management committee was formed for enrollment-related decisions that require campus-wide input, such as size, type of students, funding, housing, classes, the quality of students, retention and graduation rates. With strategic enrollment planning, effective implementation, and incremental growth, the committee will assist the university in meeting its enrollment, retention and graduation-rate goals. In 2008-2009, the committee plans to write an admissions exception policy and establish enrollment goals for 2009/2010.
- To meet UNC and FSU enrollment, retention, and graduation goals that include improving the overall academic profile of new students while maintaining committed to access, new minimum SAT requirements were established and approved with implementation beginning fall 2008 as follows:

In-State Minimum Requirements							
Minimum SAT	2008	2009	2010	2011	2012	2013	Minimum GPA
750	750/2.00						2.0
760		760/2.3					2.3
770			770/2.4				2.4
780				780/2.5			2.5
790					790/2.5		2.5
800						800/2.5	2.5
Out-of-State Minimum Requirements							
Minimum SAT	2008	2009	2010	2011	2012	2013	Minimum GPA
800	800/2.00						2.0
810		810/2.3					2.3
820			820/2.4				2.4
830				830/2.5			2.5
840					840/2.5		2.5
850						850/2.5	2.5

Future implications of these minimum requirements should result in an improved academic profile of new freshmen with higher average SATs and GPAs and improved retention and graduation rates.

- New programs were implemented to enhance student services—F.A.M.E (Financial Aid Myths Explained), Open House and Residential Hall Community Forums with the Registrar. The objective of these improved services is to improve student retention and graduation rates by addressing enrollment needs and being more responsive through expert customer service at all service points.
  - F.A.M.E. week was a collaborative program designed and implemented by the financial aid director and the SGA president for fall 2008 (see attached). During the week,

students had an opportunity to learn about the financial aid process through interactive and fun workshops.

- Open House: The admissions office held a spring open house program with 500+ prospective students in attendance.
- Residential Hall Community Forums: The registrar's office held a series of community forums in the residence halls in fall 2007 to explain new processes and grades (specifically the new No Show grade). This was the first of several annual community forums that the registrar's office plans to conduct.
- Results: Attendance levels and feedback surveys indicate successful programs that students attended and responded were needed.
  - o Higher levels of engagement of students at all levels which can lead to improved retention rates
- The Bronco Student Ambassador Program was created to assist with tours, recruitment, and campus-wide events. The objective of the program was to increase campus visitation and enhance the image and perceptions of FSU in the process. In 2008-2009, plans are to broaden this program to include alumni ambassadors.

### Student Success and Retention

The primary challenge facing the Office of Student Success and Retention (SSR) in 2007-08 was to guide institutional efforts to promote student success and meet the mandated targets for retention and graduation rates. Toward this end, the office supported the efforts of the University College to improve the first-year students' success and collaborated with other units to improve student success. Specific efforts included the following:

- Foundations of Excellence (FoE) – The office helped guide the Foundations of Excellence (FoE) self-study of the first-year experience at FSU. This self-study was externally guided by the Policy Center on the First College Year, which is headed by John Gardner. The self-study process brought together approximately 130 faculty and staff members on nine committees that reviewed the first year experience. The committees have made numerous recommendations for improvements. A comprehensive final report and action plan is being developed. FoE achieved an unprecedented level of campus-wide participation in the analysis of a wide range of student success data (NSSE, SSI, CLA, and many others) and development plans for improvement. The final report and action plan will strive to build upon and expand the level of campus wide involvement in student success initiatives, which is reflected in the theme of the final report, “Establishing and Sustaining a University-Wide, Evidence Based Culture of Learning.”
- CHEER – Creating Higher Expectations for Educational Readiness – CHEER is a summer bridge program for first-time freshmen. The number of students served has increased from nine in 2002 to 153 in 2007. Based in part on the previous successes of the CHEER Program, SSR received \$50,000 from UNC General Administration to strengthen the CHEER Program. In 2007-08, the office competed for special funding for the 2008 CHEER Program. The university was awarded \$575,000 to develop a model summer bridge program that will serve students who do not minimum admission requirements. As of May 23, we have achieved approximately 90% of the targeted enrollment. A coordinating committee that includes faculty and staff from Academic Affairs, Student Affairs, and Business Affairs has been working since fall 2007 to implement the CHEER Scholars for 2008.

- Core Curriculum Learning Outcomes – Working with various offices throughout the university, SSR helped achieve approval of core curriculum learning outcomes. Departments have submitted reports on the courses in which these outcomes are achieved. An assessment plan is being developed and will be completed in 2008-09.
- UNC Tomorrow – This office developed the section report on Access as part of FSU’s response to UNC Tomorrow. In conjunction with strategies to improve access, the office will implement SR CHEER in summer 2008. This program will target 100 rising high school seniors. These students will participate in a two-week summer program that will provide intensive study in reading, writing, mathematics, science, and personal and social development. The students will also participate in four follow-up sessions throughout the academic year. In addition to SR CHEER, the unit is collaborating with units throughout the university to re-establish the FIRST Program (Future Freshmen Incentives Reaching Students Today), a comprehensive outreach program that will provide incentives for college preparation for students in grades 5-12.
- Collegiate Learning Assessment (CLA) – SSR has coordinated FSU’s participation in a longitudinal study, 2005 – 2009, using the CLA, which assesses writing, analytical reasoning, and critical thinking skills. In conjunction with this project, FSU conducted a field test in January 2008 of the CLA in the Classroom, an instructional module that enables faculty to develop discipline-specific assessments that are similar to the CLA. The office provided funding for three faculty members to participate in CLA in the Classroom Workshops and has submitted a grant proposal to the Carnegie Foundation to support a comprehensive faculty development project focusing on the CLA in the Classroom.
- Advisement in the Majors (AIM) – SSR coordinated the AIM initiative, which required all advisors to communicate at least two times during the semester with each advisee. This initiative required training for department chairs and assistants in pulling data from WebFocus and updating student records in Banner. The initial results of this effort are reported below. Efforts are underway to strengthen the effort in 2008-09.

College/School	# Advisees	# with 2+ contacts	% with 2+ contacts
CAS	2,398	1,628	67.9%
SBE	464	296	63.8%
SOE	735	514	69.9%
	3,597	2,438	67.8%

- Academic Catalogs – PACE Initiative –Working with IT, SSR is working to develop online academic catalogs.
- Suspension/Reinstatement Appeals – The office managed the receipt, review, and advisement of students placed on academic suspension. Working with the Academic Appeals Committee, SSR developed a proposal to revise academic progression standards.

#### Office of Research and Sponsored Programs

- FSU Office of Research and Sponsored Programs recognized that the university must utilize its existing research capabilities and enhance its developing capabilities and resources through strategic partnerships and alliances. The following priorities were identified as areas upon which FSU should focus based on needs at the local, regional, state, and national levels:

- School/Community Safety, Defense, and Homeland Security
  - Health Promotion and Minority Health Disparities
  - Biotechnology
  - Computational, Informational, and Mathematical Sciences and Technology
  - Entrepreneurship and Economic Development
  - Education
- Grant proposals submitted and related funding for 2007-2008, in aggregate, were as follows:

#Submitted to External Funding Agencies	65
#Submitted Internally (FSU):	N/A
#Total Requested Amount:	\$15,858,822.40
#Funded Amount: (New and Continuations)	\$5,667,827.50
#Pending Amount:	\$12,971,170.40
#Not Funded/Amount	\$2,887,652.00

Institutional Effectiveness

*Title III*

- The Office of Institutional Effectiveness and Title III completed 1) the Education Master Plan (EMP) that focused on the academic aspects and implications of FSU’s strategic plan in collaboration with Bell and Trice Enterprises, Inc., and 2) an Economic Impact Study of FSU and the region in which it is located, which was developed in collaboration with the Jacob France Institute.
- The Office of Institutional Effectiveness and Title III managed the 2007-2008 Title III undergraduate programs and related funding of \$3.6 million plus other funds from previous years. The office also completed the Title III Comprehensive Development Plan and Five-Year Plan. With regard to FSU becoming designated as a Historically Black Graduate Institution (HBGI), which would entitle FSU to receive Title III graduate program funding, the office prepared position papers and met with senior administrators and Congressional Representatives.
- To prepare for reaffirmation of accreditation by the Southern Association of Colleges and Schools regional accrediting body in 2011, the Associate Vice Chancellor for the Office of Institutional Effectiveness and Title III was appointed the liaison to that agency for these activities. As such, the liaison conducted on-campus workshops and meetings with departments to explain their responsibilities. Also, an accreditation team and administrative structure was proposed.

*University Testing Services*

- The Office of Institutional Effectiveness University Testing Services unit administered 2,115 placement tests (ACCUPLACER) to 705 students; more than 160 CLEP tests to FSU students, military personnel, and students from other institutions in the surrounding area; 5,959 national and regional test programs; distance education tests for 148 individuals representing 50 institutions; and major field tests to 119 students across three academic units. The Campus Quality Survey was sent to 323 employees (34% response rate), the Noel-Levitz Student Satisfaction Survey was sent to 1,119 students (37% response rate), and the Customer Satisfaction Survey for University Testing Services was randomly administered to

232 test center users, resulting in several comprehensive summary reports provided to the university community.

#### *Institutional Research*

- The Office of Institutional Effectiveness Institutional Research unit published the Fall 2007 Fact Book and completed and submitted an array of student, financial aid, personnel, enrollment, library, evaluations, and institutional characteristics data in response to surveys and requests for information. This office enhanced its procedures by implementing Quick Address software to clean-up addresses, ReportCaster to schedule and distribute WebFocus reports, and Active Reports that allow the user to create reports from connected data.

#### *International Education*

- The Office of Institutional Effectiveness International Education unit focused on opportunities to infuse international perspectives throughout the community, expand exchange and study abroad programs, and increase the number of international students studying at FSU. The unit's accomplishments included:
  - Coordinated and hosted a weekend international culture program and an African and Caribbean Culture Awareness Night Activity
  - Worked on partnerships with Inner Mongolia Normal University and Baotou Teachers College (BTTC) in China, the Brittany Graduate School of Business (BGSB) in France, the Ghana Institute of Management and Public Administration in Ghana (GIMPA), and the Institute of Social Work (ISW) in Tanzania
  - Prepared and sent three (3) students to China, Mexico, and Australia to study abroad
  - Provided two (2) FSU delegations to participate in nationwide and statewide Model United Nations Conference, and supported one (1) faculty member to participate in the Social Work Study
  - Provided lab training for new faculty and Fulbright Foreign Language Assistants: With the addition of three (3) new faculty and seven (7) Fulbright Foreign Language Assistants, approximately 970 faculty and students received the orientation.

#### Library

- Chancellor's Outstanding Unit Award: Chesnutt Library Received the Chancellor's Outstanding Unit Award for *Commitment to and Delivery of Exemplary Service*. This is the fourth consecutive year the library has received the Chancellor's award for exemplary service.
- HBCU Library Alliance Grant: The Chesnutt Library was awarded a \$60,000 grant for the HBCU Photograph Preservation Project. The grant was funded by The Andrew W. Mellon Foundation from a proposal submitted by the Art Conservation Department of the University of Delaware and SOLINET in partnership with the HBCU Library Alliance and the Conservation Center for Art and Historic Artifacts (CCAHA). Fayetteville State University is one of ten members in the Alliance to receive this grant. Jan Whitfield wrote the grant proposal for Chesnutt Library.
- North Carolina African American Archivists Interest Group ECHO Digitization Grant: The Chesnutt Library is one of eight participants in a North Carolina ECHO Digitization grant awarded to North Carolina African American Archivists Interest Group entitled *Preservation and Digitization of Historical Collections at North Carolina HBCU Institutions*. The \$895,000 grant is funded through the Library Services and Technology Act. North Carolina Central University School of Library and Information Science will act as the fiscal agent.

The purpose of this grant is to provide consultants, graduate assistants and assessment of each HBCU archival collection in North Carolina. The allocation of funds, personnel and resources will be determined by the assessment.

- Patronage and Circulation: The library's patronage and circulation of library resources are at an all time high. The circulation of materials from the general and reserve collections increased by 9% (111,834 total transactions) compared to the same period last year. The circulation of titles in the general collection (excluding reserves) increased 26% during the same period. The use of electronic resources increased again this year by 34% with Academic Search Premier and JSTOR (backfile of serial literature) being the most searched databases. The library's gate count increased 1% (285,485) this year over last year's all time high and the number of laptop computers loaned to students this year increased by 111%. The increase in circulation and attendance can be attributed to textbooks being on reserve at the circulation desk, and loaning of laptop computers for use in the building. The increase in the circulation of the general collection shows that students are taking advantage of the resources available to them while they are in the library using textbooks and laptops.
- Resources: The library added OCLC's World Cat Collection Analysis to its resources this year. This software will allow the library to compare Chesnutt Library's resources to standard list and collections from other institutions. The software will also be useful in building the library collection for new programs. This year the library began using a new piece of software that puts an image of the book cover next to the bibliographic citation in the Online Catalog making it much more attractive as a selection to the patrons as well as providing reviews, summaries and contents for the patron to peruse (amazon.com model). The library added 3,486 volumes to the collection this year. The library also added 43,359 electronic books.
- Bibliographic Instruction: Library Staff conducted 142 bibliographic instruction classes reaching 3,447 students. This is an 84% increase in the number classes taught and a 137% increase in the number of students reached compared to last year. Ninety-three percent rated the classes as very good to excellent overall.
- Charles Chesnutt Film Festival: The Charles Chesnutt Film Festival was held from April 14-17, 2008 with the theme of "Documentary: American Triumphs." There were two films shown over four nights: "*When the Levees Broke*" and "*The Rise and Fall of Jim Crow*."
- FSU Authors: The following FSU authors were featured this year: Dr. Todd Frobish in the Department of Speech, Theatre and Fine Arts; Professor Carole Weatherford, Dr. Brooksie Harrington, Dr. Booker Anthony in the Department of English and Foreign Languages; and Dr. Blanche Radford Curry in the Department of Government and Political Science.
- "The Big Read 2008": Chesnutt Library participated in The Big Read 2008 of Ray Bradbury's book *Fahrenheit* sponsored locally by the Cumberland County Public Library and nationally by the National Endowment for the Arts. The library's event was held on April 2, 2008, and 25 people attended.
- NC Knows: The Chesnutt Library Staff began participating in *NCknows* for the first time this year. *NCknows* is a service that allows the state's citizens to get help from librarians and use library resources from their computer. *NCknows* is staffed by librarians from academic, public and specialty libraries. By coordinating with participating libraries across the state and other libraries across the country, *NCknows* is able to offer help around the clock. *NCknows* is a pilot project supported by a grant under the Federally-funded Library Services and Technology Act (LSTA).