



FSU AND UNC TOMORROW

**Strategic Initiatives at Fayetteville State University
2009-2010**

Chancellor James A. Anderson

FSU and UNC Tomorrow
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Contents

Overview.....4

4.1 Our Global Readiness..... 5

- 4.1.1. Successful professional and personal lives and tools for an ever-changing world
- 4.1.2. Globally competitive programs
- 4.1.3. International partnerships

4.2 Our Citizens and Their Future: Access to Higher Education..... 7

- 4.2.1. Increase access
- 4.2.2. Streamline articulation agreements with NC Community College System
- 4.2.4. Affordability
- 4.2.5. Increase educational attainment of all underrepresented populations
- 4.2.6. Students better prepared to enter and to succeed

4.3 Our Children and Their Future..... 9

- 4.3.1. Improve quality and quantity of public school teachers
- 4.3.2. Address the shortage of science and math teachers
- 4.3.3. Collaborative efforts with NCSBCC, NCSBE, and NCDPI to enhance the teaching skills of public school teachers and administrators
- 4.3.4. Collaborative efforts with NCSBE and DPI to improve academic achievement and dropout rates
- 4.3.5. Partnerships with state educational systems-SDPI, NCCCS, and ICU for seamless education

4.4 Our Communities and Their Economic Transformation..... 11

- 4.4.1. Commitment to lead economic transformation and community development
- 4.4.2. Efforts in meeting needs of rural and underserved areas of state
- 4.4.3. Alignment of campus programs with economic plans of region and state

| | |
|---|-----------|
| 4.4.4. Promote the arts and cultural enrichment in the state | |
| 4.4.5. Facilitate inclusive discussions on important community issues | |
| 4.5 Our Health..... | 13 |
| 4.5.1. Improving the health and wellness of all people in the state | |
| 4.5.2. Educate more health professionals | |
| 4.5.3. Utilizing health information to improve health and wellness | |
| 4.6 Our Environment..... | 14 |
| 4.6.1. Embrace environmental sustainability as a core value | |
| 4.6.2. Leverage research expertise to address critical environmental and energy issues | |
| 4.6.3. Increase community awareness of environmental and sustainability issues | |
| 4.7 Outreach and Engagement..... | 15 |
| 4.7.1. Communicate research and scholarship to broader audiences | |
| 4.7.2. Strategic plan for scholarly public service | |
| 4.7.3. Application of research and scholarship to address regional and statewide issues | |
| 4.7.4. Communicate resources and expertise to wider audiences | |
| 5.1 UNC- Review of Mission Statement..... | 17 |
| 5.2 UNC- Review Academic Planning Process..... | 17 |
| 5.3 UNC- Refinement of the Tenure, Promotion, and Incentive System..... | 18 |
| 5.4 UNC- Retirement and Maintaining High Quality Faculty..... | 18 |
| 5.5 UNC- Attract and Retain High-Quality Staff..... | 19 |
| 5.6 UNC- Efficient Use of Resources..... | 19 |
| 5.7 UNC- Interinstitutional Collaboration..... | 20 |
| 5.8 UNC-Accountability..... | 21 |

OVERVIEW

FSU and UNC Tomorrow 2009-2010

James A. Anderson

“Our mission is to provide students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the state and the nation. We are no longer preparing students to simply obtain college degrees but to procure competitive degrees that reflect success in and across academic disciplines and in the presence of 21st century competencies.”



Through team building and collaboration with administrators, faculty, staff and students, as well as the community, FSU has laid the foundation for shaping our response to the call of the future. The initiatives of UNC Tomorrow are an integral part of our Strategic Plan 2009-2014. The Plan outlines FSU’s commitment to six strategic priorities—Graduation and Retention Rates, Economic Transformation, Intellectual and Cultural Center, Leadership and Global Citizens, Collaborations and Partnerships, and Fiscal Resourcefulness and Sustainability—with goals and objectives for achieving each priority and its correlation with UNC Tomorrow. The plan is being updated annually and will maintain our commitment to our core values of student success and the pursuit of excellence, shared governance, global responsibility, and collaboration. It will enable the university to carry out its primary mission of providing students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the State. We are no longer preparing students to simply obtain college degrees but to procure competitive degrees for the 21st Century as reflected in our mission statement and the recommendations of the UNC Tomorrow Commission.

Progress made towards accomplishing our goals and UNC Tomorrow initiatives in 2009-2010 demonstrates how we have made continuous improvement in carrying out our mission, in preparing our students, in shaping the future of FSU and the State, as well as, our commitment to teaching, research, and service. Some highlights of the outcomes of initiatives for 2009-2010 include our commitment to globalism with our Global Scholars Honors Program, the Fulbright Foreign Language Teaching assistants, seven memoranda of understanding with international institutions, and our new B.A. degree in Intelligence Studies. Progressively increasing access, our Cross Creek Early College High School had a 100 percent graduation rate with graduates garnering over a million dollars in scholarships, hosted the Shelton Challenge Leadership camp for high school students, received the 2010 Lee Noel-Randi Levitz Retention Excellence Award for our CHEER enrichment summer program, and we had a 10 percent increase in the number of graduates. We greatly expanded dual-enrollment agreements with community colleges, and the Teacher Education Summer Accelerated Program enabled 56 students to graduate or receive licensure ahead of schedule. Collaborative efforts include the Microprobe Center, the Public Computer Center, the Trading Room, and the Center for Community Justice and Service Learning, all of which offered services to educational institutions and to underserved populations in our region. We also expanded our partnerships with the BRAC Regional Task Force, the City of Fayetteville, Sustainable Sand Hills, Fort Bragg, and offered a Master of Social Work distance education program at Fort Sam Houston, Texas. Beyond a doubt, we are proud of the 100 percent pass rate on the state exam for our Nursing graduates for spring 2010, the clean financial audit, the completion of 18 out of 18 capital bond projects, and a major increase in alumni giving.

The strategic initiatives accomplished in 2009-2010 represent the springboard for carrying out our Strategic Plan 2009-2014 and the vision of UNC Tomorrow. With continuous improvement, hard work, innovation, and collaboration, we will be able to actualize FSU’s future as a premiere institution of choice in the nation. “The Future is Calling.”

| UNC TOMORROW | STRATEGIC INITIATIVES FAYETTEVILLE STATE UNIVERSITY 2009-2010 |
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| <p>4.1 Our Global Readiness</p> <p>Major Finding: UNC should educate its students to be personally and professionally successful in the 21st century and to do so, should enhance the global competitiveness of its institutions and their graduates.</p> | <p>4.1.1. Successful professional and personal lives and tools for an ever-changing world</p> <ul style="list-style-type: none"> • FSU’s Strategic Plan 2009-2014, “The Future is Calling,” was implemented this year. It was developed by the Strategic Planning Committee which included twenty-eight representatives from the FSU Board of Trustees, administrators, faculty, staff, and students. The Plan outlines FSU’s commitment to six strategic priorities. Leaders and Global Citizens is Priority 4. • Mission Statement. FSU’s revised mission statement for 2009 states that “the primary mission of FSU is to provide students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the State.” • Global Scholars Honors Program was developed to enable students to participate in internships with leading organizations in business, government, and public service; to serve as scholar assistants with leading faculty in their field of study; to participate in student-to-student leadership mentoring; and to do international travel and research. There are 150 students in the program. • Graduates. In 2009-2010, 1,039 students graduated of which 876 earned bachelor’s degrees, 152 earned master’s degrees, and 11 earned doctorates. The overall number of graduates increased by 10.8% (112 students) over 2008-2009 (927 graduates). Major bachelor degrees granted were: 146 in Psychology, 143 in teacher education, 105 in Criminal Justice, and 87 in Business Administration. Major master’s degrees granted were 61 for the Master of Social Work, 31 for the Master of Education, and 21 for the Master of Business Administration. There were 11 for the Ed.D. • Four Foreign Language Teaching Assistants in the Fulbright Scholars Program taught language courses for students and faculty: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yoruba; and Di Wu of China, Chinese. • Advisement Improvement Mandate (AIM). AIM was implemented in fall 2009 building upon academic advising efforts and accomplishments in 2008-09. Data showed an increase in student satisfaction (agree or strongly agree that advising received was effective) from 65.3% in fall 2008 to 82.9% in fall 2009. • Study Abroad. Nine (9) Master of Social Work students studied at the University of Dar es Salaam, Tanzania for three weeks during the summer of 2010; and twenty (20) global scholars and three (3) faculty members participated in a 4-week study abroad trip to Caceres, Spain to study at the University of Extremadura and took several field trips. • Smart Classrooms. ITTS deployed a 3-D projection-enabled classroom and 13 other smart classrooms—bringing the total number of smart classrooms to 63 this year, which represents 59% of all classrooms. <p>4.1.2. Globally competitive programs</p> <ul style="list-style-type: none"> • Master of Social Work. Dr. Terri Moore-Brown and Dr. Delma Jackson accompanied nine (9) Master |

of Social Work students to Dar es Salaam, Tanzania for three weeks of summer study. At the University of Dar es Salaam, they took a course entitled, “Community Development” and toured two villages. Students were required to write a paper and will present their papers at the FSU Department of Social Work Lecture Series during the 2010 fall semester. The MSW was approved for reaccreditation by the Council on Social Work Education (CSWE).

- **Master of Social Work Distance Education** program in Fort Sam Houston, Texas, was approved by the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC).
- **Mathematics and Computer Science.** Six (6) students from East China University of Science and Technology are attending FSU this year to complete degrees in mathematics and computer science.
- **Foreign Language Instruction.** Celine Charron from Université de Technologie de Compiègne (UTC), France, completed a one-month internship at Fayetteville State. She edited French materials in CAN8, provided assistance to French classes, and tutored students in the use of CAN8 in the language lab. Four (4) Foreign Language Teaching Assistants in the Fulbright Scholars Program taught language courses for students and faculty: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yourba; and Di Wu of China, Chinese.
- **B.A. Degree in Intelligence Studies** was approved by the UNC Board of Governors in fall 2009.
- **Trading Room and Endowed Chair.** The School of Business and Economics Trading Room opened on June 17, 2010 and the Lloyd V. Hackley Endowed Chair for the Study of Capitalism and Free Enterprise, Dr. Edward Peter Stringham, was introduced.
- **Top Business School and MBA Program.** The School of Business and Economics was recognized as one of the nation’s Top Business Schools in 2009 by the Princeton Review, and the MBA was listed in U.S. News and World Report’s Best Black Colleges.
- **The Global Scholars Honors Program** enables students to do international travel and research. There are 150 students in the program.

4.1.3. International partnerships

- **Seven (7) Memoranda of Understanding** were signed between FSU and international higher education institutions, including: University of the Western Cape (Cape Town, South Africa); St. George’s University, Limited (Grenada); State Higher Vocational School in Krosno (Poland); University of Dar Es Salaam Fine and Performing Arts Department (Tanzania, Africa); Inner Mongolia Normal University (China); Baotou Teachers’ College (China) for Elementary Education and English; Institute of Online Education at Beijing Foreign Studies University (China); and Hebei Normal University (China).
- **International Commitment, China.** The Chancellor, Deans from the College of Arts and Sciences, School of Business and Economics, and School of Education, along with the Director of the International Education Center, visited various colleges, universities, and institutes in China with which FSU has partnerships and agreements.
- **International Commitment, Poland.** Dr. Yali Li traveled to Poland to begin our partnership with the State Higher Vocational School in Krosno, Poland.

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| <p>4.2 Our Citizens and Their Future: Access to Higher Education</p> <p>Major Finding: UNC should increase access to higher education for all North Carolinians, particularly for underserved regions, underrepresented populations, non-traditional students, and lifelong learners.</p> | <p>4.2.1. Increase access</p> <ul style="list-style-type: none"> • UNC One-Stop Center, in support of the military community, was established at Fort Bragg in spring 2010. Two full-time employees have been hired to serve as the distance education coordinator and the academic advisor. The academic advisor serves as the liaison with the other 15 UNC campuses offering academic programs. • Master of Social Work (MSW) distance education program in Fort Sam Houston, Texas, was approved by the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC). • MBA Program at Gateway Technology Center. The MBA Program is using interactive multimedia technology to deliver courses to students in the Rocky Mount area. • CHEER Summer Enrichment Program. Of the 157 students enrolled in the CHEER enrichment program in summer 2009, 154 students met requirements for unconditional admission to the university. The CHEER program was nationally recognized, receiving the 2010 Lee Noel and Randi Levitz Retention Excellence Award for being a successful 5-week summer bridge program that has improved student success for freshman students. • Extended Education. There was an 18.4% increase in distance education course enrollment in fall 2009. • Student Diversity. Of 6,283 students enrolled in fall 2009, the racial components were: Black 4,504, White 1,014, Hispanic 255, American Indian 71, Asian 70, and Others 369. <p>4.2.2. Streamline articulation agreements with NC Community College System</p> <ul style="list-style-type: none"> • Dual-Enrollment Agreements were established with Fayetteville Technical Community College for the RN-to-BSN program, Psychology, Applied Science in Biotechnology, Mathematics, and Online Degree Completion programs at FSU, enabling a seamless transfer to FSU. A dual-enrollment agreement was established with Davidson County Community College for students with an Associate in Arts degree. <p>4.2.4. Affordability</p> <ul style="list-style-type: none"> • FSU is the most affordable institution in the UNC system and only raised fees by \$250 this year. <p>4.2.5. Increase educational attainment of all underrepresented populations</p> <ul style="list-style-type: none"> • Implementation of the Male Retention Initiative. Collaboration between Academic Affairs and Student Affairs, resulted in the establishment of an Office of the Male Initiative, a Male Mentoring Program, a Male Initiative Week of events, a Making of the Bronco Male program, and improved monitoring and tracking of programs in support of male students throughout the campus. • FSU Students in Free Enterprise (SIFE) Team, comprised of undergraduate business students, won the Regional Championship and was invited to the national championship. • FSU MBA Team finished in 1st place at the Opportunity Funding Corporation (OFC) Venture Challenge Business Plan Competition and was also the recipient of the “Best Written Business Plan” award. • Public Computer Center. ITTS partnered with Fayetteville Metropolitan Housing Authority and |
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secured a federal grant for \$1.1 million to establish a Public Computer Center that will educate the vulnerable population in the use of the Internet.

- **The Equal Opportunities Centers Programs** helped over 1,800 high school seniors, high school dropouts, and high school graduates, as well as, college dropouts to make career choices and set educational goals. These clients came from the counties of Cumberland, Harnett, Hoke, Robeson, and Sampson.
- **FSU-RISE Scholars and NCLSAMP Scholars** participated in summer research internships in agencies such as the Signal Laboratory at Methodist Research Institute in Indianapolis, Indiana; Neuroscience Institute at Duke University, National Science Foundation REU Program at the University of GA; Argonne National Laboratory; and UNC-Chapel Hill SPIRE Summer Program.

4.2.6. Students better prepared to enter and to succeed

- **Increased Retention and Graduation Rates** comprise Priority 1 in the FSU Strategic Plan 2009-2014.
- **Higher Admission Standards.** Enrollment for fall 2009 was 6,283, up by 66 (1.0%) from fall 2008. Of these, 762 were freshmen. The average SAT score was 843 and the average GPA was 2.76. This was a drop from fall 2008 which had a SAT average of 865 and GPA of 2.87. As a result, higher admission requirements will be effective for fall 2010, the minimum SAT score required will be 800, up from 750, and the minimum GPA will be 2.30, up from 2.00.
- **Graduates.** In 2009-2010, 1,039 students graduated of which 876 earned bachelor's degrees, 152 earned master's degrees, and 11 earned doctorates. The overall number of graduates increased by 10.8% (112 students) over 2008-2009 (927 graduates). Major bachelor degrees granted were: 146 in Psychology, 143 in Teacher Education, 105 in Criminal Justice, and 87 in Business Administration. Major master's degrees granted were 61 for the Master of Social Work, and 21 for the Master of Business Administration. There were 11 for the Ed.D.
- **Commissioned Officers.** There were ten (10) Army ROTC and seven (7) Air Force ROTC Officers commissioned.
- **Revised Student Progression Standards** were implemented. Students must earn at least 2.0 GPA or they will be placed on probation. Also included in these standards was limiting students to a total of 5 class withdrawals (Ws) as an undergraduate. In conjunction with implementing these new standards, Academic Affairs increased academic support for students (supplemental instruction, extension grade contracts). In spring 2010, the rate of D-F grades declined to 18.9% compared to 21.5% in spring 2009. Ws increased slightly from 6.0% to 7.1% for this same time period.
- **One-Stop Center.** Enrollment Management (Financial Aid, the Registrar, and Cashier) implemented a One-Stop Center to centralize student services in the Lilly Building.
- **CHEER.** Of the 157 students enrolled in the CHEER enrichment program in summer 2009, 154 students met requirements for unconditional admission to the university. The CHEER program was nationally recognized, receiving the 2010 Lee Noel-Randi Levitz Retention Excellence Award for being a successful 5-week summer bridge program that has improved success for freshman students.

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| | <ul style="list-style-type: none"> • Advisement Improvement Mandate (AIM). AIM was implemented in fall 2009 building upon academic advising efforts and accomplishments in 2008-09. Data showed an increase in student satisfaction (agree or strongly agree that advising received was effective) from 65.3% in fall 2008 to 82.9% in fall 2009. • The Teacher Education Summer Accelerated Program (TESAP) was held again in summer 2009. Of the 109 students enrolled, fifty-six (56) students graduated/completed licensure requirements ahead of schedule in 2009-2010. Also, thirteen (13) NCTEACH students completed their professional component which consisted of 18 credit hours. • Psychiatric Services were established as part of the Center for Personal Development. • Smart Classrooms. ITTS deployed a 3-D projection-enabled classroom and 13 other smart classrooms—bringing the total smart classroom number to 63 this year which represents 59% of all classrooms. • Trading Room and Endowed Chair. The School of Business and Economics Trading Room opened on June 17, 2010 and the Lloyd V. Hackley Endowed Chair for the Study of Capitalism and Free Enterprise, Dr. Edward Peter Stringham, was introduced. • Undergraduate Research Symposium sponsored by the FSU RISE program featured research projects in the STEM areas and Math Quiz Bowls for high school and college students. The FSU-RISE program had 14 scholars in 2009-2010. • FSU Health Careers Opportunities Program (HCOP), in partnership with UNC Chapel Hill, provided opportunities for 80 disadvantaged FSU students to enhance their academic preparation, engage in professional development workshop, participate in career exploration trips and recruitment fairs, prepare for admissions tests for graduate and professional health schools, and to participate in summer research internships and enrichment programs. |
| <p>4.3 Our Children and Their Future</p> <p><u>Major Finding:</u> UNC should be more actively involved in solving North Carolina’s Public education challenges.</p> | <p>4.3.1 Improve quality and quantity of public school teachers</p> <ul style="list-style-type: none"> • Teacher Education Graduates. There were 143 BS degrees and 31 M.Ed degrees granted in teacher education in 2009-2010. In school administration, there were 14 MSA and 11 Ed.D. degrees awarded to serve the state. • The Teacher Education Summer Accelerated Program (TESAP) was held again in summer 2009. Of the 109 students enrolled, fifty-six (56) students graduated/completed licensure requirements ahead of schedule in 2009-2010. Also, thirteen (13) NCTEACH students completed their professional component which consisted of 18 credit hours. <p>4.3.2. Address the shortage of science and math teachers</p> <ul style="list-style-type: none"> • The Math Science Education Center provided in-service training and continuing education for public school teachers in the fields of technology, mathematics and science. It also provided tuition scholarships for teachers. <p>4.3.3. Collaborative efforts with NCSBCC, NCSBE, and NCDPI to enhance the teaching skills of public</p> |

school teachers and administrators

- **Kenan Fellows.** Four (4) FSU faculty members were paired with Kenan Fellows to serve as Research Mentors to K-12 science teachers during a 5-year externship period.
- **United We Serve.** Several faculty and staff members in the School of Education volunteered at elementary and high schools in Cumberland County providing services such as tutoring sessions, professional development workshops for teachers, and a tobacco cessation and prevention seminar.
- **Excellence in Teaching Institute.** The School of Education held a two-day Excellence in Teaching Institute in spring 2010 which involved the public schools as presenters and attendees.
- **Teacher Education Graduates.** In school administration, FSU awarded 14 MSA and 11 Ed.D degrees in 2009-2010 for service in the state.
- **Math Science Education Center** provided in-service training and continuing education for public school teachers in the fields of technology, mathematics and science.
- **Extended Education.** There was an 18.4% increase in distance education course enrollment in fall 2009.

4.3.4. Collaborative efforts with NCSBE and DPI to improve academic achievement and dropout rates

- **TRIO Programs.** Grant funding from the U.S. Department of Education for Upward Bound, Talent Search, GEAR-UP, EOC, and Special Programs allowed FSU to offer tutoring, counseling, cultural, and social activities to public school students from junior high through college, particularly the underserved populations of students in our region. Workshops were also provided for educational personnel and parents.
- **Equal Opportunities Centers Programs** helped over 1,800 high school seniors, high school dropouts, and high school graduates, as well as, college dropouts to make career choices and set educational goals. These clients came from the counties of Cumberland, Harnett, Hoke, Robeson, and Sampson.
- **United We Serve.** Several faculty and staff members in the School of Education volunteered at elementary and high schools in Cumberland County providing services such as tutoring sessions, professional development workshops for teachers, and a tobacco cessation and prevention seminar.
- **Shelton Challenge** was a summer camp experience (July 18-23) for 28 rising freshman, sophomore, junior, and senior high school students. Gen. Shelton's cornerstones of values-based leadership-honesty, integrity, compassion, diversity, and social responsibility were the foundations of the experience. The core curriculum focuses on leadership roles and accountability, team building, leadership styles and situations, social responsibility, integrity as a leader, public speaking, changing behaviors, and goal setting. The participants all had a grade point average of 3.0 or better.
- **FSU's Athletic Department** sponsored a broad-based athletic program that provided tutoring and educational opportunities for young men and women to grow and develop, and served as outreach to the community through sports camps and tutoring.
- **Undergraduate Research Symposium** sponsored by FSU RISE Program featured research projects in

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| | <p>the STEM areas and Math Quiz Bowls for high school and college students.</p> <p>4.3.5. Partnerships with state educational systems-SDPI, NCCCS and ICU for seamless education</p> <ul style="list-style-type: none"> • Collaborations and Partnerships comprise Priority 5 in the FSU Strategic Plan 2009-2014. • Dual enrollment agreements were established with Fayetteville Technical Community College for the RN-to-BSN program, Psychology, Applied Science in Biotechnology, Mathematics, and Online Degree Completion programs at FSU, enabling a seamless transfer to FSU. A dual enrollment agreement was established with Davidson County Community College for students with an Associate’s in Arts degree. • Cross Creek Early College High School (CCECHS). There were 46 graduates of CCECHS who garnered over a million dollars in scholarships. Eleven (11) of these students enrolled at FSU in fall 2010. FSU renewed the Memorandum of Agreement with Cumberland County Schools to continue the Cross Creek Early College High School on the campus of FSU. • B-K Community College Partners. One hundred forty-two (142) dual-degree programs of study were developed with our Community College partners for students pursuing the B-K teaching program. • Distance Education. The School of Business and Economics, in collaboration with NC State University, offered distance education courses at the Gateway Technology Center in Rocky Mount. |
| <p>4.4 Our Communities and Their Economic Transformation</p> <p><u>Major Finding:</u> UNC should be more actively engaged in enhancing the economic transformation and community development of North Carolina’s regions and the state</p> | <p>4.4.1. Commitment to lead economic transformation and community development</p> <ul style="list-style-type: none"> • Economic Transformation is Priority 2 in the FSU Strategic Plan 2009-2014. • Microprobe Center. The Southeastern NC Regional Microanalytical and Imaging Center (SENCR-MIC), referred to as the Microprobe Center, was formally established on the campus of FSU with a grand opening on January 28, 2010. The center provides cutting-edge technology and is one of only a few in the world. This is a joint research project with UNCP and is open for public contractual use. • North Carolina’s Southeast Regional Data Book. Dr. Inder Nijhawan and Dr. Carolyn Jewell collaborate annually with personnel from UNCP and UNCW to keep current the <i>North Carolina’s Southeast Regional Data Book</i> which is distributed throughout the region and the state. Economic data relative to business, income, education, jobs, etc. are included for the southeastern region of North Carolina. • Veteran Business Outreach Center will be established with a grant award of \$150,000 per year for 5 years from the U.S. Small Business Administration by the School of Business and Economics. • Trading Room and Endowed Chair. The School of Business and Economics Trading Room opened on June 17, 2010, and the Lloyd V. Hackley Endowed Chair for the Study of Capitalism and Free Enterprise, Dr. Edward Peter Stringham, was introduced. • Youth Entrepreneurship Program. On November 21, 2010, the School of Business and Economic Entrepreneurship Institute, led by Dr. Mohammed Bhuiyan, hosted a Youth Entrepreneurship Program for 300 high school students in Cumberland County at the Doubletree Hotel. • FSU Students in Free Enterprise (SIFE) Team, comprised of undergraduate business students, won the Regional Championship and was invited to the national championship. • FSU MBA Team finished in 1st place at the Opportunity Funding Corporation (OFC) Venture Challenge Business Plan Competition and was also the recipient of the “Best Written Business Plan” award. |

4.4.2. Efforts in meeting needs of rural and underserved areas of state

- **Research-The Economic Impact of BRAC.** Dr. Assad Tavakoli, Mr. Floyd Shorter, and Dr. Pamela Jackson published a study on “The Economic Impact of BRAC on the Eleven Member Counties: Bridging the Gap for Economically Disadvantaged Populations.” Less than 25 percent of the disadvantaged population had attended college. Without additional education and/or training, these workers will not qualify for the majority of projected BRAC employment opportunities. Only three counties have a sizeable percentage of disadvantaged workers currently capable of performing work requiring professional and/or technical skills. Study results were distributed throughout the eleven counties of the BRAC Regional Task Force.
- **Public Computer Center.** ITTS partnered with Fayetteville Metropolitan Housing Authority and secured a federal grant for 1.1 million dollars—to establish a Public Computer Center that will educate the vulnerable population in the use of the Internet.
- **Career Services** conducted a Teachers’ Job Fair and a Professional Job Fair for the region.

4.4.3. Alignment of campus programs with economic plans of region and state

- **Sustainability Project.** A project is underway with the City of Fayetteville, PWC, Sustainable Sand Hills, and Fort Bragg to develop the Millennium Campus for Sustainability. Its focus will be energy and water sustainability.
- **Greater Fayetteville Futures II.** The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville Futures II Project and five faculty members chair major committees which includes the All-American Center for Workforce Innovation and construction of the Murchison Road Corridor.
- **BRAC Alignment.** FSU will be the lead institution in the establishment of the Center for Defense and Sustainability, which will be a major collaborative effort with the U.S. Department of Defense, Fayetteville Technical Community College and other area community colleges, some member UNC institutions, BRAC RTF, and Fort Bragg.
- **Minority College Relations Program,** in collaboration with U. S. Army Special Operations Command (USASOC), provided 29 FSU students the opportunity to gain paid practical experience in their field of study by working along with military and civilian professionals under the Student Educational Employment Program.
- **Black Executive Exchange Program (BEEP).** March 16-18, 2010 BEEP executives conducted panel discussions, an etiquette dinner, and classroom visitations in order to help students prepare for the world of work. One student held an internship at the Urban League headquarters. (FSU) was awarded The Calvin Darden, Sr. Campus of the Year Award by BEEP *at the* 41st Annual Leadership Conference in Ft. Lauderdale, Florida, June 7-11, 2010.
- The School of Business and Economics received \$25,000 seed money from Bank of America to start an Entrepreneurship Boot Camp for the Wounded Warriors.

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| | <p>4.4.4. Promote the arts and cultural enrichment in the state</p> <ul style="list-style-type: none"> • Intellectual and Cultural Center comprises Priority 3 in FSU Strategic Plan 2009-2014. • Fine Arts Series. As part of the Fine Arts Series, several cultural programs were held and made available to the public and included collaboration with the public schools with special presentations for school children. Programs included: Summer Opera, Cambridge University’s <i>Two Gentlemen of Verona</i>, Exhibit on HIV and Ethiopia, <i>The Adding Machine</i> by Elmer Rice, Jazz Night, Fayetteville Symphony Concert at FSU, Billy Holiday-Multi-Media Performance, and collaboration with African American Master’s Art Exhibit at Fayetteville Arts Council; and Showcase of FSU’s Department of Performing and Fine Arts of Faculty Performances and Jazz Ensemble, the University Concert Choir, and a performance of God’s Trombones at Fourth Friday Downtown Fayetteville. • Chancellor’s Speaker’s Series included Dr. David Driskell, an artist and scholar; “A New Face of Race: A Community Discussion” with panelist Dr. Derrick Darby, Dr. Ida M. Fisher, Mr. Gene Nichols, and Dr. Nicole Lucas; Rabbi Alysa Stanton; and Mr. Tim Reid with his documentary on <i>Blacks in the Military</i>. • Lecture Series. Lectures and presentations were held by the Department of Government and History, Department of Social Work, Department of Sociology, Department of English and Foreign Languages, and the Martin Luther King Celebration from the Department of the Performing and Fine Arts. <p>4.4.5. Facilitate inclusive discussions on important community issues</p> <ul style="list-style-type: none"> • Greater Fayetteville Futures II Project. The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville Futures II Project and five faculty members chair major committees which includes the All-American Center for Workforce Innovation. • Center for Community Justice and Service Learning. The Institute for Community Justice was expanded as the Center for Community Justice and Service Learning. The Center was developed to provide a vehicle for promoting student development in the area of ethics and civic engagement, and for fulfilling our mission as an engaged university. Through its efforts, FSU offered 10 service learning classes in spring 2010. The Center developed 3 service-learning resource guides, held a course development workshop for faculty, assisted community organizations, and assisted faculty members in offering 14 service learning courses, resulting in 201 students completing 1,899 hours of service. • BRAC Alignment. FSU will be the lead institution in the establishment of the Center for Defense and Sustainability, which will be a major collaborative effort with the U.S. Department of Defense, Fayetteville Technical Community College and other area community colleges, some member UNC institutions, BRAC RTF, and Fort Bragg. |
| <p>4.5 Our Health</p> <p><u>Major Finding:</u> UNC should lead in improving the</p> | <p>4.5.1. Improving the health and wellness of all people in the state</p> <ul style="list-style-type: none"> • HIV Prevention. Collaboration with UNC-Chapel Hill (UNC-CFAR CODE Office) to develop prevention education and outreach efforts to combat the spread of HIV was spearheaded by Dr. Maurice Mongkuo and Dr. Rollinda Thomas. • Psychiatric services were established as a part of the Center for Personal Development. |

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| <p>health and wellness of all people and communities in our state.</p> | <p>4.5.2. Educate more health professionals</p> <ul style="list-style-type: none"> • Nursing Graduates. There were 34 recipients of the BS degree in Nursing for 2009-2010. There was a 100% pass rate of the 27 students taking the state nursing exam. • FSU Health Careers Opportunities Program (HCOP), in partnership with UNC Chapel Hill, provided opportunities for 80 disadvantaged FSU students to enhance their academic preparation, engage in professional development workshops, participate in career exploration trips and recruitment fairs, prepare for admissions tests for graduate and professional health schools, and to participate in summer research internships and enrichment programs. <p>4.5.3. Utilizing health information to improve health and wellness</p> <ul style="list-style-type: none"> • <i>North Carolina’s Southeast Regional Data Book.</i> Dr. Inder Nijhawan and Dr. Carolyn Jewell collaborate annually with personnel from UNCP and UNCW to keep current <i>North Carolina’s Southeast Regional Data Book</i> which is distributed throughout the region and the state. Data on health care facilities and the distribution of health care professionals in the region are maintained. • Health Fair included displays and demonstrations by local health care agencies and blood pressure screening. • Health Disparities Institute presented lectures by renowned scholars on “Parameters and Requirements of a Culturally Competent System of Health Care,” “Coping, Purpose in Life, Reasons for Living, and Suicide Behavior,” and “Global Health Disparities: The Millennium Development Goals, Where Are We?” • The Pandemic Flu Plan was revised (September 2009) to address different outbreak scenarios, including different levels of severity of the virus, rates of transmission, and the need to temporarily suspend classes and close the campus for a number of weeks or months until the rate of transmission of the virus begins to reasonably subside. |
| <p>4.6 Our Environment</p> <p><u>Major Finding:</u> UNC should assume a leadership role in addressing the state’s energy and environmental challenges.</p> | <p>4.6.1 Embrace environmental sustainability as a core value</p> <ul style="list-style-type: none"> • Fiscal Resourcefulness and Sustainability make up Priority 6 in the FSU Strategic Plan 2009-2014. • Sustainability efforts. Strides made in sustainability include formation of a Sustainability Committee, implementation of trayless dining in the Jones Dining Hall to conserve energy and water; implementation of a reusable food container for take-out meals; lighting analysis at Lyons Science Building; and upgraded recycling program for fluorescent lamps and other mercury containing items. • Students Recycling. Students organized competition (among residence halls) to promote recycling. Recycling was part of the focus of the Martin Luther King Day of Service. <p>4.6.2 Leverage research expertise to address critical environmental and energy issues</p> <ul style="list-style-type: none"> • First LEED Certified Building. The new Science and Technology Building will be the first LEED certified building on campus, scheduled for construction 2011-2012. • Storm Water Management. The design is in progress for an improved storm water management implementation plan for the new Nursing building which will include the east campus as well as a plan |

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| | <p>for the new Science and Technology Building to include the west campus.</p> <p>4.6.3. Increase community awareness of environmental and sustainability issues</p> <ul style="list-style-type: none"> • Millennium Campus for Sustainability. A project is underway with the City of Fayetteville, PWC, Sustainable Sand Hills, and Fort Bragg to develop the Millennium Campus for Sustainability. Its focus is energy and water sustainability. Dr. A. Tavakoli is the FSU representative. • First Annual Green Conference for high school and college students was hosted by the School of Business and Economics and the Center for Entrepreneurship led by Dr. Mohammed Bhuiyan. The conference also had corporate sponsorship. • Center for Defense and Sustainability. FSU will be the lead institution in the establishment of the Center for Defense and Sustainability, which will be a major collaborative effort with the U.S. Department of Defense, Fayetteville Technical Community College and other area community colleges, some member UNC institutions, BRAC RTF, and Fort Bragg. The Center will work with the group for the Millennium Campus for Sustainability. Dr. Curtis Charles is the coordinator of this project. • Greater Fayetteville Futures II Project includes the Chancellor and Chief of Staff on the leadership team, and five faculty members chair major committees, one of which is the Murchison Road Corridor. |
| <p>4.7 Outreach and Engagement</p> <p>Major Finding: UNC should become more directly engaged with and connected to the people of North Carolina, its regions, and our state as a whole.</p> | <p>4.7.1. Communicate research and scholarship to broader audiences</p> <ul style="list-style-type: none"> • FSU as the Intellectual and Cultural Center of southeastern North Carolina is Strategic Priority 3. • Fine Arts Series included cultural programs for the public, including the opera “Candide,” four plays, the children’s theater, several art exhibits on campus and at the Fayetteville Arts Council, performances by the Jazz Ensemble and Concert Band, the University Concert Choir programs, and a performance of God’s Trombones at Fourth Friday Downtown Fayetteville. • Chancellor’s Speaker’s Series included Dr. David Driskell, an artist and scholar; “A New Face of Race: A Community Discussion” with panelist Dr. Derrick Darby, Dr. Ida M. Fisher, Mr. Gene Nichols, and Dr. Nicole Lucas; Rabbi Alysa Stanton; and Mr. Tim Reid with his documentary on <i>Blacks in the Military</i>. • Collaboration and Partnerships comprise Priority 5 in the FSU Strategic Plan 2009-2014. • Research-The Economic Impact of BRAC. Dr. Assad Tavakoli, Mr. Floyd Shorter, and Dr. Pamela Jackson published a study on “The Economic Impact of BRAC on the Eleven Member Counties: Bridging the Gap for Economically Disadvantaged Populations.” Less than 25 percent of the disadvantaged population had attended college. Without additional education and/or training, these workers will not qualify for the majority of projected BRAC employment opportunities. Only three counties have a sizeable percentage of disadvantaged workers currently capable of performing work requiring professional and/or technical skills. Study results were distributed throughout the eleven counties of the BRAC Regional Task Force. • North Carolina’s Southeast Regional Data Book. Dr. Inder Nijhawan and Dr. Carolyn Jewell collaborate annually with personnel from UNCP and UNCW to keep current the <i>North Carolina’s Southeast Regional Data Book</i> which is distributed throughout the region and the state. |

4.7.2. Strategic plan for scholarly public service

- **Center for Community Justice and Service Learning** was developed to provide a vehicle for promoting student development in the area of ethics and civic engagement, for achieving the FSU strategic priority to collaborate for service, service learning and outreach, and for fulfilling our mission as an engaged university. Through its efforts, FSU offered 10 service learning classes in spring 2010.
- **North Carolina Campus Compact and AmeriCorps VISTA.** FSU became a member of the North Carolina Campus Compact and AmeriCorps VISTA for service learning, civic engagement, community partnerships, and creating more civic-minded graduates. As a host campus, funding for one VISTA volunteer was provided to enhance student volunteer services for disaster preparedness, MLK day-on volunteer service, and other community service projects.
- **Research and Scholarship:** Collectively, the faculty published 92 refereed journal articles, 5 non-refereed articles, 13 books, 13 book chapters, participated in 51 conference proceedings, and made 55 other intellectual contributions.
- **Faculty Service:** Collectively, the faculty provided a grand total of 625 professional and public/community service activities; specifically, (a) 320 professional service activities at the international (144), national (102), state (9), regional (32), and local (33) levels, and (b) 305 public/community service activities at the international (8), national (6), state (12), regional (72), and local (207) levels

4.7.3. Application of research and scholarship to address regional and statewide issues

- **Research-The Economic Impact of BRAC.** Dr. Assad Tavakoli, Mr. Floyd Shorter, and Dr. Pamela Jackson published a study on “The Economic Impact of BRAC on the Eleven Member Counties: Bridging the Gap for Economically Disadvantaged Populations.” Less than 25 percent of the disadvantaged population had attended college. Without additional education and/or training, these workers will not qualify for the majority of projected BRAC employment opportunities. Only three counties have a sizeable percentage of disadvantaged workers currently capable of performing work requiring professional and/or technical skills. Study results were distributed throughout the eleven counties of the BRAC Regional Task Force.

4.7.4. Communicate resources and expertise to wider audiences

- **Greater Fayetteville Futures II Project** includes the Chancellor and Chief of Staff on the leadership team, and five faculty members chair major committees which includes the All-American Center for Workforce Innovation.
- **United We Serve.** Several faculty and staff members in the School of Education and in the Division of Academic Affairs volunteered at elementary and high schools in Cumberland County, providing services such as tutoring sessions, professional development workshops for teachers, and a tobacco cessation and prevention seminar.
- **Youth Entrepreneurship Program,** for 300 high school students in Cumberland County, was hosted on

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| | <p>November 21, 2010 by the School of Business and the Economic Entrepreneurship Institute at the Doubletree Hotel.</p> <ul style="list-style-type: none"> • Clothes Closet was developed by Career Services for student internships and job opportunities. • Student Engagement. 83 Percent of first year students participated in some form of civic engagement and 76 percent of seniors. • Undergraduate Research Symposium sponsored by the FSU RISE program featured research projects in the STEM areas and Math Quiz Bowls for high school and college students. The FSU-RISE program had 14 scholars. • Trading Room opened in the School of Business and Economics and the Lloyd V. Hackley Endowed Chair for the Study of Capitalism and Free Enterprise Dr. Edward Peter Stringham was introduced on June 17, 2010. • Health Disparities Institute presented lectures by renowned scholars on “Parameters and Requirements of a Culturally Competent System of Health Care,” “Coping, Purpose in Life, Reasons for Living, and Suicide Behavior,” and “Global Health Disparities: The Millennium Development Goals, Where Are We?” • The Southeastern NC Regional Microanalytical and Imaging Center (SENCR-MIC), referred to as the Microprobe Center, provides cutting-edge technology and can magnify an object 300,000 times, and is one of only a few in the world. • Veteran Business Outreach Center will be established with a grant award of \$150,000 per year for 5 years from the U.S. Small Business Administration by the School of Business and Economics. |
| <p>5.1 UNC – review of mission statement</p> <p>UNC should examine the missions of its 17 constituent institutions...from a ‘system’ perspective ...to “avoid unnecessary duplication.”</p> | <p>Mission Review</p> <ul style="list-style-type: none"> • FSU Mission Statement was revised in 2008 to reflect the core focus of the institution and the distinctiveness of its approach to teaching, research and scholarship, and public service. Looking to the future of the state, FSU’s mission statement has been revised to reflect changes and proposed changes in degree programs and outreach activities. Final revised mission statement was approved by Board of Governors in October 2009. • Shared Governance. Students, faculty, staff, and Board of Trustees participated on the SACS Mission Statement Committee for compliance to items 2.4 and 3.1. • Strategic Plan 2009-2014 developed. Wallet-sized mission statement cards were distributed to students and all personnel at FSU. FSU’s Strategic Plan 2009-2014 was developed by the Strategic Planning Committee, which included 28 representatives from the FSU Board of Trustees, administrators, faculty, staff, and students. The Plan outlines FSU’s commitment to six strategic priorities. Posters with mission statement, strategic priorities, vision statement, and core values were placed in all major offices and buildings on campus. |
| <p>5.2 UNC- review academic planning process</p> | <p>Program Planning</p> <ul style="list-style-type: none"> • A Productivity Study of Academic Programs and Review of New Programs resulted in recommending the discontinuation of Business Education-Secondary, Health Education, and Marketing Education for Teachers; two new programs had enrollment higher than projected—Fire Science and |

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| <p>...should review the academic planning process to ensure that the needs of North Carolina are fully considered in establishing and discontinuing degree programs.</p> | <p>Communication; and two new degree programs were submitted for approval to Gen. Adm.---the B.S. in Intelligence Studies and the Bachelor of Social Work. The B.A. degree in Intelligence Studies was approved by the UNC Board of Governors in fall 2009.</p> <ul style="list-style-type: none"> • The Master of Social Work (MSW) distance education program at Fort Sam Houston, Texas, was approved by the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC). • MSW program received reaffirmation for 10 more years from the Council on Social Work Education. • Criminal Justice Program-ACJS Certification. The Executive Board of the Academy of Criminal Justice Sciences (ACJS) voted to grant full certification to our Bachelor of Science degree program in Criminal Justice for a period of 10 years, making FSU's Criminal Justice program the only Criminal Justice program in North Carolina to hold ACJS Certification. • RN-to-BSN Dual Agreement was signed with FTCC that became effective July 2010, enabling more students to seamlessly transfer to FSU. |
| <p>5.3 UNC-refinement of the tenure, promotion, and incentive system</p> <p>...to place greater value on faculty involvement and engagement in applied research and outreach ...</p> | <p>Tenure and promotion policies</p> <ul style="list-style-type: none"> • Tenure And Promotion Policies, Regulations And Procedures were revised (Mar. 2010) to support and encourage full freedom, within the law, of inquiry, discourse, teaching, research, and publication for all members of the academic staffs. Policy outlines requirements and procedures for promotion and tenure request. • Professor-Student Collaborative Research. Three programs in the STEM areas sponsored by NSF which promote professor-student collaborative research are RISE (Research Initiative for Scientific Enhancement), NCLSAMP (North Carolina Louis Stokes Alliance for Minority Participation), and Optimum. • Undergraduate Research Symposium sponsored by FSU RISE Program featured research projects in the STEM areas and Math Quiz Bowls for High School and College students. • STEM Internships. FSU-RISE Scholars and NCLSAMP Scholars participated in summer research internships in agencies such as the Signal Laboratory at Methodist Research Institute in Indianapolis, Indiana; Neuroscience Institute at Duke University, National Science Foundation REU Program at the University of GA; Argonne National Laboratory; and UNC-Chapel Hill SPIRE Summer Program. |
| <p>5.4 UNC-retirement and maintaining high-quality faculty</p> <p>UNC should prepare for wide-scale faculty retirement and to that end increase</p> | <p>Maintain high-quality faculty</p> <ul style="list-style-type: none"> • Fifty Years of Service. Dr. Valeria Fleming, Professor of Biology, was recognized for fifty years of service to FSU, more than any other instructional faculty/administrator in FSU's history. A biology/bio-technology colloquium and banquet were held in her honor, April 9-10. 2010. • FSU Teacher of the Year was Mr. Jonathan Chestnut, Assistant Professor of Art; and Dr. Booker T. Anthony, Professor of English, received the Board of Governor's Teaching Excellence Award. • Quality and Diversity. Of the 357 teaching faculty, 257 were full-time and 72 part-time. For full-time faculty members, 82% hold the doctorate or first professional degree. Diversity of the full-time faculty is Black 42%, White 38%, Asian 18% and others 2%, with 60% male and 40% female. • Trading Room. The School of Business and Economics Trading Room opened on June 17 and the |

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| <p>efforts to recruit and retain high-quality faculty.</p> | <p>Lloyd V. Hackley Endowed Chair for the Study of Capitalism and Free Enterprise, Dr. Edward Peter Stringham, was introduced.</p> <ul style="list-style-type: none"> • Mandatory Training on three important legal topics was held during the fall 2009 semester. All faculty and staff were required to attend. Training focused on the following topics: the Federal Educational Rights and Privacy Act (FERPA), Records Retention and Disposition, and the <i>Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act</i>. • 31 Workshops for 274 participants. The Office of Faculty Development conducted 31 workshops in 2009-2010 with 274 faculty and/or staff in attendance. • Policy Statement on Non-Discrimination (Sept. 2009) was revised to ensure equal educational opportunity and employment, to recruit talented students, faculty, and staff from diverse backgrounds. • Research and Scholarship: Collectively, the faculty published 92 refereed journal articles, 5 non-refereed articles, 13 books, 13 book chapters, participated in 51 conference proceedings, and made 55 other intellectual contributions. • Faculty Service: Collectively, the faculty provided a grand total of 625 professional and public/community service activities; specifically, (a) 320 professional service activities at the international (144), national (102), state (9), regional (32), and local (33) levels, and (b) 305 public/community service activities at the international (8), national (6), state (12), regional (72), and local (207) levels. |
| <p>5.5 UNC- attract and retain high-quality staff</p> <p>UNC should increase efforts to attract and retain high-quality staff at all levels.</p> | <p>Retain high-quality staff</p> <ul style="list-style-type: none"> • Diversity. There were 900 employees in 2009-2010 (down from 1,000 in 2008), of which 329 were instructional. The remaining 571 were administrators and support personnel. Diversity of total employees is Black 66%, White 22%, Asian 6%, Hispanic 2%, and American Indian 2% with 47% male and 53% female. • Mandatory Training on three important legal topics was held during the fall 2009 semester. All faculty and staff were required to attend. Training focused on the following topics: the Federal Educational Rights and Privacy Act (FERPA), Records Retention and Disposition, and the <i>Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act</i>. • 31 Workshops for 274 participants. The Office of Faculty Development conducted 31 workshops in 2009-2010 with 274 faculty and/or staff in attendance. • Policy Statement On Non-Discrimination (Sept. 2009) was revised to ensure equal educational opportunity and employment, to recruit talented students, faculty, and staff from diverse backgrounds. |
| <p>5.6 UNC- Efficient use of resources</p> <p>UNC should continue to seek an efficient use of</p> | <p>Efficiency in use of resources</p> <ul style="list-style-type: none"> • Budget adjustments, of a more than 5% reversion by the state, resulted in faculty and staff reductions, and reduced expenditures for supplies, travel, and services. The total number of employees was reduced from 1,000 to 900. • UNC Financial Improvement and Transformation Project (UNC FIT) continued its focus in the areas of Financial Aid, Contracts & Grants and General Accounting with the introduction of Key Performance Indicators (KPI). |

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| <p>available resources in the fulfillment of its mission.</p> | <ul style="list-style-type: none"> • BANNER Hosting Project has already realized a cost avoidance of approximately \$400K for FSU. • Fundraising reached nearly \$2 million. Private support for FSU has increased significantly from FSU alumni and friends. FSU received the largest single gift ever from an alumnus of \$50,000. Giving from FSU alumni has more than doubled due to the phonathon program, and more corporate gifts and pledges were received. An increased number of new scholarship accounts have been established in the FSU Foundation this year by the National Alumni Association, individual alumni, the SGA and others. • Scholarships: Tom Joyner School of the Month. For February 2010 FSU raised over \$200,000 for scholarships. The Tom Joyner Foundation also gave 12 scholarships to FSU students. • Sponsored Research Efforts yielded over \$5,000,000 in grants. • Title III Funding included: \$4,142,369 Title III; \$1,306,578 CCRA (College Cost Reduction Act); and \$500,000 for Graduate Programs. |
| <p>5.7 UNC-Interinstitutional Collaboration</p> <p>UNC should encourage and facilitate interdisciplinary and interinstitutional collaboration among its institutions.</p> | <p>Interinstitutional collaboration</p> <ul style="list-style-type: none"> • Southeastern North Carolina Regional Microanalytical and Imaging Center (SENCRMIC), a collaborative effort between FSU and UNC-Pembroke, which houses the JXA 8500F Electron Microprobe, opened in Spring 2010. Additional funds for renovated space came from Title III. • FSU Health Careers Opportunities Program (HCOP), in partnership with UNC Chapel Hill, provided opportunities for 80 disadvantaged FSU students to enhance their academic preparation, engage in professional development workshops, participate in career exploration trips and recruitment fairs, prepare for admissions tests for graduate and professional health schools, and to participate in summer research internships and enrichment programs. • North Carolina's Southeast Regional Data Book. Dr. Inder Nijhawan and Dr. Carolyn Jewell collaborate annually with personnel from UNCP and UNCW to keep current the <i>North Carolina's Southeast Regional Data Book</i> which is distributed throughout the region and the state. • Center for Defense and Sustainability. FSU will be the lead institution in the establishment of the Center for Defense and Sustainability, which will be a major collaborative effort with the U.S. Department of Defense, Fayetteville Technical Community College, other area community colleges, some member UNC institutions, BRAC RTF, and Fort Bragg. • Two River's Classic. FSU and UNC Pembroke successfully initiated the Two Rivers Classic in Football at FSU in September 2009 and increased athletic revenues. • North Carolina Campus Compact. FSU became a member of the North Carolina Campus Compact in 2009-2010. The compact is a coalition of colleges and universities in the state and the U.S. for the purpose of strengthening service learning opportunities for students, civic engagement, community partnerships, and creating more civic-minded graduates. • Dual-Enrollment Programs were completed with FTCC in the areas of Biotechnology and Psychology. Other dual-enrollment agreements in progress are Forensic Science and Intelligence Studies. • Distance Education. The School of Business and Economics, in collaboration with NC State University, offered distance education courses at the Gateway Technology Center in Rocky Mount. • Extended Education had an 18.4% increase in distance education course enrollment in fall 2009. |

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| | <ul style="list-style-type: none"> • United We Serve. Several faculty and staff members in the School of Education and the Division of Academic Affairs volunteered at elementary and high schools in Cumberland County providing services such as tutoring sessions, professional development workshops for teachers, and a tobacco cessation and prevention seminar. • Seven Memoranda of Understanding were signed between FSU and international higher education institutions, including: University of the Western Cape (Cape Town, South Africa); St. George’s University, Limited (Grenada); State Higher Vocational School in Krosno (Poland); University of Dar Es Salaam Fine and Performing Arts Department (Africa); Inner Mongolia Normal University (China); Baotou Teachers’ College (China) for Elementary Education and English; Institute of Online Education at Beijing Foreign Studies University (China); and Hebei Normal University (China). • Four Foreign Language Teaching Assistants, through the Fulbright Scholars Program, taught language courses: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yourba; and Di Wu of China, Chinese. • Collaboration with UNC-Chapel Hill (UNC-CFAR CODE Office) to develop prevention education and outreach efforts to combat the spread of HIV was spearheaded by Dr. Maurice Mongkuo and Dr. Rollinda Thomas. • Minority College Relations Program, in collaboration with U.S. Army Special Operations Command (USASOC), provided 29 FSU students the opportunity to gain paid practical experience in their field of study by working along with military and civilian professionals under the Student Educational Employment Program. • Master of Social Work (MSW) distance education program in Fort Sam Houston, Texas, was approved by the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC). The MSW was approved for reaccreditation by the Council on Social Work Education (CSWE). • Dual Enrollment Agreements were established with Fayetteville Technical Community College for the RN-to-BSN program, Psychology, Applied Science in Biotechnology, Mathematics, and Online Degree Completion programs at FSU, enabling a seamless transfer to FSU. A dual-enrollment agreement was established with Davidson County Community College for students with an Associate in Arts degree. |
| <p>5.8 UNC-Accountability</p> <p>UNC should continue efforts to establish accountability and performance measures that ensure and</p> | <p>Accountability and performance measures</p> <ul style="list-style-type: none"> • FSU’s Strategic Plan 2009-2014 was developed by the Strategic Planning Committee which included 28 representatives from the FSU Board of Trustees, administrators, faculty, staff, and students. The Plan outlines FSU’s commitment to six strategic priorities –Graduation and Retention Rates, Economic Transformation, Intellectual and Cultural Center, Leadership and Global Citizens, Collaborations and Partnerships, and Fiscal Resourcefulness and Sustainability-with initiatives and principal accountability indicators for achieving each priority. • Enrollment for Fall 2009 was 6,283, up by 66 (1.0%) from fall 2008. Of these, 762 were freshmen. The average SAT score was 843 and the average GPA was 2.76 as compared to fall 2008, the SAT score was 865 and GPA was 2.87. As a result, higher admission requirements will be effective for fall 2010, the minimum SAT score required will be 800 up from 750, and the GPA will be 2.30 up from 2.00. |

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| <p>demonstrate transparently its success in carrying out its mission.</p> | <ul style="list-style-type: none"> ● Clean Audit. After having 17 findings in 2006 and 14 in 2007, the 2009 FSU audit contained only 1 finding – inappropriate system access. ● Total budget allocation from the state was \$55,654,964, of which a more than 5% reversion of \$3,611,940 resulted in faculty and staff reductions, and reduced expenditures for supplies, travel, and services. ● UNC Financial Improvement and Transformation Project (UNC FIT) continued its focus in the areas of Financial Aid, Contracts and Grants, and General Accounting with the introduction of Key Performance Indicators (KPI). These metrics are reported monthly to UNC General Administration and serve to focus campus financial managers on activities that result in audit compliance. UNC FIT has also begun standardization of the Banner HR/Payroll system and successfully rolled out the model at a pilot campus (UNCP). Fayetteville State is participating in the project as a member of its Change Advisory Board (CAB) with voting rights to shaping the processing standards that will be used at all UNC campuses. ● \$600K Saved when Academic Affairs reduced reliance on part-time adjunct faculty while increasing enrollment by 1.06% as a cost-efficiency measure. ● Capital Projects. 18 out of 18 of the higher education bond projects for construction and renovation are now closed and archived. ● Construction of Nursing Building is 90% complete and is scheduled for completion in Fall 2010. ● Architectural renderings for Science and Technology building have been completed. ● Safety Measures. FSU Department of Police and Public Safety improved public safety by providing Mandatory Safety Training to more than 640 FSU faculty and staff on the appropriate Response to Active Shooter Situation. All faculty and staff are required to complete Incident Command for Higher Education (ICS 100HE) Training. Safety Training was also provided to more than 600 incoming freshmen at the beginning of the fall 2009 semester and to several hundred other students during the course of year. ● Safety Preparedness. FSU conducted a Table-Top Exercise in December 2009 and an Active Shooter Full Scale Exercise, Friday, May 14, 2010 to test the University’s response to an active shooter or other hazardous event on the campus. ● Safety Grant Awards. The Department of Police and Public Safety received a \$7,000 award from the North Carolina Governor’s Crime Commission for Training and Equipment for a Rape Aggression Defense (RAD) Training Program, and a \$7,665 grant award from the North Carolina Office of Emergency Management to begin a Campus Emergency Response Training (CERT) Program. |
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