

**FAYETTEVILLE STATE UNIVERSITY  
UNC TOMORROW CAMPUS RESPONSE PHASE 1**

**EXECUTIVE SUMMARY**

Fayetteville State University (FSU) was founded in 1867, and became North Carolina's second state supported school in 1877 when the state legislature designated it as a Normal School for the training of African-American teachers. Since that time, FSU has expanded its academic programs to include 45 baccalaureate degree programs in the arts and sciences, business and economics, and education, as well as 24 master's degrees and one doctoral degree in educational leadership. FSU also serves a diverse student body of approximately 6,600.

In 2008 FSU was asked to respond to the UNC Tomorrow initiative to determine how the university could more directly and proactively address 21<sup>st</sup> century challenges facing North Carolina. Fundamentally, FSU's historic mission and commitment to excel in teaching, research and service to the community, and to prepare its students and graduates to lead meaningful and productive lives is directly aligned with the purpose of UNC Tomorrow. This congruency strengthened FSU's ability to build upon its existing strategies and plans when preparing this campus response.

A comprehensive, campus-wide process was used to gather, synthesize, and prioritize the information included in this report. FSU Strategic Goals and Priorities were included to show linkages between our existing Education Master Plan, completed in July 2007, and UNC Tomorrow. The programs, activities, and initiatives, selected to address each major UNC Tomorrow finding, represent some of the most salient areas of concern at this time in our history.

**Our Global Readiness:** FSU is positioned to place emphasis on educating its students so that they can be competitive in the global marketplace. By building the capacity of students through a well-rounded education that enhances personal and professional development and focuses on crucial global competencies, students can succeed in their academic pursuits. These competencies are central to FSU's educational mission to provide quality education to its students through a basic liberal arts foundation. Programs and activities included in this section are:

- Core Student Learning Outcomes (Existing - Fund Request: \$75,000/year)
- Assessment Initiative: Major Program Learning Outcomes (Existing)
- Science, Technology, Engineering, and Mathematics (STEM) Initiatives (Existing)
- The Learning Community Initiative for Collaborative Learning (Existing)
- Globalization: Study Abroad and Cultural/Language Immersion (Existing – Fund Request: \$70,000/year plus benefits)
- Proposed Global Readiness Degree Programs: Intelligence Studies and International Studies (New) (New – Funding Request: \$260,000/year plus benefits)

**Our Citizens and Their Future-Access to Higher Education:** FSU is uniquely positioned to provide higher education to underserved regions and underrepresented populations. The immediate service area of FSU includes Cumberland County and five adjacent counties—Bladen, Harnett, Hoke, Robeson, and Sampson. Compared to NC as a whole, these six counties

have lower median family incomes, higher rates of children living in poverty, and lower percentages of adults, ages 25 and older, who have baccalaureate degrees. The future of the southeastern region of North Carolina will be affected by the fact that five of the six counties are projected to have higher-than-average ethnic diversity by 2015 than the state as a whole. FSU intends to improve the quality, quantity, and diversity of high school graduates so that they are competent and prepared to succeed in college and the workplace. Programs and activities included in this section are:

- Dual Enrollment Programs (Existing – Fund Request: \$20,000/year)
- University College (Existing)
- Learning Communities for Educational Attainment and Access (Existing – Fund Request: \$45,000/year)
- Educational Attainment and Better Preparation of Underserved Populations through Pre-College Programs (Existing)
- Recruitment Efforts for Underserved Populations (Existing – Fund Request: \$110,000/year)
- The Senior CHEER Program (New)
- Online Degrees and Distance Education (New – Fund Request: To be determined)
- FIRST Scholarship Program (New - \$300,000/year beginning 2012-2013; \$600,000/year 2013-2014; \$900,000/year 2014-2015; \$1.2 million 2015-2016)
- Textbook Rental Program (New)

**Our Children and Their Future-Improving Public Education:** FSU continues its commitment to training teachers and other school personnel who are effective in their approach to teaching and learning as reflective and knowledgeable facilitators of learning. The university recognizes the importance of the UNC efforts to train “more and better teachers” and has adopted this task as one of its priorities with commitment to “expand collaboration with P-12 schools to increase the supply of competent teachers and school leaders and to ensure smooth transition for students from pre-college education to higher education.” This section presents two major programs and initiatives that are being implemented by FSU to address this finding, along with five new and/or proposed initiatives designed to move the campus forward in its efforts to become more actively involved in public education. Programs and activities included in this section are:

- Community College Collaborative (Existing)
- Mathematics/Science Education Center (MSEC) (Existing)
- Teacher Education Summer Pilot Program (New – Fund Request: \$350,000/year)
- Excellence in Teaching Institute (New – Fund Request: \$100,000/year)
- Mathematics Education and Diagnostics Initiative (New – Fund Request: To be determined)
- Professional Development School (PDS) Network and University-School Teacher Education Partnership (U-STEP) (New – Fund Request: \$75,000/year)
- Proposed Physical Science Education Degree Program (New – Fund Request: To be determined)

**Our Communities and Their Economic Transformation:** Economic transformation is a pivotal strategic priority of FSU and fulfills the promise to share faculty scholarship and

research. FSU administrators and faculty are available to provide leadership and guidance in response to the economic, social, educational, and cultural issues facing individuals, communities, and organizations in the community, Cape Fear region, and state. As a result, FSU intellectual capital is available to advance the economic well-being of the surrounding communities with a focus on the creation and retention of jobs through workforce development initiatives. For example, FSU continues to develop academic programs and collaborative initiatives with the U.S. Army at Fort Bragg through its Base Realignment And Closure Regional Task Force (BRAC RTF). Also, the Office of Public Relations maintains a comprehensive list of faculty, their credentials, and their area(s) of expertise on the FSU Speakers Bureau webpage. Prominent on this list are researchers, scientists, technologists, and performing and fine arts scholars who promote scholarly activities, applied research, cultural enrichment, and community outreach. Programs and activities included in this section are:

- Fayetteville Business Center (Existing)
- Bronco Square Retail Plaza (Existing)
- SBTDC Connectivity to the Local, Regional and State Economic Development Infrastructure (Existing)
- Arts and Cultural Enrichment (Existing)
- Entrepreneurship Institute (Existing)
- Millennial Campus (New – Fund Request for Planning and Capital: To be determined)

**Our Health:** The complex health care system of North Carolina currently consumes 18% of the gross domestic product and continues to expand, thus there is a need to improve quality, assure access, and contain costs. FSU is committed to improving health and wellness of all people among its constituencies, including those who reside in the eleven (11) surrounding counties, military bases, and the state as a whole. The institution collaborates with a significant number of organizations in the southeastern region of North Carolina to address the shortage of healthcare professionals and research on health disparities that focus on African-Americans and Hispanics. On campus, FSU provides services and an infrastructure for the health and wellness of its students, faculty, and staff that are extended to the external community through its physical education and recreational facilities. FSU has been approved for a \$10 million Southeastern North Carolina Nursing Education and Research Center. In addition, as an active partner in the BRAC Regional Task Force, FSU has initiated several health-related academic programs designed for military personnel and their dependents in the region. Outside of the state, FSU has established a distance education site-based master's degree program in social work (MSW) at Fort Sam Houston, Texas. Programs and activities included in this section are:

- Expansion of Research Center for Health Disparities (Existing – Fund Request: \$104,260/year)
- Nursing Program Collaborations (Existing)
- Pre-Professional Programs: Pre-Medical, Pre-Dental, and Pre-Pharmacy (Existing)
- Expansion of Student Health Services (SHS) (Existing – Fund Request: \$25,000/year)
- Expansion of Center for Personal Development (Existing – Fund Request: \$25,000/year)
- Proposed School of Allied Health (New – Fund Request: \$100,000/year)
- Proposed Bronco Health and Wellness Center (New – Fund Request: \$300,000/year)

**Our Environment:** The demands being made on the natural resources, along with the subsequent decline in the quantity and quality of biological diversity, are affecting not only the United States, but also most of the world. As a result, a major need exists for good stewardship of the environment by individuals and organizations. The faculty and administration are involved in local, regional, national, and international environmental initiatives. Programs and activities included in this section are:

- Annual International Congress on Critical Perspectives on Energy, Environment, Technology and Water Development, and Protection Worldwide (Existing)
- Proposed Master's Degree Program in Environmental Studies (New - \$130,000/year plus benefits)

**Our University's Outreach and Engagement:** Outreach is an important strategic priority of FSU that extends campus programs and services and enables the leadership behind them to respond to a variety of economic, social, educational, and cultural needs and challenges. FSU connects to the people in the regions and the state as a whole through conferences, camps, and customized training. Credit and noncredit courses are offered by Continuing Education, Extended Learning, Management Development, Criminal Justice, the military centers, and during summer school. Programs and activities included in this section are:

- Base Realignment And Closure Regional Task Force (BRAC RTF) (Existing – Fund Request: Faculty Release Time and \$32,000/year plus benefits)
- Southeastern North Carolina Regional Microanalytical and Imaging Center (SENCR-MIC) (Existing – Fund Request: \$35,000/year)
- Development of Research and Outreach Institutes (New – Fund Request: see Health Disparities Institute and Excellence in Teaching Institute)

**Efficient Use of Available Resources:** FSU continues to seek efficient use of its available resources, clearly understanding its responsibility for good stewardship. Because state, federal, and external funding sources are limited and to obtain them is competitive, FSU makes every effort to plan strategically in order to utilize, prioritize, allocate and account for all resources in the most efficient and effective manner possible. Programs and activities included in this section are:

- Building on the President's Advisory Committee on Efficiency and Effectiveness (PACE) Initiatives to Improve Efficiency and Effectiveness (Existing)
- Maximizing Utilization of Existing Facilities and Infrastructure (Existing)
- Facilitating Inter-Institutional Collaborations (Existing – Fund Request: To be determined)
- Policy Development and Review Process (New – Fund Request: To be determined)

**Interdisciplinary and Inter-Institutional Collaboration:** Fundamental to the complexities of implementing interdisciplinary and inter-institutional collaborations is having business processes in place that have effective and adequate internal controls, procedures, and technologies. Consequently, FSU's efforts to implement and improve upon BANNER—the enterprise system that manages financial, programmatic, enrollment management, and human resources—are critical to managing interdisciplinary and inter-institutional programs and activities. FSU continues to streamline various administrative functions in the areas of accounting, contracts and grants, and human resources. To strengthen collaborative efforts, FSU

plans to develop an incentive and reward process specifically for encouraging faculty and staff to collaborate within the institution or with external partners. Programs and activities included in this section are:

- Improving Effectiveness of Internal Controls, Procedures, and Technologies (Existing)
- Streamlining Administrative Functions (New)
- Developing Incentives to Reward Collaborations (New – Fund Request: \$25,000/year)

**Accountability and Performance Measures:** Historically, FSU has used a strategic planning process that fed into the UNC GA Long-Range Plan as its means to identify programs and measures for collecting data and assessing performance. Going forward, FSU plans to report accountability and performance measures in compliance with the UNC Board of Governors’ recently approved process. In addition, FSU is registered in the national Voluntary System of Accountability (VSA). Our Information Technology department, through its membership in EDUCAUSE, is voluntarily participating in a VSA program that will provide feedback and comparison data relative to national benchmarks and standards. Programs and activities included in this section are:

- Five-Year Strategic Planning Process (Existing – Fund Request: One-Time Planning – To be determined)
- Accountability Plan and Performance Measures Approved by the UNC Board of Governors (New – Fund Request: To be determined)
- Voluntary System of Accountability (VSA) Participation by FSU (New – Fund Request: To be determined)
- Voluntary System of Accountability (VSA) Participation by FSU Information Technology (New)

The total request for additional funds to date is \$541,260 per year for existing programs and \$1,290,000 per year for new programs. Note that in several areas requests for funds are yet to be determined and will require further assessment of the program or activity. FSU submits its Phase I campus response to the UNC Tomorrow findings knowing that change is an inevitable component of progress and, therefore, recognizes that this response will periodically require updates.

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