

FAYETTEVILLE STATE UNIVERSITY STRATEGIC PRIORITIES 2015-2020 CORRELATIONS WITH UNC STRATEGIC DIRECTIONS 2013-2018

PRIORITY 1. RETENTION AND GRADUATION RATES

FSU will be a national leader in providing high quality academic programs, engaging educational experiences, and responsive support services that enable students from diverse backgrounds, community colleges, and those affiliated with the military to earn degrees and certificates, while maintaining its commitment to access and affordability. Students will be prepared for success in their personal and professional lives serving communities throughout North Carolina, the nation, and the world.

P.1.GOAL.1. INCREASE RETENTION AND GRADUATION RATES

Using innovative and evidence-based strategies for marketing, recruitment, enrollment management, advisement, and student services, FSU will achieve retention, graduation, and degree completion rates that rank among the top third of its national peer institutions.

FSU STRATEGIC PRIORITIES 2015-2020

*“From A Proud Legacy To A
Twenty-First Century World-Class University of Choice”*

UNC STRATEGIC DIRECTIONS 2013-2018

*“OURTIME OURFUTURE”
The UNC Compact With North Carolina*

STRATEGIES:

P.1.G.I.A. Marketing and Recruitment Efforts

FSU will implement innovative and evidence-based marketing and recruitment strategies to enhance FSU’s “brand” and image to enroll students with high potential for degree completion.

P.1.G.I.A. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

P.1.G.I.A.1. Percent of respondents to community surveys and focus groups who express favorable views of FSU

P.1.G.I.A.2. Percent of admitted students with high potential for degree completion

STRATEGIES:

P.1.G.I.A. Marketing and Recruitment Efforts

G.1.1. Increase college-readiness among high school graduates through mentoring, pre-college, application assistance, and Summer Bridge programs.

G.1.4. Re-enroll “part-way home” students, those who have completed some college but have not earned a degree.

G.1.5. Create a seamless transfer process for

<p>P.1.G.I.A.3. Percent of students enrolled who identify FSU as a first-choice institution</p> <p>P.1.G.I.A.4. Percent of students recruited through local chapters of the FSU National Alumni Association and its local chapters</p> <p>P.1.G.I.A.5. Percent of scholarship funds used</p> <p>P.1.G.I.A.6. Number of scholarships available to students and will</p> <p>P.1.G.I.A.7. Produce and execute an integrated marketing plan involving all campus units</p> <p>P.1.G.I.A. Budget Considerations:</p> <ol style="list-style-type: none"> 1. Advertising 2. Printing and Graphic Design 3. Web Redesign 4. Street signs pole banners main entrance renovation 5. Grounds 6. Scholarships 	<p>community college students, especially those who have already completed an associate’s degree.</p> <p>G.1.6. Reach out to active-duty military and veteran students with more targeted recruitment, more flexible course delivery, and academic advising designed specifically for military personnel.</p>
<p>P.1.G.I.B. Enrollment Management (Undergraduate and Graduate) Using innovative, “high-touch,” and evidence-based strategies for student recruitment, financial aid, and retention and continuing its commitment to access and affordability, FSU will maintain enrollment consistent with its mission and the UNC Strategic Priorities.</p> <p>P.1 G.I.B. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:</p> <p>P.1 G.I.B.1. Ratio of actual-to-projected enrollment</p> <p>P.1 G.I.B.2. Persistence rates of students by subgroups, such as, first-time freshmen, transfer, military-affiliated, and graduate students</p> <p>P.1 G.I.B.3. Percent of peer institutions with higher actual annual tuition and fees after all financial aid is considered</p> <p>P.1 G.I.B.4. Percent of increase in number of graduates</p> <p>P.1.G.I.B.5. Number and percent of scholarship funds used for traditional students and adult learners</p> <p>P.1.G.I.B.6. Number of paid internships/assistantships and will</p> <p>P.1.G.I.B.7. Evaluate efficiency and effectiveness of personnel in each office and add or eliminate personnel as needed</p> <p>P.1 G.I.B. Budget Considerations</p> <ol style="list-style-type: none"> 1. Funding to support multi-faceted recruitment efforts to address traditional students and adult learners 2. Increase scholarship funds available for traditional students and adult learners 3. Evaluate efficiency and effectiveness of personnel in each office and add or eliminate personnel needed 	<p>P.1.G.I.B. Enrollment Management (Undergraduate and Graduate)</p> <p>G.1.7. Improve graduate student education through better advising, more timely completion, and targeted recruitment of graduate students in high-growth specialties.</p> <p>G.4.2. Create operational efficiencies by centralizing some back-office services, expanding joint purchasing of commodities, conserving energy, and continuing regular reviews of administrative personnel and processes.</p> <p>G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.</p> <p>G.5.1. In keeping with the state’s history and the University’s constitutional mandate, maintain low tuition and fees and ensure adequate financial aid.</p>

<p>P.1.G.I.C. Mentoring and Academic Advisement FSU will increase retention and graduation rates by developing integrated and effective mentoring and advisement practices that address the varied needs of traditional students and adult learners, facilitate degree completion in a timely manner, increase student participation in high-impact practices, and promote effective student-faculty interactions.</p> <p>P.1.G.I.C. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:</p> <p>P.1.G.I.C.1. Percent of students who express high levels of satisfaction with advisement on the Advisement Survey</p> <p>P.1.G.I.C.2. Percent of graduating seniors who express high levels of satisfaction with academic advisement on Graduating Senior Survey</p> <p>P.1.G.I.C.3. Percent of students who participate in a high impact practices, such as research experience, internships, global learning, etc.</p> <p>P.1.G.I.C.4. Mean score of seniors on NSSE Engagement Indicator for Faculty-Student Interaction compared to peer institutions</p> <p>P.1.G.I.C.5. Percent of students who participate in peer mentoring programs</p> <p>P.1.G.I.C.6. Number of students utilizing Centralized Office of Advising, Mentoring and Undergraduate Research</p> <p>P.1.G.I.C. Budget Considerations</p> <ol style="list-style-type: none"> 1. Centralized Office of Undergraduate Advising (24 existing and new academic counselors) 2. Office of Mentoring and Undergraduate Research (Director and Support Staff) 3. Undergraduate Research Mini-grant 4. Advising and Mentoring Awards 	<p>P.1.G.I.C. Mentoring and Academic Advisement</p> <p>G.1.2. Improve graduation and retention rates and time to graduation through expanded summer school offerings, better monitoring of academic progress, and early warning systems for struggling students.</p> <p>G.1.7. Improve graduate student education through better advising, more timely completion, and targeted recruitment of graduate students in high-growth specialties.</p> <p>G.2.5. Improve advising programs and software to reduce the number of credit hours attempted en route to a degree.</p>
<p>P.1.G.I.D. Academic Support/Career Services FSU will implement engaging and responsive academic support programs that meet the needs of our diverse student body (traditional, nontraditional, military, international, honors, first generation, etc.), that will facilitate degree completion in a timely manner, and will increase career-readiness of graduates.</p> <p>P.1.G.I.D.1. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:</p> <p>P.1.G.I.D.2. Percent of ABC grades overall, and in courses in which academic support is provided</p> <p>P.1.G.I.D.3. Increase academic support and mentors in all subject fields</p> <p>P.1.G.I.D.4. Mean score for NSSE items associated with “Supportive Campus Environment”</p> <p>P.1.G.I.D.5. Percent of students who report on the Graduating Senior Survey high levels of satisfaction with academic support programs</p> <p>P.1.G.I.D.6. Percent of graduating seniors who express high levels of satisfaction with Career Services</p>	<p>P.1.G.I.D. Academic Support/Career Services</p> <p>G.1.2. Improve graduation and retention rates and time to graduation through expanded summer school offerings, better monitoring of academic progress, and early warning systems for struggling students.</p> <p>G.2.5. Improve advising programs and software to reduce the number of credit hours attempted en route to a degree.</p> <p>G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.</p>

P.1.GOAL.II. STRENGTHEN ACADEMIC QUALITY

FSU will provide accessible and attractive, high quality academic programs by implementing high impact practices that support efficient and effective matriculation, incorporating entrepreneurship principles and by expanding international experiences. FSU will maintain qualified faculty and staff to provide direction and oversight of academic programming, instructional quality, instructional technology, academic support, and assessment of student learning.

STRATEGIES:

P.1.G.II.A. Liberal Education Base With Program Degree Efficiency

FSU will provide students with the highest quality learning experiences, diverse engagement opportunities, advisement, expanded summer school offerings, and academic support services that minimize the number of credit hours attempted en route to a degree.

P.1.G.II.A Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.1.G.II.A.1.** Retention and persistence rates for first-time freshmen
- P.1.G.II.A.2.** Four-year and Six-year Graduation Rates for first-time freshmen
- P.1.G.II.A.3.** Number of students enrolled in graduate programs
- P.1.G.II.A.4.** Annual graduation rate for all students (degree efficiency)
- P.1.G.II.A.5.** Annual UNC community service metrics for incorporating high-impact practices (i.e., experiential learning, collaborative research, service learning, internships)
- P.1.G.II.A.6.** Passage rates on standardized test (i.e., NCLEX, Praxis, CLA data, etc.)
- P.1.G.II.A.7.** Number of students completing online student orientation or technology training
- P.1.G.II.A.8.** Number of students enrolled in online courses and in summer school
and will monitor for improvement
- P.1.G.II.A.9.** Adherence to SACSCOC General Education Guidelines
- P.1.G.II.A.10.** Adherence to CAA Guidelines
- P.1.G.II.A.11.** Student perceptions (i.e., NSSE data, UNC Graduating Senior Survey, Advisement Satisfaction Survey, etc.)
- P.1.G.II.A.12.** Growth of new graduate programs
- P.1.G.II.A.13.** SCH/FTE ratio
- P.1.G.II.A.14.** Graduate placement data—workforce, graduate education
- P.1.G.II.A.15.** Average number of hours completed by graduates
- P.1.G.II.A.16.** Course Scheduling Cycles
- P.1.G.II.A.17.** Faculty Evaluations (Students, Peers, Chairs, etc.)

P.1.G.II.A. Budget Considerations

1. Costs associated with high impact practices (travel to supervise interns; research funds for students, travel funds for students, and supplies for student projects)
2. Allocation of faculty positions to highly productive programs and/or new programs

STRATEGIES

P.1.G.II.A. Liberal Education Base With Program Degree Efficiency

- G.2.2.** Establish core competencies for general education courses across the UNC system to allow for easier transfer of credits among campuses and from the Community College System.
- G.2.3.** Develop enhanced assessments of student learning across UNC campuses.
- G.4.3.** In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction.
- G.1.2.** Improve graduation and retention rates and time to graduation through expanded summer school offerings, better monitoring of academic progress, and early warning systems for struggling students.
- G.2.5.** Improve advising programs and software to reduce the number of credit hours attempted en route to a degree.
- G.2.6.** Graduate well-prepared teachers for North Carolina's public schools, and strengthen early career professional development for teachers and school leaders.
- G.3.2.** More readily apply the research and scholarship carried on our campuses to the state's economic, civic, and social challenges.
- G.3.4.** Help address North Carolina's health care needs by rethinking outdated models of care, conducting life-saving research, and training the next

	<p>generation of medical professionals. G.4.6. Ensure the University has the resources and expertise necessary to implement these measures.</p>
<p>P.1.G.II.B. Principles of Entrepreneurship FSU will seek emerging markets to teach students how to create jobs/grow opportunities for economic benefit, encourage students to create businesses, compete in business competitions, engage the university in private/public partnerships, expand our market share by making better use of online/hybrid instruction, and increase economic modules in varied subject field. FSU will apply entrepreneurial principles in its recruitment activities, and integrate entrepreneurial principles into curricular and co-curricular offerings.</p> <p>P.1.G.II.B Indicators/metrics: By 2020, FSU will increase by at least 15% the:</p> <p>P.1.G.II.B.1. Number of degree programs and co-curricular activities offering entrepreneurship-based courses or opportunities</p> <p>P.1.G.II.B.2. Number of new courses (online, hybrid, face-to-face or web-enhanced) incorporating innovative teaching methods/technology that expands our market</p> <p>P.1.G.II.B.3. Percent of academic degree programs that are economically justifiable—those in which resource investment should be maintained, invested, divested</p> <p>P.1.G.II.B.4. Number of students engaged in entrepreneurial internships, research, business competitions, or product development</p> <p>P.1.G.II.B.5. Number of online courses and/or students in online courses</p> <p>P.1.G.II.B.6. Number of online degree completion programs and/or majors</p> <p>P.1.G.II.B.7. Number of hybrid courses or students in hybrid courses</p> <p>P.1.G.II.B.8. Number of business related certificate programs and will</p> <p>P.1.G.II.B.9. Assess degree efficiency of online programs</p> <p>P.1.G.II.B.10. Develop “Entrepreneur in Residence” program sponsored by corporations</p> <p>P.1.G.II.B.11. Develop competency-based courses, programs, and other credentials</p> <p>P.1.G.II.B. Budget Considerations</p> <ol style="list-style-type: none"> 1. Seed money for student entrepreneurship experiences 2. Learning Management System costs 3. Marketing Costs 4. Faculty development and training costs 	<p>P.1.G.II.B. Principles of Entrepreneurship G.2.2. Establish core competencies for general education courses across the UNC system to allow for easier transfer of credits among campuses and from the Community College System. G.2.3. Develop enhanced assessments of student learning across UNC campuses. G.3.2. More readily apply the research and scholarship carried out on our campuses to the state’s economic, civic, and social challenges. G.3.3. Directly engage with the specific needs of businesses, nonprofit groups, and governments throughout North Carolina. G.4.3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction.</p>
<p>P.1.G.II.C. Expanding International Experiences FSU will focus on the inclusion of general education core-learning outcomes and upper division experiences that will produce global citizens and enrich the culture of southeastern North Carolina. Expansion of study abroad, an increase in the number of international students and international campus</p>	<p>P.1.G.II.C. Expanding International Experiences G.2.2. Establish core competencies for general education courses across the UNC system to allow for easier transfer of credits among campuses and</p>

<p>events, and collaborations of course instruction though distance education with universities abroad will enrich the educational experiences of FSU students.</p> <p>P.1.G.II.C Metrics/Indicators: By 2020, FSU will increase by at least 15% the:</p> <p>P.1.G.II.C.1. Number of international students and FLTAs</p> <p>P.1.G.II.C.2. Number of international cultural events/activities offered</p> <p>P.1.G.II.C.3. Number of students traveling internationally, including Global Scholars and Study Abroad</p> <p>P.1.G.II.C.4. Number of degree programs requiring cross-cultural courses</p> <p>P.1.G.II.C.5. Number of degree programs with electives in cross-cultural courses</p> <p>P.1.G.II.C.6. Number of courses offered jointly with international colleagues and will</p> <p>P.1.G.II.C.7. Assess usage data for collaborative technologies for distance education (Adobe Connect,</p> <p>P.1.G.II.C.8. Assess core-learning outcomes in Global Literacy</p> <p>P.1.G.II.C. Budget Considerations</p> <p>1.Travel funds—international and national</p>	<p>from the Community College System.</p> <p>G.2.3. Develop enhanced assessments of student learning across UNC campuses.</p> <p>G.4.3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction.</p>
<p>P.1.G.II.D. Faculty and Staff Development</p> <p>FSU will focus on acquisition, development and retention of qualified faculty and staff by providing professional development opportunities that promote excellence in the pursuit of professional responsibilities (i.e., teaching, student learning assessment, research, service, work-life balance, etc.) and enhance student experience and learning.</p> <p>P.1.G.II.D Indicators/Metrics: By 2020, FSU will increase by at least 10% the:</p> <p>P.1.G.II.D.1. CLA scores, PLO rubric scores, and CLO rubric scores</p> <p>P.1.G.II.D.2. NCLEX and PRAXIS pass rates</p> <p>P.1.G.II.D.3. CIR scores on scholarship and service</p> <p>P.1.G.II.D.4. Student course evaluation scores</p> <p>P.1.G.II.D.5. Percent of faculty with terminal degrees in their discipline</p> <p>P.1.G.II.D.6. Quality Assurance scores for online and hybrid courses and will</p> <p>P.1.G.II.D.7. Develop a recruitment timeline for faculty and staff</p> <p>P.1.G.II.D.8. Successfully complete targeted development activities (i.e., customer service, sexual harassment, Title IX, online course instructor certification, hybrid course certification, course enrollment, degree completion, etc.)</p> <p>P.1.G.II.D.9. Assess Satisfaction Surveys</p> <p>P.1.G.II.D.10. Assess Tenure and promotion process</p> <p>P.1.G.II.D.11. Evaluate Customer Service Assessment scores annually</p> <p>P.1.G.II.D. Budget Considerations</p>	<p>P.1.G.II.D. Faculty and Staff Development</p> <p>G.2.3. Develop enhanced assessments of student learning across UNC campuses.</p> <p>G.2.4. Develop a comprehensive e-learning distance education strategy.</p> <p>G.3.1. Invest in game-changing research that has the potential to create value and solve significant problems in North Carolina.</p> <p>G.3.2. More readily apply the research and scholarship carried out on campuses to the state’s economic, civic, and social challenges.</p> <p>G.3.4. Help address North Carolina’s health care needs by rethinking outdated models of care, conducting life-saving research, and training the next generation of medical professionals.</p> <p>G.4.2. Create operational efficiencies by centralizing some back-offices services, expanding joint purchasing of commodities, conserving energy, and continuing regular reviews of administrative personnel and processes.</p> <p>G.4.3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general</p>

<ol style="list-style-type: none"> 1. CLA+ Examination costs (currently Title III) 2. Revenue to fund CIR (currently Summer School) 3. Faculty development and training costs 	<p>education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction.</p> <p>G.4.4. Create incentives for campus efficiencies through performance funding and carry-forward reform.</p> <p>G.4.6. Ensure the University has the resources and expertise necessary to implement these measures.</p>
<p>P.1.G.II.E. New Academic Degree Programs, Online Programs, Certificates, and Improve Quality of Existing Programs</p> <p>FSU will streamline processes for approving new academic degree programs, new concentrations, online programs, certificates, and modifications to existing programs that address current and emerging workforce needs. Varied scheduling blocks will be offered to expedite time to degree.</p> <p>P.1.G.II.E. Indicators/Metrics: FSU will assess annually for improvement and compliance the:</p> <ol style="list-style-type: none"> P.1.G.II.E.1. Program approval processing and electronic workflow P.1.G.II.E.2. Percent of successful Academic Proposals and program implementations P.1.G.II.E.3. Graduate Follow-up studies P.1.G.II.E.4. Compliance with accreditation standards P.1.G.II.E.5. Improvement of processing timeline for hiring of new faculty and staff P.1.G.II.E.6. Improvements in time to degree P.1.G.II.E.7. Development of new programs or concentrations in STEM areas and emerging new fields P.1.G.II.E.8. Number of existing programs rebranded with new concentrations or minors to better meet emerging workforce needs P.1.G.II.E.9. Percent of increase in multi-discipline degree completers (Completers with credentialing options outside of major field, i.e. major in geography with minor in economics) <p>P.1.G.II.E. Budget Considerations:</p> <ol style="list-style-type: none"> 1. Accreditation Fees 2. Follow-up study costs 3. Advertising costs for new programs and programs achieving accreditation 4. Allocation of faculty positions for emerging programs 	<p>P.1.G.II.E. New Academic Degree Programs, Online Programs, Certificates, and Improve Quality of Existing Programs</p> <p>G.1.2. Improve graduation and retention rates and time to graduation through expanded summer school offerings, better monitoring of academic progress, and early warning systems for struggling students.</p> <p>G.2.5. Improve advising programs and software to reduce the number of credit hours attempted en route to a degree.</p> <p>G.2.6. Graduate well-prepared teachers for North Carolina’s public schools, and strengthen early career professional development for teachers and school leaders.</p> <p>G.3.2. More readily apply the research and scholarship carried out on campuses to the state’s economic, civic, and social challenges.</p> <p>G.3.4. Help address North Carolina’s health care needs by rethinking outdated models of care, conducting life-saving research, and training the next generation of medical professionals.</p> <p>G.4.3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction.</p> <p>G.4.6. Ensure the University has the resources and expertise necessary to implement these measures.</p>

P.1.GOAL.III. IMPROVE STUDENT LIFE AND SERVICES FOR STUDENTS

FSU will cultivate its culture of customer service by providing innovative, high quality co-curricular programs, student activities, facilities and technologies to enhance the personal development, academic achievement, and professional goals of its diverse student population, and prepare them to be successful contributing members in a global society, the workforce, and professional/graduate school.

STRATEGIES:

P.1.G.III.A. Student Engagement (Clubs, Athletics, Honor Societies, etc.)

Based on results of a detailed assessment of the interests and needs of subgroups, FSU will enhance and create initiatives, programs and experiences that foster student engagement, meet the varied needs of a diverse student population, and increase student satisfaction with student life and the overall FSU experience.

P.1.G.III. A. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.III.A.1.** Participation rates in clubs/campus activities broadly and by subgroups
- P.1.G.III.A.2.** Number of commuter students participating in campus organizations and activities
- P.1.G.III.A.3.** Percent of graduating seniors, broadly and by subgroups, who express high levels of satisfaction with campus activities, student organizations, athletic events, volunteer community service and service learning on the Graduating Senior Survey
- P.1.G.III.A.4.** Mean scores for seniors on NSSE Engagement Indicator for Supportive Campus Environment compared to peer institutions

STRATEGIES:

P.1.G.III.A. Student Engagement (Clubs, Athletics, Honor Societies, etc.)

N/A

P.1.G.III.B. Campus Services-Residential and Commuter

Based on the results of a detailed assessment of subgroups, FSU will provide high quality and responsive student services that enhance student life and experiences.(i.e., Financial Aid, Student Accounts, Registrar, Veteran Affairs, Admissions, Student Health Services, Career Services, Residence Life, Academic Advising and Support, Library, Computer Labs, Food Service, etc.)

P.1.G.III.B. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.III.B.1.** Percent of graduating seniors, broadly and by subgroups, who express high levels of satisfaction with campus services on the Graduating Senior Survey
- P.1.G.III.B.2.** Percent of students who utilize campus services
- P.1.G.III.B.3.** Mean scores for seniors on NSSE Engagement Indicator for Supportive Campus Environment compared to peer institutions
- P.1.G.III.B.4.** Percent of campus service units meeting standards and benchmarks specific to professional associations
- P.1.G.III.B.5.** Number of activities and participants which promote fitness activities, healthy lifestyles, and healthy food options
- P.1.G.III.B.6.** Outcomes of efforts to maintain high quality of safety and security on /FSU's campus (i.e.

P.1.G.III.B. Campus Services-Residential and Commuter

G.4.2. Create operational efficiencies by centralizing some back-office services, expanding joint purchasing of commodities, conserving energy, and continuing regular reviews of administrative personnel and processes.

G.5.1. In keeping with the state's history and the University's constitutional mandate, maintain low tuition and fees, and ensure adequate financial aid.

<p>workshops, crime reports, emergency training for faculty, staff, and students, etc.)</p> <p>P.1.G.III.B.7. Percent of high ratings for the One-Stop Service Center</p>	
<p>P.1.G.III.C. Facilities and Technology FSU will provide quality facilities in accord with the FSU Master Plan and utilize emerging technologies that enhance the delivery of programs and services integral to students' academic success and their personal and professional development.</p> <p>P.1.G.III.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:</p> <p>P.1.G.III.C.1. Percent of graduating seniors who express high levels of satisfaction with facilities on the Graduating Senior Survey.</p> <p>P.1.G.III.C.2. Percent of graduating seniors who express high levels of satisfaction with technologies on the Graduating Senior Survey.</p> <p>P.1.G.III.C.3. Mean scores for seniors on NSSE Engagement Indicator for Supportive Campus Environment compared to peer institutions and will assess the</p> <p>P.1.G.III.C.4. Number of projects completed in accord with the FSU Master Plan and the FSU Storm water Master Plan</p> <p>P.1.G.III.C.5. Status reports of improvements made and usage of technologies (Wi-Fi, smart classrooms, international online courses, etc.)</p> <p>P.1.G.III.C.6. Efforts to expand capital resources for construction of new facilities</p>	<p>P.1.G.III.C. Facilities and Technology G.4.6. Ensure the University has the resources and expertise necessary to implement these measures. G.5.3. Enhance UNC's fundraising capacity through strategic investment in personnel and technology.</p>
<p>P.1.G.III.D. Connections between Academic and Student Affairs Programming FSU will provide high-impact co-curriculum experiences that enhance student involvement, support learning and engage stakeholders through collaborative efforts between Academic and Student Affairs.</p> <p>P.1.G.III.D. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:</p> <p>P.1.G.III.D.1. Quality, satisfaction, and achievement of programmatic and desired outcomes related to collaborative activities such as Career Fairs, Thurgood Marshall Program, Leadership Development Workshops, Bronco Male Initiative, etc.</p> <p>P.1.G.III.D.2. Mean scores for seniors on NSSE Engagement Indicators for Student-Faculty Interactions and Supportive Campus Environment compared to peer institutions</p> <p>P.1.G.III.D.3. Number of students participating in collaborative activities and will</p> <p>P.1.G.III.D.4. Reconstitute Youth Motivation Task Force in collaboration with FSU National Alumni Association and Career Services Center</p> <p>P.1.G.III.D. Budget Considerations 1. Increased funding may be needed to implement collaborative activities, programs and services</p>	<p>P.1.G.III.D. Connections between Academic and Student Affairs Programming G.3.3. Directly engage with the specific needs of business and non-profit groups throughout North Carolina.</p>

PRIORITY 2. COLLABORATIONS AND PARTNERSHIPS

Fayetteville State University will leverage a wide range of collaborations and partnerships to enhance its role as a leading regional center of culture, research, and community development. Through these collaborations, the University will strengthen its Performing and Fine Arts Series and Distinguished Speakers programs, enhance educational initiatives for P-12 students, and provide opportunities for faculty to collaborate with other universities, corporations, and governmental agencies to drive high impact research. In turn, FSU students will have the opportunity to learn and contribute through service learning, research, internships, and participate in public/private partnerships that promote community development and economic growth.

P.2.GOAL.1. ENHANCE PERFORMING AND FINE ARTS COLLABORATION WITH SURROUNDING COMMUNITIES

The university will provide a diverse, quality Fine Arts and Distinguished Speakers Series, and collaborate with P-12 schools, universities, civic groups, and arts organizations in southeastern North Carolina and the nation.

FSU STRATEGIC PRIORITIES 2015-2020
*“From A Proud Legacy To A World-Class
 Twenty-First Century University”*

UNC STRATEGIC DIRECTIONS 2013-2018
“Our Time Our Future”
The UNC Compact With North Carolina

STRATEGIES:

P.2.G.1.A. High Quality Cultural Productions and Events.

FSU will produce and present a high quality Fine Arts and Distinguished Speakers Series to catalyze community impact and promote collaboration among local arts and civic organizations. Promotional efforts will center on developing a strategic communications plan, messaging campaign, and comprehensive events calendar that resonates with a broader audience.

P.2.G.1.A. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.2.G.1.A.1.** Number of opportunities identified for cross-promotion with local businesses and organizations
- P.2.G.1.A.2.** Number of events and percentage of attendance at events that use free admission to increase visibility and interest
- P.2.G.1.A.3.** Membership of the Performing Arts Committee in order to expand promotion of cultural events
- P.2.G.1.A.4.** Number of events hosted by the university
- P.2.G.1.A.5.** Number of schools and/or arts organizations participating in events
- P.2.G.1.A.6.** Number of Master Classes with public schools and FSU students

STRATEGIES:

P.2.G.1.A. High Quality Cultural Productions and Events.

- G.3.3.** Directly engage with specific needs of businesses, nonprofit groups, and governments throughout North Carolina.
- G.3.5.** Generic/Other – Goal that is associated with serving the people of North Carolina that is not addressed specifically by strategies listed above
- G.4.6.** Ensure the university has resources and expertise necessary to implement these measures.

<p>P.2.G.1.A.7. Satisfaction of attendees through survey data</p> <p>P.2.G.1.A.8. Number of partnerships with universities, schools, museums, and other cultural agencies and will</p> <p>P.2.G.1.A.9. Maintain a comprehensive, continuously updated calendar of events on key FSU and public websites</p> <p>P.2.G.1.A.10. Implement a new messaging campaign to generate interest and awareness</p> <p>P.2.G.1.A.11. Develop a strategic communications plan to support audience and donor development</p> <p>P.2.G.1.A. Budget Considerations 1.Marketing and promotion expense for planned events</p>	
<p>P.2.G.I.B. Scheduling, Marketing, and Public Invitations FSU will expand awareness of cultural events to individuals and organizations in southeastern North Carolina and improve quality and quantity of timely media produced to promote FSU.</p> <p>P.2.G.I.B. Indicators/Metrics: FSU annually will:</p> <p>P.2.G.I.B.1. Update an expanded distribution list, including individuals and organizations in southeastern North Carolina</p> <p>P.2.G.I.B.2. Implement a robust media campaign</p> <p>P.2.G.I.B.3. Increase usage of social media to measure awareness and value of cultural events to region and state (i.e. Facebook, Twitter etc.)</p> <p>P.2.G.I.B.4. Increase number of mailings to alumni and friends</p> <p>P.2.G.I.B.5. Develop and disseminate a centralized community calendar displaying cultural event opportunities</p> <p>P.2.G.I.B. Budget Considerations 1.Marketing and promotion expense for planned events</p>	<p>P.2.G.I.B. Scheduling, Marketing, and Public Invitations</p> <p>G.3.5. Generic/Other – Goal that is associated with serving the people of North Carolina that is not addressed specifically by strategies listed above.</p> <p>G.4.6. Ensure the university has resources and expertise necessary to implement these measures.</p>
<p>P.2.G.I.C. Collaboration with Public Schools FSU will provide workshops and resources for public school students as a pathway to college and offer professional development activities for teachers as a gateway to graduate school. FSU also will collaborate in writing grant proposals to support curriculum development and equipment for the arts.</p> <p>P.2.G.I.C. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:</p> <p>P.2.G.I.C.1. Number of public events shared with the public school system</p> <p>P.2.G.I.C.2. Sponsorship of creative writing, visual arts, photo, and video contests for P-12 populations</p> <p>P.2.G.I.C.3. Number of regular planning meetings between FSU and public school system</p> <p>P.2.G.I.C.4. Identification of opportunities to enhance and expand activities with grants and will</p>	<p>P.2.G.I.C. Collaboration with Public Schools</p> <p>G.2.7.Generic/Other: Goal associated with strengthening academic quality that is not addressed specifically by strategies listed above.</p> <p>G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.</p>

<p>P.2.G.I.C.5. Develop an evaluation instrument to assess alignment of cultural arts activities with P-12 curriculum</p> <p>P.2.G.I.C.6. Develop and disseminate a centralized community calendar displaying cultural event opportunities</p> <p>P.2.G.I.C. Budget Considerations</p> <ol style="list-style-type: none"> 1. Marketing and promotion expense for planned events 2. Allocation of funding for prizes/awards 	
<p>P.2.G.I.D. FSU Sesquicentennial 2017-2018 FSU will commemorate its 150th anniversary by engaging internal and external audiences in celebration of its historical legacy while positioning the university for the next 150 years.</p> <p>P.2.G.I.D. Indicators/Metrics: FSU will develop a calendar and complete by 2018 the:</p> <p>P.2.G.I.D.1. Creation of an official Sesquicentennial website and Facebook page (Invite reminiscences of FSU from alumni and others.)</p> <p>P.2.G.I.D.2. Development of a Sesquicentennial theme, purpose, goals, and official logo</p> <p>P.2.G.I.D.3. Creation of Sesquicentennial song (Contest)</p> <p>P.2.G.I.D.4. Development and execution of a yearlong events series that commemorates FSU’s history (lectures, plays, athletic events, etc.)</p> <p>P.2.G.I.D.5. Incorporation of FSU history in University Seminar Courses</p> <p>P.2.G.I.D.6. Implementation of Bronco150: Official Launching of Sesquicentennial Celebration with ribbon cutting and cake</p> <p>P.2.G.I.D.7. Coverage of a year-long Sesquicentennial celebration by <i>The Fayetteville Observer</i>, WFSS 91.9 FM, and other mass media outlets</p> <p>P.2.G.I.D.8. Sesquicentennial Black Tie Gala (fundraising event - ticket sales and sponsorships)</p> <p>P.2.G.I.D.9. Post-Sesquicentennial Event Survey (via survey monkey)</p> <p>P.2.G.I.D.10. Collaboration with the city of Fayetteville in the Historic Designation of the E.E. Smith House and its restoration</p> <p>P.2.G.I.D.11. Hosting of events to support fund raising efforts</p> <p>P.2.G.I.D. Budget Considerations</p> <ol style="list-style-type: none"> 1. Seed money for Sesquicentennial Gala 2. Publicity/Media Expenses 3. Expenses associated with Sesquicentennial Kick-Off 4. Sponsorships-Advertisement 	<p>P.2.G.I.D. FSU Sesquicentennial 2017-2018</p> <p>G.3.5. Generic/Other – Goal that is associated with serving the people of North Carolina that is not addressed specifically by strategies listed above.</p> <p>G.4.6. Ensure the university has resources and expertise necessary to implement these measures.</p> <p>G.5.1. Maintain low tuition and fees and ensure adequate financial aid.</p> <p>G.5.3. Enhance UNC's fundraising capacity.</p>

P.2.GOAL.II. BROADEN COMMUNITY COLLABORATIONS

Fayetteville State University will cultivate and broaden community relationships through service learning, internships, public and private partnerships, military relationships, FSU affiliate groups, and service to communities throughout southeastern North Carolina

STRATEGIES:

P.2.G.II.A. Services for Military and Military Affiliated Students

FSU will develop and increase the number of programs and services in collaboration with the FSU Office of Veterans Affairs, Fort Bragg, Fort Sam Houston, the US Department of Defense, and military affiliated programs in the School of Business and Economics and other campus units.

P.2.G.II.A. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.2.G.II.A.1.** Number of military student population
- P.2.G.II.A.2.** Number of military related program/service offerings
- P.2.G.II.A.3.** Number of collaborations with military affiliated organizations
- P.2.G.II.A.4.** Number of academic departments participating in military related activities
- P.2.G.II.A.5.** Number of submissions and awards for military grants

and will

- P.2.G.II.A.6.** Evaluate the successful implementation of and outcomes of grants awarded
- P.2.G.II.A.7.** Develop a tool to track collaborations and partnerships with military affiliated organizations campus wide

P.2.G.II.A. Budget Considerations

- 1. Monetary support for faculty release time

STRATEGIES:

P.2.G.II.A. Services for Military and Military Affiliated Students

- G.1.6.** Reach out to active-duty military and veteran students with more targeted recruitment, more flexible course delivery, and academic advising designed specifically for military personnel.
- G.2.7.** Generic/Other: Goal associated with strengthening academic quality that is not addressed specifically by strategies listed above.
- G.3.3.** Directly engage with the specific needs of businesses, nonprofit groups, and governments throughout North Carolina.
- G.4.5.** Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.
- G.4.6.** Ensure the university has resources and expertise necessary to implement these measures.
- G.5.5.** Generic/Other: Goal associated with ensuring an accessible and financially stable university that is not addressed specifically by the strategies listed above.

P.2.G.II.B. Service Learning and Internships

FSU will support and promote academically based engagement and service learning through strong, effective partnerships with employers and community, national, and international organizations.

P.2.G.II.B. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.2.G.II.B.1.** Number of resume writing workshops
- P.2.G.II.B.2.** Increase the Number of partnerships with businesses and non-profit agencies in the adjacent community and service region that create opportunities for service learning
- P.2.G.II.B.3.** Number of students of enrolled in community based academic learning activities
- P.2.G.II.B.4.** Number of international service learning and academic learning projects

P.2.G.II.B. Service Learning and Internships

- G.2.3.** Develop enhanced assessments of student learning across UNC campuses.
- G.2.7.** Generic/Other: Goal associated with strengthening academic quality that is not addressed specifically by strategies listed above.
- G.3.3.** Directly engage with the specific needs of businesses, nonprofit groups, and governments

<p>P.2.G.II.B.5. Percentage of students engaging in internships P.2.G.II.B.6. Number of attendees at job fairs (corporations and students) P.2.G.II.B.7. Percentage of internship placements that create employment opportunities</p>	
<p>P.2.G.II.C. Adjacent Communities (Murchison Road Corridor and Millennial Campus) FSU will collaborate with city/county officials, FSU Affiliate organizations, and other local stakeholders to address community needs, develop FSU properties surrounding Murchison Road, and support the continued revitalization of the Murchison Road Corridor.</p> <p>P.2.G.II.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:</p> <p>P.2.G.II.C.1. Number of clean-up service learning projects on Murchison Road Corridor conducted by FSU students P.2.G.II.C.2. Number and percentage of individuals served in the community P.2.G.II.C.3. Number and percentage of the diversity of services offered P.2.G.II.C.4. Number of partnerships financially supporting the development of FSU properties and FSU Foundation properties (i.e. Bronco Square, University Apartments, the Washington Drive Project, etc.) and will</p> <p>P.2.G.II.C.5. Secure funding for the redesign of the main entrance to the campus as outlined in the Master Plan P.2.G.II.C.6. Develop and administer a community needs assessment to identify and prioritize issues of importance to the community</p> <p>P.2.G.II.C. Budget Considerations 1. Will require grant writing for funding from local, state and federal agencies for capital projects</p>	<p>P.2.G.II.C. Adjacent Communities (Murchison Road Corridor and Millennial Campus) G.3.3. Directly engage with the specific needs of businesses, nonprofit groups, and governments throughout North Carolina. G.3.5. Generic/Other – Goal that is associated with serving the people of North Carolina that is not addressed specifically by strategies listed above G.4.5 Collect better, more comprehensive data to allow for closer assessment of academic and operational processes G.4.6. Ensure the university has resources and expertise necessary to implement these measures</p>
<p>P.2.GOAL.III. INCREASE RESEARCH COLLABORATIONS</p> <p>Fayetteville State University will increase partnerships with governmental agencies and other universities for grants, research, internships, faculty/professional exchange programs, grants, graduate employment, and for technology transfer and research commercialization.</p>	
<p>STRATEGIES:</p> <p>P.2.G.III.A. Internships and Research Opportunities for Students FSU will increase the number of internships and research opportunities available to students in all fields of study through collaboration with all academic departments and the Office of Career Services.</p> <p>P.2.G.III.A. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:</p> <p>P.2.G.III.A.1. Number of students participating in conference presentations, competitions, publishing articles</p>	<p>STRATEGIES</p> <p>P.2.G.III.A. Internships and Research Opportunities for Students G.2.3. Develop enhanced assessments of student learning across UNC campuses. G.2.7. Generic/Other – Goal associated with strengthening academic quality that is not addressed by strategies listed above.</p>

<p>P.2.G.III.A.2. Number of student internships and research placements outside the university</p> <p>P.2.G.III.A.3. Number of faculty receiving release time for competitive proposal writing</p> <p>P.2.G.III.A.4. Number of faculty-student grant proposals</p> <p>P.2.G.III.A.5. Percentage of increase in the number of research teams that pair faculty mentors with students at FSU and will</p> <p>P.2.G.III.A.6. Administer needs assessments to determine faculty interests and strengths as well as the research capacity of the university</p> <p>P.2.G.III.A.7. Identification of strategies to incentivize interdisciplinary research</p> <p>P.2.G.III.A.8. Develop research metrics to benchmark university’s performance relative to peer institutions, identify gaps in the research agenda</p> <p>P.2.G.III.A. Budget Considerations</p> <ol style="list-style-type: none"> 1. Monetary support for faculty release time 2. Monetary support for mini-grants for faculty research 	<p>G.3.1. Invest in game-changing research that has the potential to create value and solve significant problems in North Carolina.</p> <p>G.3.2. More readily apply the research and scholarship carried out on our campuses to the state’s economic, civic, and social challenges.</p> <p>G.3.3. Directly engage with the specific needs of businesses, nonprofit groups, and governments throughout North Carolina.</p> <p>G.3.4. Help address North Carolina's health need</p> <p>G.3.5. Generic/Other – Goal that is associated with serving the people of North Carolina that is not addressed specifically by strategies listed above.</p> <p>G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.</p> <p>G.4.6. Ensure the university has resources and expertise necessary to implement these measures.</p> <p>G.5.5. Generic/Other – Goal associated with ensuring an accessible and financially stable university that is not addressed specifically by the strategies listed above.</p>
<p>P.2.G.III.B. Research Opportunities for Faculty and Students in the Center For Defense and Homeland Security (CDHS)</p> <p>CDHS will facilitate curricular innovations, partnerships, research and faculty development to prepare the next generation of STEM graduates and national security professionals. CDHS will provide opportunities for collaborative grant applications between CDHS Scholars and industry, secure internships for FSU students and faculty with federal agencies, as well as partner with regional K-12 schools to cultivate a diverse pipeline of exceptionally talented students to prepare for education and careers as scientists, technologist, engineers, and mathematicians. CDHS will also offer workshops for the military and certificate programs in Cybersecurity. CDHS will also offer certificate programs in Cybersecurity and workshops for the military.</p> <p>P.2.G.III.B. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:</p> <p>P.2.G.III.B.1 Number and percentage of increase in grants funded in CDHS</p> <p>P.2.G.III.B.2. Number and percentage of increase in the certificates offered through the CDHS</p> <p>P.2.G.III.B.3. Number and percentage of increase in student internships and research placements offered through the CDHS</p> <p>P.2.G.III.B.4. Number and percentage of increase in faculty research collaborations between the CDHS</p>	<p>P.2.G.III.B. Research Opportunities for Faculty and Students in the Center For Defense and Homeland Security (CDHS)</p> <p>G.3.1. Invest in game-changing research that has the potential to create value and solve significant problems in North Carolina.</p> <p>G.3.2. More readily apply the research and scholarship carried out on our campuses to the state’s economic, civic, and social challenges.</p> <p>G.3.3. Directly engage with the specific needs of businesses, nonprofit groups, and governments throughout North Carolina.</p> <p>G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.</p> <p>G.4.6. Ensure the university has resources and expertise necessary to implement these measures.</p>

and external agencies

P.2.G.III.B.5. Number and percentage of increase in CDHS sponsored training and services to high school students

and will

P.2.G.III.B.6. Administer needs assessment to determine research interests and strengths of faculty and research capacity of the university

P.2.G.III.B. Budget Considerations

1. Monetary support for research mini grants (minimum \$3,500)
2. Grant-Writing to secure funds from local, state, and federal agencies

P.2.G.III.C. Partnerships with Industry, Agencies, and Other Universities

FSU will develop and implement a comprehensive plan that 1) assesses faculty and staff research interests and strengths and university research capacity and 2) provides training, resources, and marketing that will enable the university to increase partnerships and collaborations with industries, agencies, and other universities.

P.2.G.III.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

P.2.G.III.C.1. Number of collaborations with industry and other agencies in the use of FSU technologies (i.e., the Electron Microprobe, FSU Trading Room, Distance Education, etc.)

P.2.G.III.C.2. Number of research partnerships with industry, agencies, and universities

P.2.G.III.C.3. Number of faculty serving as research mentors for students at FSU and other universities

and will

P.2.G.III.C.4. Implement a robust faculty research exchange program

P.2.G.III.C.5. Launch a university website to promote faculty and university research capabilities

P.2.G.III.C.6. Ensure faculty capabilities are listed on NC Reach

P.2.G.III.C. Partnerships with Industry, Agencies, and Other Universities

G.3.1. Invest in game-changing research that has the potential to create value and solve significant problems in North Carolina.

G.3.2. More readily apply the research and scholarship carried out on our campuses to the state's economic, civic, and social challenges.

G.3.3. Directly engage with the specific needs of businesses, nonprofit groups, and governments throughout North Carolina.

G.4.6. Ensure the university has resources and expertise necessary to implement these measures.

P.2.G.III.D. Private and Public Partnerships and Technology Transfer

FSU will enhance its technology transfer and research commercialization capabilities through continuous expansion of relationships with other colleges and universities, public and private businesses and corporations, and governmental agencies.

P.2.G.III.D. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.2.G.III.D.1.** Number and percentage of public and private partnerships
- P.2.G.III.D.2.** Number and percentage of external funding derived from public and private partnerships
- P.2.G.III.D.3.** Number and percentage of diverse private and public research partnerships
- P.2.G.III.D.4.** Number of collaborations with other UNC institutions, HBCU coalitions, public schools, and other educational institutions
- P.2.G.III.D.5.** Number of external, third party (community) (non-FSU) inventions and inventors advised by FSU Technology Transfer Team
- P.2.G.III.D.6.** Number of patents, provisional patents, copyrights and other intellectual property rights granted by the USPTO
- P.2.G.III.D.7.** Number of inventions from the university licensed to outside companies/agencies
- P.2.G.III.D.8.** Number of university start-ups as a result of inventions at FSU
- P.2.G.III.D.9.** Number of jobs created due to FSU start-ups

and will

P.2.G.III.D.10. Administer needs assessment to determine research interest of faculty, staff, and students and the research capacity of FSU

P.2.G.II.D. Budget Considerations

- 1.** Monetary support for faculty release time

P.2.G.III.D. Private and Public Partnerships and Technology Transfer

G.3.1. Invest in game-changing research that has the potential to create value and solve significant problems in North Carolina.

G.3.2. More readily apply the research and scholarship carried out on our campuses to the state’s economic, civic, and social challenges.

G.3.3. Directly engage with the specific needs of businesses, nonprofit groups, and governments throughout North Carolina.

G.3.5. Generic/Other – Goal that is associated with serving the people of North Carolina that is not addressed specifically by strategies listed above

G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.

G.4.6. Ensure the university has resources and expertise necessary to implement these measures.

G.5.5. Generic/Other: Goal associated with ensuring an accessible and financially stable university that is not addressed specifically by the strategies listed above.

PRIORITY 3. EFFICIENCY, EFFECTIVENESS AND SUSTAINABILITY

FSU will achieve efficiency, effectiveness, and sustainability through completing the five-year \$25 million Comprehensive Capital Campaign, demonstrating a commitment to maximizing efficiency in all operational areas and improving efforts to achieve fiscal and environmental sustainability.

P.3.GOAL.1. COMPLETE THE FIVE-YEAR CAMPAIGN FOR FSU

FSU will successfully complete the five-year \$25 million Comprehensive Capital Campaign by the end of FY 17, which will encompass a robust Annual Fund. This goal is driven by the need to expand the university’s fundraising capacity in order to increase capital resources that will secure the financial future of FSU.

<p align="center">FSU STRATEGIC PRIORITIES 2015-2020 <i>“From A Proud Legacy To A World-Class Twenty-First Century University”</i></p>	<p align="center">UNC STRATEGIC DIRECTIONS 2013-2018 <i>“Our Time Our Future”</i> The UNC Compact With North Carolina</p>
<p>STRATEGIES: P.3.G.1.A. \$25 Million Campaign Goal FSU will successfully complete the five-year \$25 million Campaign for FSU by the end of FY17.</p> <p>P.3.G.1.A. Indicators/Metrics: By 2018, FSU will successfully:</p> <p>P.3.G.1.A.1. Meet prospective targets on time P.3.G.1.A.2. Increase the number of participants in engagement activities by 15% P.3.G.1.A.3. Increase the number of consistent (annual) donors by 15% P.3.G.1.A.4. Increase the number of major donors (>\$25k) by 10% P.3.G.1.A.5. Increase the return on investment of UNC GA shared services by 15% P.3.G.1.A.6. Increase the number of individuals who give and the amount of giving by 15%</p> <p>P.3.G.1.A. Budget Considerations</p> <ol style="list-style-type: none"> 1. Two additional Gift Officers responsible for institutional units, i.e. Athletics and SBE 2. Funding for additional travel 3. Funding for fundraising collaterals to include Public Relations 4. Funding for appropriate engagement activities 5. Cost of UNC GA shared services 	<p>STRATEGIES: P.3.G.1.A. \$25 Million Campaign Goal G.4.4. Create incentives for campus efficiencies through performance funding and carry-forward reform. G.4.6. Ensure the University has the resources and expertise necessary to implement these measures. G.5.1. In keeping with the state’s history and the University’s constitutional mandate, maintain low tuition and fees and ensure adequate financial aid. G.5.2. Enhance UNC’s fundraising capacity through strategic investment in personnel and technology.</p>
<p>P.3.G.1.B. Enhance Relations with Alumni, FSU Foundation, Affiliate Groups FSU will develop a robust program of engagement and an Annual Fund Initiative that will increase gift totals and increase alumni giving. Additionally, work with the FSU Foundation, the Athletic Club, the FSU National Alumni Association, and all Affiliates with approved MOU’s to increase fundraising per year over the next five years.</p> <p>P.3.G.1.B. Indicators/Metrics: By 2020, FSU will:</p> <p>P.3.G.1.B.1. Increase alumni giving by 15% P.3.G.1.B.2. Increase alumni participation by 15% P.3.G.1.B.3. Increase FSU Foundation, Athletic Club, and other Affiliate giving by 10% P.3.G.1.B.4. Increase fundraising programming throughout the University to include College/Schools, Departments and special initiatives by 15% P.3.G.1.B.5. Increase the return on investment of UNC GA shared services by 15%</p> <p>P.3.G.1.B. Budget Considerations</p> <ol style="list-style-type: none"> 1. One Reunion Coordinator 	<p>P.3.G.1.B. Enhance Relations with Alumni, FSU Foundation, Affiliate Groups G. 5.2. Enhance UNC’s fundraising capacity through strategic investment in personnel and technology.</p>

<ol style="list-style-type: none"> 2. One Social Media Coordinator 3. Funding for additional travel 4. Funding for fundraising collaterals 5. Funding for appropriate engagement activities 6. Cost of UNC GA shared services 	
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<p>P.3.G.1.C. Marketing of FSU as an Institution of Choice FSU will develop an integrated, University-wide marketing plan that will emphasize FSU as an "Institution of Choice" – for educational pursuits, for cultural engagement, and as a viable philanthropic option.</p> <p>P.3.G.1.C. Indicators/Metrics: By 2020, FSU will increase by at least 20% the:</p> <p>P.3.G.1.C.1. Number of students that indicate on the new student surveys that FSU was their “Institution of First Choice”</p> <p>P.3.G.1.C.2. Number of potential students following FSU on social media sites</p> <p>P.3.G.1.C.3. Number of potential donors following FSU on social media sites</p> <p>P.3.G.1.C.4. Number of potential donors indicating motivation to give through social media and enhanced collaterals</p> <p style="text-align: center;">and will</p> <p>P.3.G.1.C.5. Consolidate university marketing budgets into an integrated marketing effort</p> <p>P.3.G.1.C. Budget Considerations</p> <ol style="list-style-type: none"> 1. One additional Graphic Artist 2. Convert Senior Graphic Artist to Director of Publications 3. Consolidation of University marketing budgets into an integrated marketing effort 4. Funding for appropriate engagement activities 5. Cost of UNC GA shared services 	<p>P.3.G.1.C. Marketing of FSU as an Institution of Choice</p> <p>G.1.1. Increase college-readiness among high school graduates through mentoring, pre-college, application assistance, and Summer Bridge programs.</p> <p>G.1.3. Implement a performance-funding model that provides incentives for campuses to improve productivity, quality, and efficiency in educational and operational outcomes.</p> <p>G.4.3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction.</p>
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P.3.GOAL.II. MAXIMIZE EFFICIENCY TO ENSURE A FINANCIALLY STABLE UNIVERSITY

FSU will maximize its brand of excellence and diversity by operating as an efficient and effective campus through exhibiting transparent responsible financial resource management to develop a stronger infrastructure.

<p>STRATEGIES:</p> <p>P.3.G.II.A. Efficiencies in Use of All Institutional Funds FSU will continue to enhance business models that support FSU’s financial planning, budgeting, monitoring and accountability capabilities consistent with its operational priorities while utilizing all available resources</p> <p>P.3.G.II.A. Indicators/Metrics: FSU will annually:</p> <p>P.3.G.II.A.1. Make timely payments to all vendors P.3.G.II.A.2. Produce accurate year-end closeout reports P.3.G.II.A.3. Meet all deadlines for required reporting to external agencies P.3.G.II.A.4. Render no material findings on all state audits P.3.G.II.A.5. Render no material findings on external audits (Affiliates and external agencies) P.3.G.II.A.6. Establish and maintain an annual budget development process P.3.G.II.A.7. Establish and maintain an appropriate Institutional Contingency Fund (rainy day fund)</p> <p>P.3.G.II.A. Budget Considerations</p> <ol style="list-style-type: none"> 1. Funding for barcode equipment for all purchases 2. Hire and train 2 staff 	<p>STRATEGIES:</p> <p>P.3.G.II.A. . Efficiencies in Use of All Institutional Funds</p> <p>G.4.2. Create operational efficiencies by centralizing some back-office services, expanding joint purchasing of commodities, conserving energy, and continuing regular reviews of administrative personnel and processes. G.4.4. Create incentives for campus efficiencies through performance funding and carry-forward reform. G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.</p>
<p>P.3.G.II.B. Infrastructure Study of Major Campus Divisions FSU will study its overall organizational structure and make changes to maximize efficiency and effectiveness in the use of personnel and capital resources to promote a sustainable and financially stable university.</p> <p>P.3.G.II.B. Indicators/Metrics: FSU will annually:</p> <p>P.3.G.II.B.1. Evaluate effectiveness of budget allocations to each Division P.3.G.II.B.2. Identify special initiatives instituted by Divisions to promote a sustainable and financially stable university P.3.G.II.B.3. Specify alternative funding to leverage existing resources to enhance community/global partnerships P.3.G.II.B.4. Evaluate performance of personnel at unit level P.3.G.II.B.5. Increase number of new ITTS personnel and rate their impact on campus functions and academic programs P.3.G.II.B.6. Increase number of student computer labs, upgrades in smart classrooms, and laptops for faculty teaching online P.3.G.II.B.7. Conduct faculty and student evaluations of technology upgrades</p> <p>P.3.G.II.B. Budget Considerations</p> <ol style="list-style-type: none"> 1. Technology/software and equipment to facilitate efficiency and effectiveness 2. ITTS support personnel 	<p>P.3.G.II.B. Infrastructure Study of Major Campus Divisions</p> <p>G.4.2. Create operational efficiencies by centralizing some back-office services, expanding joint purchasing of commodities, conserving energy, and continuing regular reviews of administrative personnel and processes. G.4.3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction. G.4.4. Create incentives for campus efficiencies through performance funding and carry-forward reform. G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes. G.4.6. Ensure the University has the resources and expertise necessary to implement these measures.</p>

<p>P.3.G.II.C. Revenue from Grants and Contracts FSU will increase external grant funding through internal and external collaboration with appropriate departments, agencies and institutions</p> <p>P.3.G.II.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the: P.3.G.II.C.1. Number of participants in grant writing training for staff/faculty P.3.G.II.C.2. Number and percentage of increase in amount of joint funded projects with outside agencies P.3.G.II.C.3. Number of grant applications submitted and awards received annually P.3.G.II.C.4. Funding levels of grants and contracts received and will P.3.G.II.C.5. Refine grant application and contract procedures P.3.G.II.C.6. Purchase of electronic research and administration (ERA) tools</p> <p>P.3.G.II.C. Budget Considerations 1. Grant writing assistance services 2. Grant writing training for staff/faculty 3. Purchase electronic research and administration (ERA) tools</p>	<p>P.3.G.II.C. Revenue from Grants and Contracts G.4.3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction. G.4.6. Ensure the University has the resources and expertise necessary to implement these measures. G. 5.2. Enhance UNC’s fundraising capacity through strategic investment in personnel and technology.</p>
<p>P.3.G.II.D. Corporate Partnerships and Major Contracts FSU will form new corporate partnerships and strengthen existing partnerships to capture major contracts that will financially benefit the university.</p> <p>P.3.G.II.D. Indicators/Metrics: By 2020, FSU will: P.3.G.II.D.1. Establish contract leadership team with the Office of Sponsored Research and Programs and in Business and Finance P.3.G.II.D.2. Conduct contract management training for personnel in Office of Sponsored Research and Programs and in Business and Finance P.3.G.II.D.3. Develop and operationalize a flow chart of procedures with deadlines for meeting objectives of contracts P.3.G.II.D.4. Maintain effective database of partnerships and contracts P.3.G.II.D.5. Increase funding received annually by 10% P.3.G.II.D.6. Increase number of corporate partnerships annually by 10% P.3.G.II.D.7. Conduct annual review and evaluation of relationships with existing partners</p> <p>P.3.G.II.D Budget Considerations 1. Marketing expenses 2. Travel expenses</p>	<p>P.3.G.II.D. Corporate Partnerships and Major Contracts G.4.4. Create incentives for campus efficiencies through performance funding and carry-forward reform. G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes. G.4.6. Ensure the University has the resources and expertise necessary to implement these measures.</p>

<p>P.3.G.II.E. Shared Services with UNC General Administration FSU will efficiently and effectively implement short and long-range initiatives for shared services that are consistent with the needs of FSU, North Carolina, and the global community as well as the mission, goals and services of the UNC General Administration.</p> <p>P.3.G.II.E. Indicators/Metrics: FSU will annually: P.3.G.II.E.1. Collaborate with UNC-GA in identifying funds and resources P.3.G.II.E.2. Serve on UNC-GA subcommittees P.3.G.II.E.3. Collaborate with UNC-GA in identifying key supporters for university initiatives P.3.G.II.E.4. Review annually the cost-savings of shared services</p> <p>P.3.G.II.E. Budget Considerations Travel and training expenses</p>	<p>P.3.G.II.E. Shared Services with UNC General Administration G. 5.3. Enhance UNC’s fundraising capacity through strategic investment in personnel and technology.</p>
<p>P.3.GOAL.III. IMPROVE EFFORTS IN SUSTAINABILITY</p> <p>FSU will increase institutional sustainability by efficiently managing campus energy use, facilities and infrastructure, improving employee retention, enhancing the technology environment, and by setting and managing effective assessment measures.</p>	
<p>STRATEGIES: P.3.G.III.A. Campus Energy Resources FSU will employ a variety of campus-wide strategies to maximize the efficiency of the use of campus resources by coordinating with key external partners to improve its sustainability efforts; and demonstrate a commitment to sustainability in its academic programs and in student affairs programming (i.e. Green Team and MLK Day of Service).</p> <p>P.3.G.III.A. Indicators/Metric: For a 15% reduction in energy usage by 2020, FSU will: P.3.G.III.A.1. Compare annual energy usage intensity (Btu/SF) P.3.G.III.A.2. Compare annual water usage intensity (kgal/SF or kgal/FTE) P.3.G.III.A.3. Compare annual solid waste disposal or diversion (ton/FTE) P.3.G.III.A.4. Evaluate space utilization metrics in different space types – classroom, class/lab, residence hall, etc. (these are standard UNC-GA metrics) P.3.G.III.A.5. Compare annual greenhouse gas emissions (MTCO_{2e}/FTE or /SF) P.3.G.III.A.6. Compare percent of increase of students in sustainability activities P.3.G.III.A.7. Compare percent of increase in number of courses with sustainability modules P.3.G.III.A.8. Produce annual Sustainability Report P.3.G.III.A.9. Expand sustainability partnerships with governments and the private sector</p>	<p>STRATEGIES: P.3.G.III.A. Campus Energy Resources G.4.2. Create operational efficiencies by centralizing some back-office services, expanding joint purchasing of commodities, conserving energy, and continuing regular reviews of administrative personnel and processes G. 5.3. Enhance UNC’s fundraising capacity through strategic investment in personnel and technology</p>

<p>P.3.G.III.A.10. Convene annually a conference with governmental, corporate, educational, and community partners to share ideas on proven sustainability efforts</p> <p>P.3.G.III.A Budget Considerations</p> <ol style="list-style-type: none"> 1. One renewable energy demonstration project (i.e., electric vehicle charging stations, solar PV panels) 2. Annual energy conservation measure (ECM) program outside of ESPC 3. Guest lecturers for sustainability topics 4. Incentives for faculty to revise syllabi to incorporate sustainability 5. Funding to enable sustainability partnerships with governments, NGO's and the private sector 6. Technology requirements to enable online courses in Graduate program in sustainability 	
<p>P.3.G.III.B. Faculty/Staff Retention, Job Satisfaction, and Productivity FSU will improve faculty and staff retention, satisfaction and productivity by monitoring faculty/staff satisfaction, promoting faculty/staff development, and rewarding outstanding faculty/staff productivity.</p> <p>P.3.G.III.B. Indicators/Metrics: By 2020, FSU will increase by at least 10% percent:</p> <p>P.3.G.III.B.1. Number of highly satisfied ratings on annual faculty and staff satisfaction surveys</p> <p>P.3.G.III.B.2. Number of professional development activities and opportunities for faculty and staff</p> <p>P.3.G.III.B.3. Number of faculty and staff participating in professional development activities and will</p> <p>P.3.G.III.B.4. Develop incentive and rewards programs for faculty and staff</p> <p>P.3.G.III.B.5. Promote annual staff and faculty appreciation day</p> <p>P.3.G.III.B Budget Considerations</p> <ol style="list-style-type: none"> 1. Off-campus professional development activities for 12 staff and 12 faculty members 2. Rewards for outstanding faculty scholarship activity 3. Rewards for outstanding staff members 4. Develop and administer a job satisfaction survey of staff (faculty have the COACHE survey) 	<p>P.3.G.III.B. Faculty/Staff Retention, Job Satisfaction, and Productivity</p> <p>G.3.1. Invest in game-changing research that has the potential to create value and solve significant problems in North Carolina.</p> <p>G.3.4. Help address North Carolina's health care needs by rethinking outdated models of care, conducting life-saving research, and training the next generation of medical professionals.</p> <p>G.4.4. Create incentives for campus efficiencies through performance funding and carry-forward reform.</p>
<p>P.3.G.III.C. Technology Environment FSU will provide a technology environment (hardware, software, facilities, and support staff) that is secure, resilient, and adaptable to meet the current and future needs of the University. FSU will work to secure advanced technologies through interdepartmental collaboration, intra-universities grants to secure equipment, and through corporate and private program funding.</p> <p>P.3.G.III.C. Indicators/Metrics: By 2020, FSU will increase the:</p> <p>P.3.G.III.C.1. Percent (25%) of network equipment, lab computers, faculty/staff computers, and classroom technologies refreshed each year</p>	<p>P.3.G.III.C. Technology Environment</p> <p>G.2.4. Develop enhanced assessments of student learning across UNC campuses.</p> <p>G.5.3. Enhance UNC's fundraising capacity through strategic investment in personnel and technology.</p>

P.3.G.III.C.2. Percent (99.9%) of system and network availability each year

P.3.G.III.C.3. Percent (90%) of highly satisfied ratings on technology environment surveys done by faculty, staff and students

P.3.G.III.C.4. Percent (100%) of rooms in residence halls with enabled Wi-Fi capacity

P.3.G.III.C.5. Percent (100%) of non-residence buildings, conference rooms, meeting rooms and other common areas with Wi-Fi capacity.

P.3.G.III.C.6. Number of and amount of grants funded to secure technology equipment

P.3.G.III.C. Budget Considerations

- 1, Expense to reach and maintain refresh rate at 25% and system and network availability at 99.9%
2. Additional staff to maintain system and network availability and user satisfaction
3. Expense to reach and maintain Wi-Fi capacity targets
4. Yearly review of educational technology fees for each department

P.3.G.III.D. Assessment of Efficiencies

FSU will continuously assess the progress of campus initiatives on sustainability, information technology, employee productivity, job satisfaction, and retention, in order to position the university to realize our unique opportunities for innovation that increase efficiency. FSU will also assess the efficiency of student degree completion, interdisciplinary collaborations, and credentialing options to broaden student career opportunities.

P.3.G.III.D. Indicators/Metrics: FSU will assess annually the:

P.3.G.III.D.1. Efficiency of the development and administration of regular assessments of faculty/staff job satisfaction surveys

P.3.G.III.D.2. Efficiency of the high availability and user satisfaction of technology

P.3.G.III.D.3. Efficiency of the reorganization of departments and divisions, and program eliminations for cost savings

P.3.G.III.D.4. Percent of increase in students completing degree programs in four years or less

P.3.G.III.D.5. Number of existing programs rebranded with new concentrations or minors to better meet emerging workforce needs

P.3.G.III.D.6. Percent of Increase in multi-discipline degree completers (Completers with credentialing options outside of major field, i.e. major in geography with minor in economics)

P.3.G.III.D.7. Cost-savings of shared services

P.3.G.III.D.8. Cost-savings resulting from sustainability efforts

P.3.G.III.D.9. Outcomes of the Operational Plans and Assessment Report (OPAR) for each campus unit

P.3.G.III.D. Assessment of Efficiencies

G.2.3. Develop enhanced assessments of student learning across UNC campuses

G.4.5. Collect better, more comprehensive data to allow for closer assessment of academic and operational processes.