



FAYETTEVILLE
STATE UNIVERSITY™



2020-2025 STRATEGIC PLAN

NEW CHALLENGES,
BOLD PROMISES

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DIRECTION FOR THE FUTURE

This is an exciting time in our history as we launch the university’s strategic plan for 2020-2025. We are surviving unprecedented times, and Fayetteville State University is well positioned to move into a new era dominated by science, emerging technologies, and big data. COVID-19 has taught us to become more flexible in our educational delivery.

We will meet the needs of a 21st Century society and offer programs in fields of high demand. Hence, “New Challenges, Bold Promises” is what this plan seeks to address. We must be bold in providing a transformative educational experience to students from rural, underserved, and economically challenged environments. It is my firm belief that education holds the key to disrupting poverty, health disparities, and injustice that impact people of color.

Our students must be prepared to lead and solve problems in a rapidly changing society, at home, and abroad. This strategic plan builds on Fayetteville State’s 153-year legacy and will strengthen our capacity to provide a world-class education for residents of North Carolina, the military, and beyond. We expect our graduates to be well-prepared as they enter emerging markets of the future.

We thank our constituents (members of the faculty, professional staff, students, alumni, administrators and our Board of Trustees) who provided input in preparing this forward-thinking document. We also thank all donors and supporters who will help make the implementation of this plan possible. This will not become a document that rests on a shelf.

Champions for each strategic priority have been identified and, together, we will hold each other accountable for its successful implementation.



Dr. Peggy Valentine, Ed.D

Interim Chancellor



OUR MISSION STATEMENT

Fayetteville State University (FSU), a public comprehensive, Historically Black University, offers robust and innovative degree programs rooted in the liberal arts tradition. The university advances knowledge through the integration of teaching, learning, research, and public service. FSU strives to meet the educational, career, and personal aspirations of its students from rural, military, and other diverse backgrounds so that they are equipped with academic and practical knowledge to serve local, state, national, and global communities as enlightened citizens, globally astute leaders, and engaged solution creators.

Approved by Board of Trustees (June 2020),
Pending approved by Board of Governors

We Accomplish Our Mission Through

- » A rigorous academic environment
 - » A student-centered education
 - » Specialized offerings and services to meet the needs of traditional, online, non-traditional, and military-affiliated students
 - » Dedicated staff and scholarly faculty
 - » Faculty and student engagement and partnerships with industry, employers, alumni and the community
-

2020-2025 Strategic Plan Project Leadership

Major General (Retired) Rodney O. Anderson, Kiante Bennett, Dr. Chet Dilday, FSU Police Chief Renarde Earle, Anasha Eskew, Mary Holmes, Dr. Pamela Jackson, Richard Kingsberry, Dr. Nicole Lucas, Trustee Sherida McMullan, Dr. Carlitta Moore, Colonel (Retired) Donald Porter, Terri Tibbs, Velappan Velappan and FSU Administrators as listed on page 2.

Our Vision Statement

Fayetteville State University, the second oldest public university in North Carolina and a constituent institution of the University of North Carolina System, will be the regional university of choice for students from rural, military, and other diverse backgrounds who are poised to become visionary leaders who transform communities, states and nations.



“On behalf of the Board of Trustees, I would like to share my excitement about the new strategic plan and the future of the second oldest state university in North Carolina. This new plan builds upon the rich legacy of Fayetteville State in continuing its purpose of providing a world-class education while preparing students for 21st Century careers. Consistent with our Motto, Res Non Verba, Deeds Not Words, we are committed to leveraging our resources and expertise to help students succeed and strengthen our community.”

**-Stuart Augustine,
Chair of the Board
of Trustees**

FSU'S 5 STRATEGIC PRIORITIES



OUR CORE VALUES

- » **Integrity:** Commitment to transparency
- » **Flexible and Adaptable:** Producing career and life-ready global citizens
- » **Shared Governance:** Engaging all members of the university community in decision-making
- » **Diversity, Equity, and Inclusion:** Working collaboratively and effectively in a global society
- » **Collaboration and Partnerships:** Strengthening relationships among alumni, community, and other stakeholders
- » **Innovative:** Creatively pursuing excellence in organizational endeavors
- » **Culturally Connected:** Preserving the University's HBCU legacy and pride



OUR MOTTO

Res Non Verba

(Deeds Not Words)

The university motto affirms FSU's commitment to:

- » Offering programs and services that produce tangible results and measurable outcomes
- » Developing graduates who have a positive impact on their professions and communities
- » Defining excellence in terms of outcomes and results rather than words or reputation alone



“Our 2020–2025 strategic plan is evidence-based, and it includes valuable input from faculty, staff, students, alumni, and key stakeholders. This plan is intentional and includes bold strategies with measurable outcomes. It sets the agenda for the next 5 years where FSU’s rich HBCU legacy is preserved with the continued promise of providing students with a world class education that will prepare them for 21st Century careers and to be visionary leaders who transform communities, states, and nations.”

**–Dr. Nicole Lucas
Interim Director for
Institutional Effectiveness
and SACSCOC Liaison**

INSTITUTIONAL EFFECTIVENESS

Fayetteville State University’s Strategic Plan, *New Challenges, Bold Promises*, is our road map through 2025. Building on our many strengths, the Plan focuses our energies and resources on strategies that will position the university for continued success. The strategic priorities and goals were developed through collaboration with faculty, staff, students, alumni, and other key stakeholders. The Plan advances a bold future built on our tradition of excellence and harnesses our community’s talents and resources to be effective in every dimension of our mission. Our continued success will strengthen North Carolina’s competitive capacity to enrich the economic, social, and cultural life of the region.

Next Steps

A strategic plan that is implemented and properly assessed, is an effective instrument to ensure the university operates efficiently and effectively; making smart choices among competing priorities and setting the course for a sustainable future. This Plan promotes an evidence-based assessment and planning strategy that embraces a multidimensional approach to achieving the university’s strategic priorities. Implementation will be inclusive, as the plan’s success requires input and action from the entire university community. Faculty, students, staff, and alumni will be asked to serve as champions in facilitating the implementation of the Plan including addressing strategic issues, identifying potential gaps, and tracking the progress of the strategic plan.



STRATEGIC PRIORITY 1

ACADEMIC EXCELLENCE

Innovative and impactful student-centered academic programs and services equip students with the necessary knowledge and skills to compete on a global level

Strategic Goals

- » Develop and implement ambitious strategies to attract and grow targeted populations of students
- » Increase retention rates
- » Increase graduation rates
- » Foster cutting-edge technological innovation to support and advance teaching and learning
- » Strengthen capacity to offer undergraduate, graduate and professional educational opportunities that meet the needs of the region
- » Enhance research and other experiential opportunities that heighten academic performance and satisfaction
- » Enhance the educational experiences of non-traditional and distance learners



“We are recruiting high-quality, internationally recognized faculty, we are creating an engaging academic environment that is student-centered, and we are continuing to innovate our curriculum to prepare our graduates for 21st Century careers. Business and community leaders have told us that they want graduates that are creative, agile, can communicate across cultures, problem solvers, and are developing leadership competencies. To meet this challenge, we are creating stronger partnerships with industry and the community to provide engaged learning and closer collaboration for the mutual benefit of education, enterprise, and the betterment of our society.”

**-Dr. Lee Brown
Interim Provost and Vice
Chancellor for Academic Affairs**



“Through student engagement, we learn valuable skills for the professional world such as critical thinking, communication, and adaptability. Extra-curricular and co-curricular activities and participation in organizations are essential for student success in 21st Century careers. I believe that this strategic plan will help the Bronco Nation grow stronger, as a family and community to inspire true Bronco Pride.”

**- Sydney Harris
President of FSU's Student
Government Association**

STRATEGIC PRIORITY 2

STUDENT CAMPUS ENGAGEMENT

Through a variety of engaging activities, students will develop a broad range of leadership and professional skills, beyond the classroom, that will prepare them for successful careers and to be visionary leaders.

Strategic Goals

- » Infuse high-impact practices and professional skills into curricular and co-curricular activities
- » Strengthen career services to help students to be career-ready
- » Promote cultural and global learning opportunities
- » Create experiences that meet the needs and expectations of 21st century learners
- » Enhance services offered to non-traditional and distance learners

STRATEGIC PRIORITY 3 EMPLOYEE VITALITY

Drawing upon the HBCU culture of giving back, the university will further develop a vibrant work environment that promotes, supports, and rewards excellence among faculty and staff.



“Offering employees professional development opportunities is essential in helping Fayetteville State University to stand out and attract and retain top talent. Investing in the campus culture where faculty, staff, and students are supported and celebrated creates a vibrant atmosphere and strengthens the bond of our Bronco family.”

**-Patricia Flanigan
President of FSU's Staff Senate**

Strategic Goals

- » Recruit and retain a talented workforce
- » Strengthen FSUs' workforce through a broad range of innovative leadership and professional development initiatives
- » Foster a vibrant campus culture among the faculty and staff



“We hold this truth to be self-evident that we must commit to strengthening FSU so students following in our footsteps continue to have greater opportunities for academic success. It is important that the National Alumni Association continue to strengthen alumni engagement; promoting and sustaining community engagement initiatives that have a positive impact on rural and under-served populations. When we do this, we are true to the meaning of ‘Bronco Pride.’ ”

**- Richard Kingsberry
President of FSU's National
Alumni Association**

STRATEGIC PRIORITY 4

IMPACTFUL COMMUNITY OUTREACH & RESEARCH

FSU's involvement in and transformational impact on our region, state, and global community, in collaboration with faculty, staff, students, alumni, and partners, is an important part of University's mission.

Strategic Goals

- » Invest in research programs and centers that position FSU as a leader in innovative, integrated and creative social and economic development activities
- » Promote and sustain community engagement initiatives and projects that have a positive impact on rural and underserved communities
- » Create opportunities to conduct research with industry and national and international partners
- » Develop a space to support faculty, staff, alumni, and community engagement



STRATEGIC PRIORITY 5 UNIVERSITY SUSTAINABILITY

Fostering a culture of sustainability is essential to the success of this university. This is accomplished by maximizing funding and aligning fundraising initiatives with university priorities.

Strategic Goals

- » Maximize the use of state and federal funds and diversify financial resources
- » Align fundraising efforts with strategic initiatives
- » Align technological investments with strategic priorities in collaboration with academic affairs
- » Build and upgrade physical infrastructure



“Our purpose is to bolster greater partnerships that will aid in meeting the priorities of the University and its mission.”

**-Dr. Harriet Frink Davis, Ph. D.
Interim Vice Chancellor of
University Advancement**



FAYETTEVILLE
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