



READY FOR TOMORROW

THE FSU STRATEGIC PLAN 2022-2027

2023-2024
YEAR 2
REPORT
CARD

High-achieving students were recognized for academic excellence during the Chancellor's List Reception.



**REPORT CARD RESULTS
ON PAGES 18-19**



THIS IS OUR TIME

A MESSAGE FROM CHANCELLOR
DARRELL T. ALLISON

It's year two and we're moving forward.

Our strategic plan is our blueprint for success. Its five priorities—each with a bold set of goals and metrics—capture our deliberate intention to fulfill a promise. We are the university of human potential. Together, we help our students find their path and achieve their goals. Our graduates are ready for tomorrow.

I am proud to share this report card from year 2 of our strategic plan, highlighting important metrics. We set a record for enrollment. Our top-ranked online MBA program is the most affordable program of its kind in the UNC System. We are home to the best nursing program in the state and we are the largest HBCU producer of teachers in North Carolina.

Simply put, we respond to the needs of our students and the demands of the world. We invest in the promise of our city and our state. We give one of the country's most diverse student populations—including non-traditional and military-affiliated students—the skills, courage, and the experience to make their way in the world.

We see education as a path to personal empowerment and social change. To students of all ages and from diverse backgrounds, we say: "We see your potential. We're here to help you fulfill it."

Our founders taught us that great work doesn't wait. When you see a need, you meet it. The future of FSU is waiting. Let's build it together.

BOARD OF TRUSTEES

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OUR FOUNDATION

MISSION

Fayetteville State University, a Historically Black College and University and the second oldest public university in North Carolina, offers robust and innovative bachelor's and master's degree programs rooted in the liberal arts tradition as well as the doctor of education. 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 traditional and non-traditional 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.

We accomplish our mission through:

A rigorous academic environment

A student-centered education

Dedicated staff and scholarly faculty

Specialized offerings and services to meet the needs of traditional, online, non-traditional and military-affiliated students

Faculty and student engagement and partnerships with industry, employers, alumni and the community

VISION

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.

CORE VALUES

Integrity

We are committed to transparency.

Flexibility and Adaptability

We produce career- and life-ready global citizens.

Shared Governance

We engage all members of the university community in decision-making.

Collaboration and Partnerships

We strengthen relationships among alumni, community members and other stakeholders.

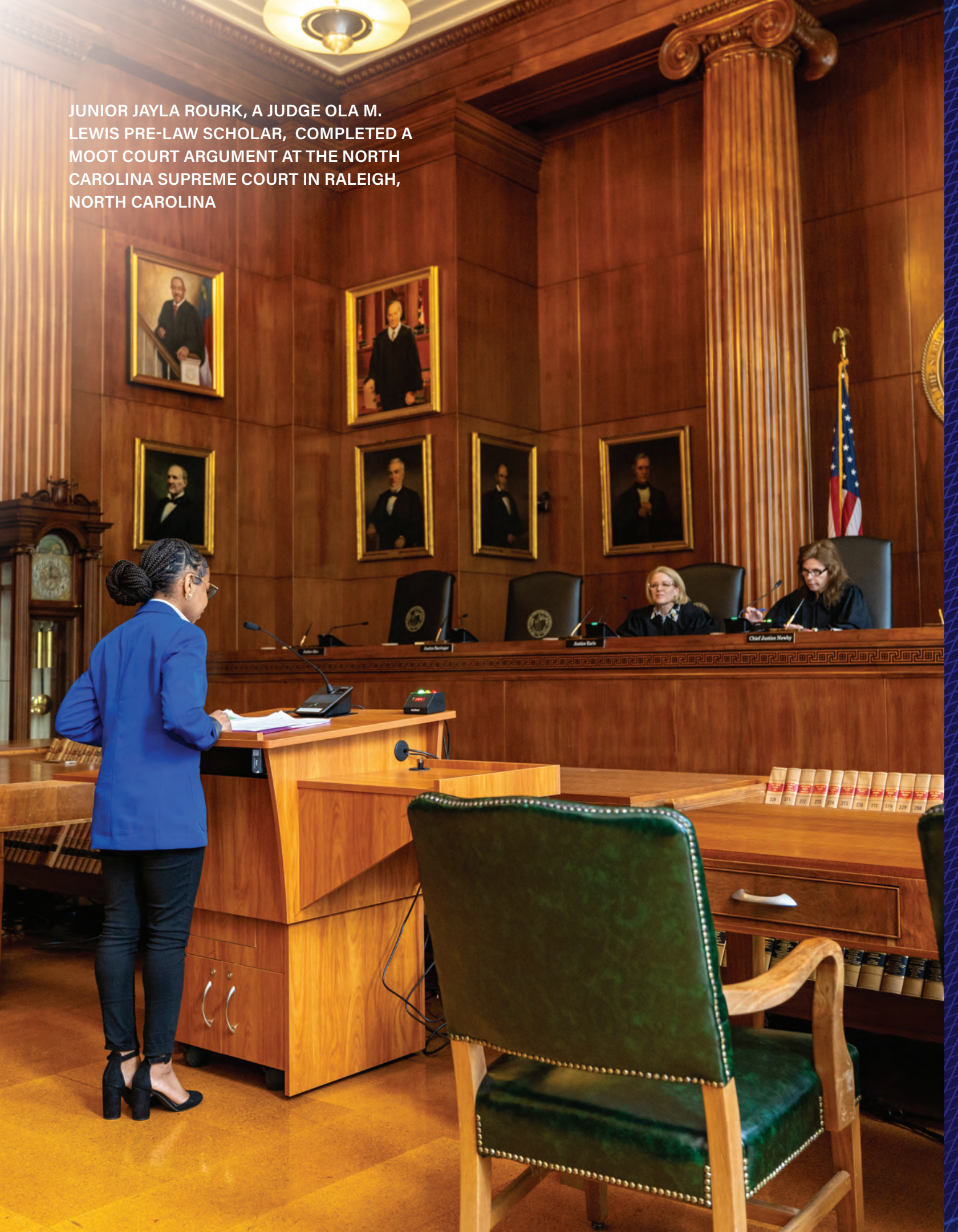
Innovation

We creatively pursue excellence in our endeavors.

Cultural Connection

We preserve our HBCU legacy and pride and celebrate our diversity.

JUNIOR JAYLA ROURK, A JUDGE OLA M. LEWIS PRE-LAW SCHOLAR, COMPLETED A MOOT COURT ARGUMENT AT THE NORTH CAROLINA SUPREME COURT IN RALEIGH, NORTH CAROLINA



OUR PRIORITIES

1 ELEVATE ACADEMIC EXCELLENCE AND STUDENT SUCCESS

We will offer high-quality, affordable programs that equip FSU's diverse student population with the necessary knowledge and skills to compete on a global level.

GOALS

1. Implement ambitious strategies to attract and grow targeted student populations, including military, transfer, first-time and full-time freshmen.
2. Increase retention rates.
3. Increase 4-year graduation rates and degree efficiency rates.
4. Integrate cutting-edge technological innovation to foster technology-rich learning environments.
5. Strengthen our capacity to offer high-ranking educational programs that prepare students for a competitive workforce that supports regional, state and global industries.
6. Expand and increase student-faculty collaborative research, scholarship and creative activities.

FACTS

Largest enrollment in over 20 years for fall 2022, increasing first-year, military-affiliated and transfer students

New majors: Cybersecurity, Sports & Fitness Management, Public Health

36 bachelor's degrees, 18 master's degrees, 1 doctoral degree

2 ENHANCE STUDENT ENGAGEMENT AND CAREER DEVELOPMENT

We will integrate robust co-curricular student learning experiences that prepare students for 21st-century careers.

GOALS

1. Infuse high-impact practices and professional skills into curricular and co-curricular activities.
2. Increase student access to impactful career trajectories through enhanced career development initiatives.
3. Develop innovative cultural and global learning opportunities and programming.
4. Create spaces campus-wide that meet the collaborative needs of 21st-century learners.
5. Develop an expanded Health and Wellness Center that focuses on mental health and wellness.
6. Enhance the educational experiences and support for military-connected students, adult learners and transfer students.

FACTS

46% of students are adult learners—the largest percentage in the UNC system

#1 HBCU in the nation for educating military-affiliated students

Top 20 college in NC for social mobility



NAGEE AND BAILEY ('23) SMITH APPRECIATE THE MILITARY FAMILY TUITION SCHOLARSHIP MAKING COLLEGE MORE AFFORDABLE.



FACULTY IS AWARDED FOR THEIR ACCOMPLISHMENTS DURING BRONCO KICKOFF 2024.



OUR PRIORITIES

3 INVIGORATE OUR CAMPUS COMMUNITY

We will create a vibrant campus environment that promotes, supports and rewards excellence and innovation among employees and adapts to changing workforce environments.

GOALS

1. Recruit and retain a world-class faculty and workforce.
2. Implement a customer care strategy that promotes the highest standards of service and increases campus engagement.
3. Provide a broad range of leadership training and professional development initiatives.
4. Develop opportunities and resources that facilitate work-life balance, supporting the business needs of the university, driving employee satisfaction, and supporting retention.

FACTS

18:1 student to faculty ratio

Introduced a Customer Care initiative to keep customer engagement first

Developed the University Ombuds and Office of Equity to maintain a safe and inclusive environment

4 CREATE IMPACTFUL STRATEGIC PARTNERSHIPS

We will create and enhance strategic collaborations with local, regional and national partners that expand the university's footprint and increase our impact in the communities in which we live and serve.

GOALS

1. Invest in training and certification programs and centers that position the university as a leader in innovative, integrated and creative social and economic development activities.
2. Increase opportunities for the university community through strong partnerships with military and industry leaders throughout our region and across the state.
3. Promote and sustain community engagement initiatives and projects that have a positive impact on the economic development of the region.
4. Create opportunities to conduct research with industry and national and international partners.

FACTS

Expanded the Centers for Defense and Homeland Security and Enterprise Resource Planning and Advanced Analytics to offer certifications for degree- and non-degree-seeking students

Collaborated with partners including the City of Fayetteville, Cumberland County, Cape Fear Valley Health System, Cumberland County Schools and Fayetteville Technical Community College to offer opportunities for students and impact economic development throughout the region





FSU CUTS THE RIBBON AT THE GRAND OPENING OF THE NEW CHICK-FIL-A.

FSU received a \$750,000 private donation for in support of the 30, 60, 90 Summer School Program.



OUR PRIORITIES

5 ADVANCE OUR UNIVERSITY

We will invest in the future of the university, focusing on advanced technology and resources, raising support and awareness for the changing needs of the university, and supporting and implementing the university's master plan.

GOALS

1. Align investments to deliver state-of-the-art technology resources and ecosystems that promote active learning, collaboration and career readiness.
2. Continue FSU's commitment to be one of the most affordable universities in the nation.
3. Build and upgrade physical infrastructure to meet the strategic needs of the university.
4. Maintain and implement a campus master plan that enables the realization of the university's strategic plan.
5. Diversify fundraising and engagement efforts to maximize investment opportunities to support the university.

FACTS

Founded 1867

2nd oldest public university in North Carolina

Awarded nearly \$5 million as part of Connecting Minority Communities initiative under federal Internet for All program









Lenovo committed to providing all incoming freshmen with new laptops - 800 annually - over the next four years.




2023-2024 YEAR 2 REPORT CARD

SUMMARY



1 ELEVATE ACADEMIC EXCELLENCE AND STUDENT SUCCESS

GOAL	TARGET	RESULTS	OUTCOME
By 2027, increase total enrollment to 7,750* students.	7,000	6,848	
By 2027, maintain incoming full-time, first-time freshmen students to a total of 725.	725	770	
By 2027, increase military-affiliated enrollment to 2,750.*	2,150*	2,168	
By 2027, increase full-time, first-time freshmen retention rates to 80%.*	69%	77.7%	
By 2027, increase the 4-year-graduation rate to 30%.*	33%	22.5%	
By 2027, increase the undergraduate efficiency rate to 25 (per 100 students)	23.91%*	23.11%	

2 ENHANCE STUDENT ENGAGEMENT AND CAREER DEVELOPMENT

GOAL	TARGET	RESULTS	OUTCOME
By 2027, increase paid student internships to 500* annually.	400	426	









3 INVIGORATE OUR CAMPUS COMMUNITY

GOAL	TARGET	RESULTS	OUTCOME
By 2027, decrease voluntary turnover rate overall to 12%	13.5%	7%	
By 2027, increase the overall positive response rate Employee Engagement Survey to 70%	---%	65%	
By 2027, 60% of campus employees will engage in leadership and professional development activities hosted by the Office of Human Resources.	45%	78%	

4 CREATE IMPACTFUL STRATEGIC PARTNERSHIPS

GOAL	TARGET	RESULTS	OUTCOME
By 2027, triple enrollment in non-degree certification programs offered through CDHS and CERPA	70	171	
By 2027, achieve 70% participation of minority/woman/veteran/ locally owned businesses in construction and renovation contracts.*	30%	58%	
By 2027, increase number of businesses, non-profits, and community organizations served annually through faculty-led student projects and service learning	80	213	
By 2027, increase funded research grants and contracts to 30 million	\$11m	\$31.3m	

5 ADVANCE OUR UNIVERSITY

GOAL	TARGET	RESULTS	OUTCOME
By 2027, grow the University's endowment by 10%	\$20.8m	\$20.9m	
By 2027, increase alumni participation to 9%.	4%	5%	
By 2027, increase total fundraising to \$10 million.	\$6m	\$9.3m	
By 2027, upgrade 15% of campus classroom technology to align with the University's audio-visual standard and 6-year lifecycle period.	15%	56%	
By 2027, increase utilization of enterprise data center cloud computing by 30%.	10%	11%	
By 2027, decrease average cumulative debt at completion of bachelor's degree for full-time, first-time freshmen from \$20,026.	\$18,764	\$16,822	
By 2027, decrease average cumulative debt at completion of bachelor's degree for transfer students from \$12,111.	\$11,348	\$8,506	
By 2027, reduce the University's education and related expenses per degree from \$64,083.	\$60,238	\$57,322	

*Administrative adjustment



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