



# STRATEGIC ENROLLMENT MANAGEMENT PLAN

SPRING 2026

[ STRENGTHENING OUR PATH *FORWARD* ]

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# A Message from **LEADERSHIP**



**Dr. Pamela Baldwin**

*Vice Chancellor for the Division of  
Strategic Enrollment and Student Success*

FSU is dedicated to empowering our diverse student body—from traditional freshmen to military-affiliated and adult learners—with a high-quality, affordable education. We focus on student success, offering comprehensive support to ensure our students earn a degree that unlocks rewarding careers and advanced educational opportunities.



**Vincent Harris, Jr.**

*Executive Director for the  
Office of Scholarships and Financial Aid*

Fayetteville State University uses financial aid and scholarships to drive access, enrollment, and student success. By balancing need-based, merit-based, and population-focused aid, especially for military-affiliated and adult learners, the University lowers financial barriers, boosts persistence, and helps students finish degrees on time.



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# OUR PATH

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# *FORWARD*

Fayetteville State University's strategic direction is guided by mission-aligned priorities that advance our role as a public HBCU committed to expanding opportunity, promoting academic excellence, and serving North Carolina's diverse communities. The University's **Strategic Enrollment Management Plan** outlines clear priorities that strengthen access, support student success, enhance institutional effectiveness, and deepen regional engagement.

This report highlights key advancements across these areas and reflects FSU's continued commitment to delivering a rigorous, student-centered education, fostering an inclusive campus environment, and creating pathways for traditional, nontraditional, military-affiliated, and rural learners.

**Together, these priorities reinforce FSU's vision to be the regional university of choice—empowering students to become enlightened citizens, globally aware leaders, and engaged problem solvers.**



# RECRUITMENT

## [ STRATEGIC PRIORITIES ]

These priorities guide FSU's path forward through sustainable growth, stronger visibility, and expanded opportunity.



# 01

Reach 8,000 students  
by 2027

# 02

Elevate FSU's brand identity  
to attract and retain students,  
faculty, and staff

# 03

Grow recruitment, retention,  
and graduation across diverse  
student populations

*Freshmen • Transfers • Adult Learners • Graduate Students • Military-Affiliated*

# PROGRESS *FORWARD*

## ENROLLMENT GROWTH OVERVIEW

**Fall Enrollment increased to 7,607 in 2025**

Term	Total Students	% Change
Fall 2022	6,787	--
Fall 2023	6,847	+0.88%
Fall 2024	7,107	+3.80%
Fall 2025	7,607	+7.04%



FALL 2025  
**Undergraduate Growth  
6,542 students**

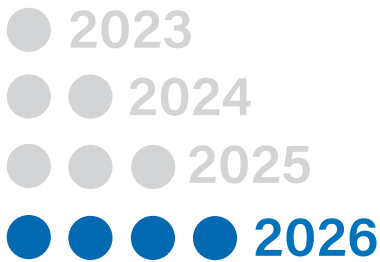
FALL 2025  
**Graduate Growth  
1,065 students**

### INSIGHT

This sustained growth reflects FSU's strategic approach to recruitment and enrollment, signaling a healthier enrollment mix and a stronger foundation for future growth.

# Spring & Summer Enrollment Trends

Spring and summer enrollment continue to trend upward, with consistent gains across undergraduate and graduate populations from 2023 to 2026.



## YEAR-OVER-YEAR COMPARISON



+6.74% increase, with continued growth across undergraduate and graduate populations.



+5.99% increase, reflecting enhanced access and course availability.

# Fall 2025 Student Populations at a Glance

Growth across key student populations reflects targeted outreach, stronger student pathways, and continued alignment with student needs.



### First-Time Freshmen

**805**

Strong incoming class (+1.0%)

### Adult Learners

**3,501**

↑ +7.2% from 2024

### Military-Affiliated

**2,523**

↑ +10.27% from 2024

For detailed enrollment data and full breakdowns, see Outlook & Data (p. 21)

RECRUITMENT

# MOMENTUM



# 7,607

## Total Students

FSU reached a historic enrollment milestone, marking its **fourth consecutive year** of record growth.

*Fall 2025 Census*

# 7.03%

## Enrollment Growth

FSU achieved the **highest enrollment increase in the UNC System** for Fall 2025, reflecting expanded reach and stronger recruitment pipelines.

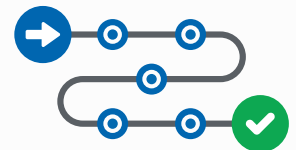


## 2<sup>nd</sup> Largest Freshman Class Since 2007

**805 first-time students** enrolled with an average GPA of 3.32.

## Boosted Application Access

New partnerships—including **Common App, CFNC, and NC Connect**—helped increase application volume.



## Stronger Recruitment Pipeline

Admissions' enhanced, **student-centered communications** improved engagement from inquiry through enrollment, such as personalized support and prompt messaging.

## Growing Out-of-State Reach

Top markets include:



# & IMPACT



## Nursing Growth

**14.47% enrollment increase** driven by expanded entry pathways, including Fall/Spring pre-licensure admits, Accelerated BSN, Nursing Boost (Summer 2026), and a forthcoming Military Pathway.

## Broadwell College of Business and Economics Visibility

Strengthened visibility through **strategic partnerships**, earned media, and engagement with alumni and industry leaders.



## Bronco Benefit Transfer Growth

**46.1% increase** since Fall 2023 among fifteen partner community colleges.



## Military Pathways & Extended Campus

Partnered with XVIII Airborne Centers of Excellence to translate Professional Military Education into **2,000+ course equivalents across 21 MOS pathways**.

*Reduces time to bachelor's completion by up to 75%.*

## Flexible Completion

**First UNC institution to adopt Acadeum**, giving soldiers immediate course access while reducing waitlists and minimizing term-to-term delays.

**Expanded Reach.  
Stronger Pipelines.  
Record Growth.**

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FAYETTEVILLE  
STATE UNIVERSITY  
Student Success

FAYETTEVILLE  
STATE

# CUSTOMER CARE

## [ STRATEGIC PRIORITIES ]

These priorities advance a stronger campus culture rooted in service, belonging, and care.



# 01

**Create a culture where stakeholders feel valued and heard**

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# 02

**Foster an all-inclusive campus that celebrates student experiences and perspectives**

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# 03

**Promote a healthy workplace that strengthens morale and engagement**

CUSTOMER CARE

# SERVICE



**50%+** Reduced Call Volume

Bronco Contact Center call volume dropped by more than half since Fall 2022, while **service levels rose from 25% to 80%+**.



## 4 / 5 Stars in Customer Satisfaction

Bronco Contact Center **post-call surveys** averaged four out of five stars, reflecting strong student and family satisfaction.

## Smarter Service Systems

Launched a **centralized ticketing system**, Genesys Cloud integration, staff training, and **Bronco CARE** recognition.



## Unified Communication Strategy

Created a **division-wide communication map** to align messaging and reduce duplication.

# & IMPACT

## +14

Supplemental Instructors

## +5

Faculty  
Internship  
Champions

Expanded support for **adult, transfer, and military learners** through evening access, added academic resources, and stronger career pathways.



### First-Year Ready

The **First-Year Experience** team began scheduling freshmen before New Student Orientation using Admissions data.

### Smoother Start to College

New students enrolled with **more accurate**, major-specific schedules and fewer registration issues.

**Better Systems.  
Better Starts.  
Greater Outcomes.**

# 62% Award Letter Open Rate

Financial aid award letters drove strong student engagement and earned **Ellucian's 2025 Students First Impact Award**.



### Earlier Financial Aid Access

**Modernized processes** helped students receive aid packages sooner, reducing barriers and improving clarity.



# STUDENT SUCCESS

## [ STRATEGIC PRIORITIES ]

These priorities strengthen retention, belonging, and the support systems that help students thrive.



# 01

**Sustain 90%+ semester retention through proactive support and engagement**

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# 02

**Build academic and co-curricular systems that advance student success**

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# 03

**Equip faculty and staff to strengthen student persistence**

# PROGRESS *FORWARD*

# 94%

of Fall 2025 first-year students returned for spring enrollment

## RETENTION GROWTH OVERVIEW

FFR Cohort	% Registered Following Spring
2023	92%
2024	91%
2025	94%

### INSIGHT

Retention above 90% demonstrates the impact of strong advising, meaningful engagement, and student-centered support services.





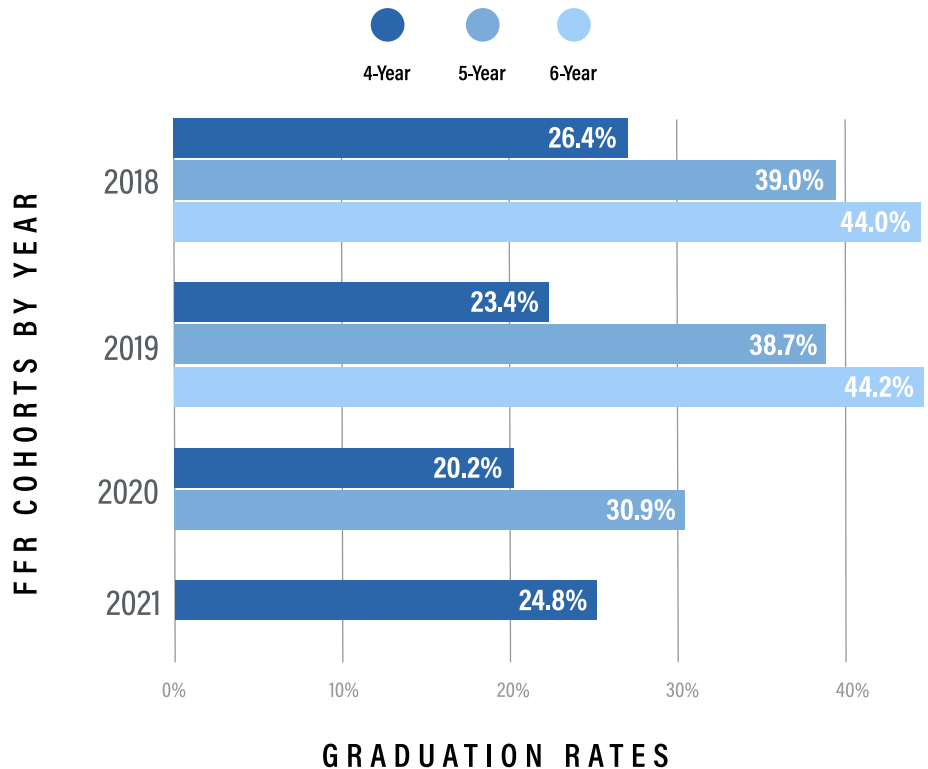
# FSU GRADUATION OUTCOMES

## Student Success by the Numbers

Tracking **first-time, full-time freshmen (FFR)** cohorts shows increasing four-year completion and fewer students requiring extended time to graduate.

### INSIGHT

Shifting outcomes toward earlier completion signal stronger academic momentum, improved persistence, and a more efficient path to graduation.



STUDENT SUCCESS

# SUPPORT

## 37%+

### Advising Appointments Increased

Completed advising appointments **rose from 4,078 to 5,589**, reflecting stronger student responsiveness and improved access to guidance.



## 78%

### Historic Retention Rate

A **15-point retention gain** since 2021 reflects the impact of coordinated student success strategies.



### Case Management Coaching Model

Shifted from transactional service to **continuous support** through coaching, intervention, and coordinated referrals.



## 90%+

### Persistence Momentum

Consistent fall-to-spring persistence **above benchmark levels** signals strong student momentum and effective support systems.



### Four-Year Graduation Rising

Four-year graduation **improved to 24.8%**, advancing toward the University's long-term goal of 30%.

# & IMPACT

**4,000+** Scholarships Available

Scholarship Universe connected students to internal and external scholarships, advancing funding opportunities and lowering out-of-pocket costs.



**\$3.51M**

**Expanded Student Aid**

Need-based and merit aid increased access, reduced costs, and supported retention, enrollment, & timely graduation.

**\$16.42M** Record Giving

Institutional Advancement rebuilt fundraising momentum from FY23–FY25 and elevated support for student success and completion.



**Lloyd College of Health, Science & Technology Scales Access**

New partnerships—including **Cape Fear Valley Health System**—strengthened clinical pathways, enhanced faculty support, increased scholarship access, and elevated ABSN visibility.

**Career Readiness Enhanced**

Paid internships increased from 427 to 507 placements, totaling **\$4.26M** (FY23–FY25) strengthening career readiness and experiential learning pathways.



**Removing Barriers.  
Strengthening Pathways.  
Driving Success.**

# OUTLOOK & DATA

## ENROLLMENT GROWTH

Enrollment trends continue to reflect sustained growth across key student populations, with gains in fall, spring, and summer terms driven by targeted outreach, stronger pathways to enrollment, and continued student success momentum.

### Census by Term Breakdown

Term	Graduate	Undergraduate	Total Enrollment
Fall 2022	1,039	5,748	6,787
Fall 2023	1,002	5,845	6,847
Fall 2024	1,032	6,075	7,107
Fall 2025	1,065	6,542	7,607

Term	Graduate	Undergraduate	Total Enrollment	Percentage Change
Spring 2023	946	5,409	6,355	--
Spring 2024	959	5,428	6,387	0.50%
Spring 2025	996	5,685	6,681	4.60%
Spring 2026	974	6,157	7,131	6.74%

Term	Graduate	Undergraduate	Total Enrollment	Percentage Change
Summer 2023	541	3,644	4,185	--
Summer 2024	503	3,923	4,426	5.76%
Summer 2025	515	4,176	4,691	5.99%

## Fall Census Population Breakdown

Term	First-Time Full-Time Freshmen	First-Time Part-Time Freshmen	Total Enrollment
Fall 2022	762	24	786
Fall 2023	770	36	806
Fall 2024	753	41	794
Fall 2025	761	44	805

Term	Military-Affiliated	Percentage Change
Fall 2022	2,061	--
Fall 2023	2,168	5.19%
Fall 2024	2,288	5.54%
Fall 2025	2,523	10.27%

Term	Adult Learner	Percentage Change
Fall 2022	3,150	--
Fall 2023	3,110	-1.27%
Fall 2024	3,266	5.02%
Fall 2025	3,501	7.20%

### INSIGHT

Enrollment gains among adult learners, military-affiliated students, and incoming freshmen highlight successful outreach efforts and a more durable foundation for long-term growth.

## STRATEGIC OUTLOOK

Current trends position the University for continued progress through sustained enrollment growth, stronger service experiences, and student success strategies that support persistence, retention, and completion —continuing to **MAKE WAY** for what's next.

**MAKE**



# AWAY

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