



**Board of Trustees  
Committee Meeting  
Rudolph Jones Student Center  
Room 242**

**COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

**Wednesday, December 11, 2024**

**9:00 a.m.**

**AGENDA**

Call to Order Joyce Adams, Committee Chair

Welcome and Opening Remarks Joyce Adams

Roll Call

Approval of Minutes: September 25, 2024

**Information Items:**

A. Academic Affairs Update Dr. Monica T. Leach  
Provost & Senior VC for Academic Affairs

- Winter Commencement
- New Academic Degree
- Faculty Workload Policy Update
- Academic Program Review Policy

Enrollment & Student Success Update Dr. Pamela Baldwin  
Vice Chancellor Strategic Enrollment & Student Success

- Division Update
- Cohort Data Update
- Bronco Benefit Update
- Fall Enrollment

Student Affairs Update Dr. Juanette Council  
Vice Chancellor for Student Affairs

- Chancellor's Fellow Program

**Action Items:**

A.1 Academic Program Review Policy Dr. Monica T. Leach  
Provost & Senior VC for Academic Affairs

**Committee members:** Joyce Adams, Frederick Nelson, Johnae Walker, Brandon Phillips, Kimberly Jeffries Leonard

Staff Liaison: Dr. Monica T. Leach and Dr. Juanette Council  
Board Professional: Amy Coleman

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For further information, please contact:

Dr. Monica T. Leach, Provost and Senior Vice Chancellor for Academic Affairs  
910.672.2309

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

**Wednesday, September 25, 2024**

**9:00 AM**

The Committee on Academic and Student Affairs of the Fayetteville State University Board of Trustees convened September 25, 2024, in the Rudolph Jones Student Center Room 242 and via Microsoft Teams. Committee Chair Joyce Adams presided and called the meeting to order at 9:02 a.m.

**ROLL CALL**

The following Trustee members were in attendance: Mrs. Joyce Adams, Mr. Frederick Nelson, Ms. Johnae Walker, Mrs. Kimberly Jeffries Leonard.

Staff persons in attendance were Mr. Darrell Allison, Mr. Terrance Robinson, Dr. Sonja Brown, Attorney Wanda Jenkins, Mr. Wesley Fountain, and Mr. Kenneth Spayd.

**APPROVAL OF MINUTES**

It was moved by Trustee Frederick Nelson that the minutes of the Committee on Academic and Student Affairs meeting held on June 12, 2024, be accepted as printed and distributed. The motion was seconded by Trustee Kimberly Jeffries Leonard. The motion carried.

**ACADEMIC AFFAIRS UPDATE**

The Committee on Academic and Student Affairs heard several information items and one action item.

Provost and Senior Vice Chancellor Monica T. Leach provided an update on the new academic degree programs for Fall 2024 which includes B.S. Materials Science & Manufacturing and B.S. Supply Chain Management & Technology which will enhance the academic portfolio.

Dr. Leach discussed the upcoming policies for the Fall 2024. The new *Faculty Teaching & Effectiveness Policy* was approved by Chancellor Allison on August 16, 2024. The revised *Performance Review of Tenured Faculty Policy (Post-Tenure Review)* was approved by the Board of Trustees on August 22, 2024. These policies have been submitted to the UNC System for compliance. The policy development for the new *Academic Program Review (APR) Policy* is being drafted by the Legal, Audit, Risk and Compliance. UNC System will be sending out the regulations by September 30, 2024. The policy will be effective by January 1, 2025.

Dr. Leach provided an update on the *Faculty Workload Policy*. Faculty members started uploading their workplans on September 13, 2024, and we are at 97% completion rate. The

plans will be reviewed by Department Chairs by October 4, 2024, and the final approvals will be reviewed by the Dean by October 18, 2024. Spring Registration opens on November 4, 2024.

Dr. Leach acknowledged The College of Education for the work they did to bring the UNC System's Literacy Framework into full alignment. Leach provided a summer enrollment snapshot. The total number of students enrolled in Summer 2024 was 4,426; Summer 2023 there were 4,185 which is an increase of 241 students. Sponsored Research and Programs for the increase of grants and research funding. Leach provided a snapshot of the 3-year Research and Grants. We have surpassed \$30M for FY 2024. The total number of grants submitted for 2024 was 86 grants and 4 contracts with secured funding of \$32,927,814 and by 2023 the total number of grants submitted for 2023 was 66 with secured funding of \$28,800,000, which is an increase of \$4,127,814. Leach discussed the upcoming Fall Commencement 2024 which will be held on Friday, December 13, 2024, which will be held in the Felton J. Capel Arena.

#### STRATEGIC ENROLLMENT AND STUDENT SUCCESS UPDATE

Dr. Pamela Baldwin, Vice Chancellor for Strategic Enrollment & Student Success, provided a snapshot of the Fall Enrollment which includes the freshman, military, transfer, adult learners, and total students. The total freshmen students in 2024 were 797 students and by 2023 there were 807 students. The total adult learners' students in 2024 were 3,292 students and by 2023 there were 3,110 students. The total number of military students in 2024 was 2,288 students and by 2023 there were 2,168 students. The total transfer students in 2024 were 1,001 and by 2023 there were 924 students. The total amount of students overall in 2024 was 7,107 and by 2023 there were 6,787 students enrolled.

Dr. Baldwin discussed that we have hit an all-time high for military affiliated students for the 3<sup>rd</sup> consecutive year and the retention rate is greater than 75% for a second year in a row. There was an increase in continuing students of 4.4%, which is over 4,200 enrolled. There was an increase in new transfer enrollment and 30% of the transfer students are from the Bronco Benefit Transfer Initiative Institutions.

Dr. Baldwin provided an overview of the Bronco Boost Program. The program was a 7-week transition program where incoming students lived on campus and adjusted to campus life. The program started on June 14, 2023, and ended on July 31, 2024. The students earned 7 credits which included Math, English, and Personal Finance. There were 95 students enrolled, and the average GPA was 3.3. The outcome of the program was to create a strong network to facilitate adjustment, produce college graduates through experiential learning opportunities that inform a plan for success in life and increase graduation and retention rates. There was a 100% successful completion all credits attempted were earned.

Fayetteville State University was recently selected as an official education partner for Amazon's Career Choice program. This program offers Amazon's employee the opportunity to pursue bachelor's degrees and certificate programs to enhance their career success.

Dr. Baldwin brought before the Committee the *Exceptions to Undergraduate Admissions Requirements Policy* for recommendation to the Full board for approval. She explained that FSU has established the policy in compliance with the UNC System's directives on establishing minimum requirements for undergraduate admissions. As permitted by UNC System policy, Fayetteville State University may, in exceptional circumstances, grant admission to applicants who do not meet the minimum requirements for undergraduate admissions.

To grant such exceptions, the University is required to establish:

- (1) a policy evaluating applications from students who have not completed all minimum course requirements ("Special Considerations"); and
- (2) a policy for evaluating applications from students who have not met the high school grade point average and/or standardized test score requirements ("Chancellor's Exceptions").

#### **Action Item A-1: Exceptions to Undergraduate Admissions Requirements Policy**

The committee recommended the following action item to the Board for approval.

Several trustees asked clarifying questions and commented on the action item. Trustee Moore asked how the university will communicate the changes to these requirements, in which Dr. Baldwin shared the plan. Trustee Jeffries Leonard commented that the policy requirement is concerning. She hopes that the policy does not put some students at a disadvantage and that the university ensures all can be done for students to have the opportunity to apply, enroll, and be successful. Trustee Pinnix asked Dr. Baldwin to clarify the minimum score and exceptions, particularly the 2.8 and 2.5 GPA requirements. Trustee Nelson asked if the university would stay in contact with students who are not accepted due to not meeting the minimum requirements. Dr. Baldwin explained that the university does keep in contact with these applicants, particularly through community college partnerships or if the student has a change in their application that allows them to be accepted to the university.

It was moved by Trustee Frederick Nelson to recommend approval of the *Exceptions to Undergraduate Admissions Requirements Policy* to the Full Board. The motion was seconded by Trustee Kimberly Jeffries Leonard. The motion carried.

#### **STUDENT AFFAIRS UPDATE**

Vice Chancellor for Student Affairs, Juanette Council, provided an update regarding Residence Life & Housing. There are 1,470 students staying in the residential halls. There are 466 first-time freshman, 59 new transfers and 945 returning students living on campus, which equals a 98.9% Fall 2024 occupancy rate. Dr. Council reflected on the Freshmen Pinning Ceremony held on August 18, 2024. This event welcomed the class of 2028, and the guest speaker was Titichia M. Jackson.

The Student Affairs team has implemented several resources and initiatives to expand mental health services, disability services, and food services for students with allergies.

There are now five licensed mental health counselors, three part-time licensed mental health counselors, and 24/7 telehealth services. An external review of student disability services by the Association on Higher Education Disability will soon be underway to support our 328, and growing, students currently enrolled in disability services. Additionally, the cafeteria recently introduced the True Balance Station to provide meals without the top 9 food allergens to support students.

Trustee Moore asked about the process for assigning housing for students who are allergic to pets serving as emotional support animals, as well as managing cleanliness. Dr. Council explained that the team implements a delicate balance to requests and requires roommate acceptance of the animal. Standards of excellence are expected of students approved to have emotional support animals, and they are required to sign for understanding of requirements. Trustee Jeffries Leonard asked about the difference between service animals and emotional support animals. Dr. Council shared that service animals are allowed to be brought to classes, while emotional support animals are not. Trustee Nelson asked about responsibility of care. It is the students who assume responsibility and are required to provide veterinary documentation. The university does not refer or recommend veterinary services. Trustee Joyce Adams recognized the university's allowance to positively support students with needs to be successful.

#### ADJOURNMENT

The Academic and Student Affairs Committee adjourned at approximately 10:24 a.m.

Respectfully submitted,

Mrs. Joyce Adams, Chair  
Amy Coleman, Recorder



# **BOARD OF TRUSTEES COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

**Dr. Monica T. Leach**

Provost and Senior Vice Chancellor for Academic Affairs

**Dr. Pamela Baldwin**

Vice Chancellor for Enrollment & Student Success

**Dr. Juanette Council**

Vice Chancellor for Student Affairs

December 11, 2024



# WINTER COMMENCEMENT

*Felton. J. Capel Arena*

*DECEMBER 14, 2024*

*10:00am*

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# ESTABLISHMENT NEW ACADEMIC DEGREE

## Bachelor of Science in Construction Project Management (CIP 52.2002)

*BOG approved on November 14, 2024*

**Avg. Salary:** \$101,400

Data collected from Lightcast on 12.3.2024



# Faculty Workload Policy

## *Implementation Update*



# AY 24-25 WORKPLAN APPROVALS COMPLETED


227 faculty completed workplans and 110 were approved for differential teaching (**48%**)

Differential teaching load approvals by college:

- Business – 19 faculty
- Science & Technology – 40 faculty
- Humanities & Social Sciences – 40 faculty
- Education – 11 faculty


# TAKE AWAYS

 Procedural improvements to be developed before AY 25-26 submission cycle.

 Follow-up training will be provided in Spring 25.

 Current evaluation process was equitable.

 Differential teaching approvals were proportional to college size.

 Process was compliant with the approved policy.

# Review and Evaluation of Existing Academic Program Review (APR) Policy



# PURPOSE

The UNC Board of Governors requires institutions to conduct academic program reviews over a 7-year cycle.

Academic program reviews offer a means by which Fayetteville State University can evaluate the quality, progress, effectiveness and relevance of its academic programs.

# EVALUATION CRITERIA

Student  
demand

Workforce  
demand

Student  
outcomes

Program costs  
& productivity

Contribution  
to critical  
professions

Additional  
considerations



# RESPONSIBLE PARTIES



PROVOST &  
SENIOR VCAA



COLLEGE  
DEANS



ACADEMIC UNIT  
HEADS



FACULTY

# RESULTING ACTION (CHANCELLOR)

Based on final reports and recommendations, the Chancellor shall consult with the Provost and others, as necessary. Following consultation, the Chancellor shall take appropriate action to expand, contract, or eliminate academic programs.





# EXTERNAL REPORTING



FSU Board  
of Trustees

The diagram consists of two light gray rounded rectangular boxes with thin black borders, each containing text. The first box on the left contains the text 'FSU Board of Trustees'. The second box on the right contains the text 'UNC System President'. Both boxes are set against a white background with a faint, large, light gray watermark of the UNC System logo in the background.

UNC  
System  
President

# ACTION ITEM: ACADEMIC PROGRAM REVIEW POLICY

- Background:** The University of North Carolina (UNC) Board of Governors requires Chancellor to regularly review their institution's academic programming to ensure the maintenance of a sound and balanced educational program that is consistent with the functions and mission of the institution. Such programs must be reviewed at least once every seven years from the date of the preceding review or from the implementation date of a new academic program or on such schedule as the UNC President may prescribe by regulation.
- Assessment:** The University has established this policy in compliance with the aforementioned UNC System directives.
- Action:** This item requires a vote by the committee, with a vote by the full Board of Trustees

# OUR WHY

We exist to increase our capacity to retain and graduate students by enhancing strategic services and aligning structures in enrollment management and student success areas.

## Division of Strategic Enrollment & Student Success

Bronco One Stop

Advising Center

Career Services

Office of  
Admissions

Office of the  
Registrar

Student Success  
Learning Center

Bronco Contact  
Center

Office of College  
Access Programs

Military Affiliated  
Services

Office of  
Adult Learners,  
Transfer, &  
Military Students

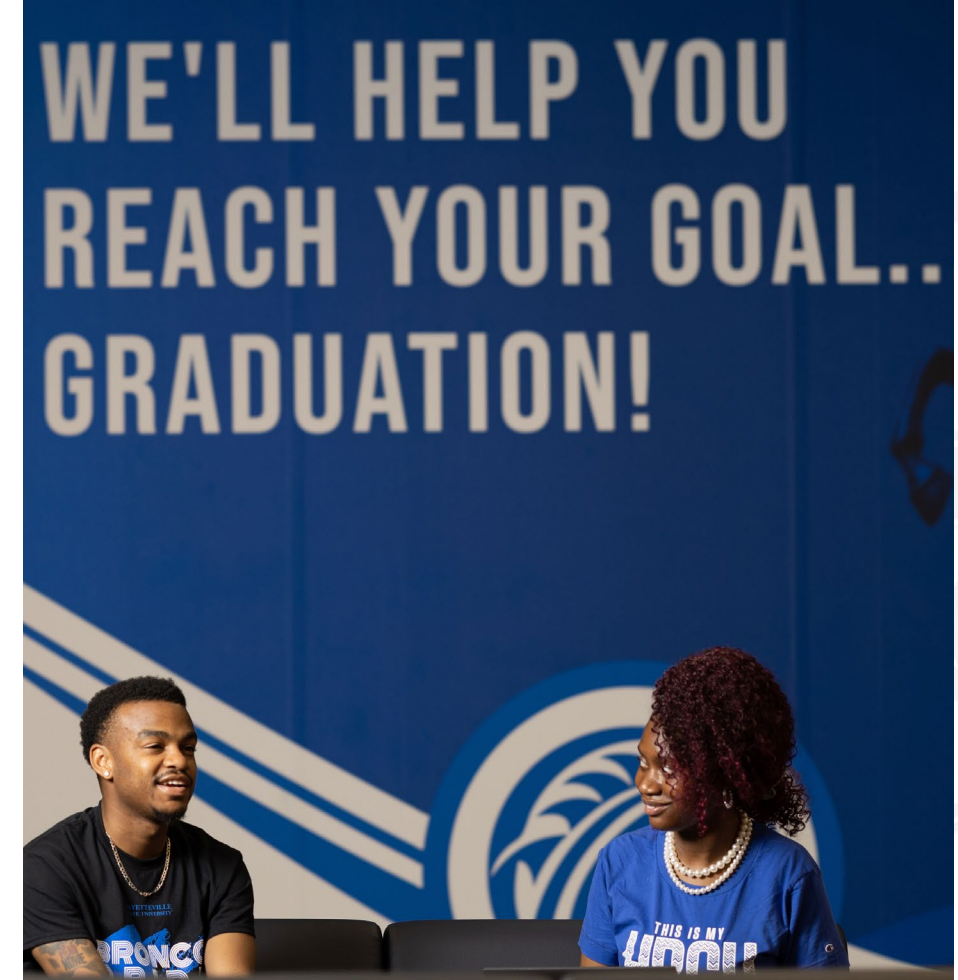
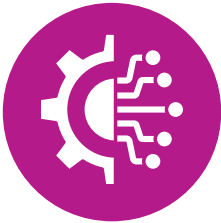
Office of  
Scholarships &  
Financial Aid

Office of  
International  
Education



# KEEPING MOMENTUM

We are focused on developing a service model that utilizes a combination of cross-trained generalist and specialist staff, alongside back-end integration of technology, data, work processes, people, and office spaces.







# ENROLLMENT *AND* PERSISTENCE

# COHORT DATA

FTF COHORT	# OF STUDENTS IN COHORT	PERSISTED TO 2ND YEAR	PERSISTED TO 3RD YEAR	PERSISTED TO 4TH YEAR
FALL 2020	709	63.3%	48.8%	40.6%
FALL 2021	548	69.7%	54.6%	46.9%
FALL 2022	762	77.7%	63.5% <small>(OFFICIAL CENSUS FINAL)</small>	
FALL 2023	770	75.2% <small>(OFFICIAL CENSUS FINAL)</small>		

# BRONCO BENEFIT FSU-FTCC PARTNERSHIP

C R E A T E S

## *Bronco Blvd.*

- Recruiting strategy which highlights the transfer partnership between FTCC and FSU.
- Bronco Blvd is a stretch of prime hallway space in the busiest hallway of FTCC's University Transfer Center.
- Students can envision themselves at FSU and scan one of several QR codes to schedule an appointment to connect with our FTCC Liaison to discuss transfer opportunities.

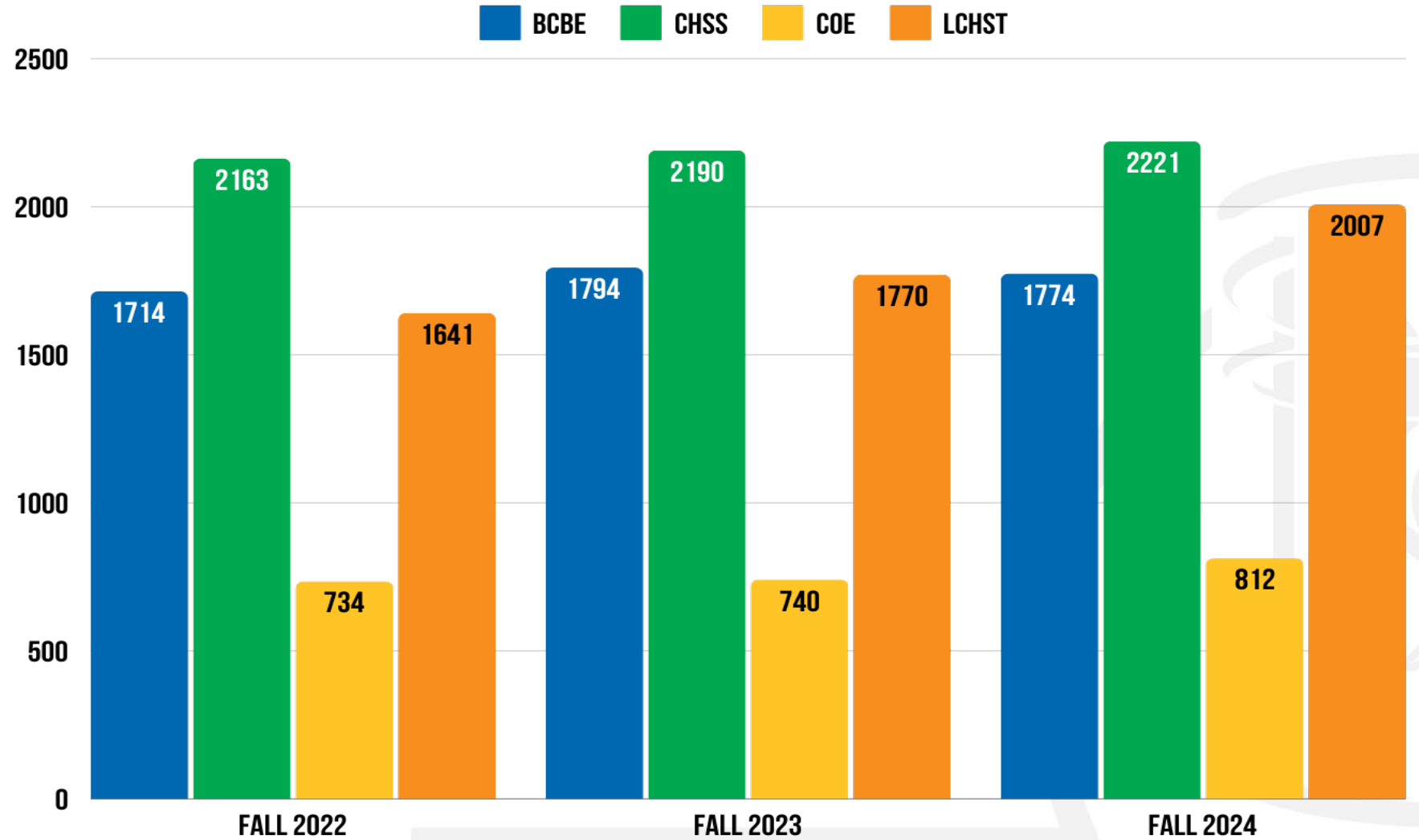




# FALL ENROLLMENT

## SNAPSHOT

*BY COLLEGES*







# NETWORK



# CHANCELLOR'S FELLOWS PROGRAM

## PROMOTING LEADERSHIP & PROFESSIONAL DEVELOPMENT



- Designed to prepare, empower, and promote elite scholars*
- Provides cultural enrichment opportunities, professional development, and transformative personal growth*



# 2024-2025 CHANCELLOR'S FELLOWS

## COHORT 1



**Morgan Jackson**  
Senior  
Cameron, NC  
Geospatial Science



**Olivia Jackson**  
Senior  
Cameron, NC  
Business Administration



**Tyrone Salters**  
Senior  
Spartanburg, SC  
Chemistry & Biotechnology



# 2024-2025 CHANCELLOR'S FELLOWS

## COHORT 2



**Jaden Batiste**  
Junior  
Havelock, NC  
Business Administration



**Kayla McLaurin**  
Junior  
Mountainview, CA  
Nursing



**Andre Poysner**  
Senior  
Trelawny, Jamaica  
Biology



**Isabella Rumbold**  
Junior  
Wallace, NC  
Biology

# QUESTIONS

**Agenda Item A-1**

**Executive Summary**

**MEETING DATE:** December 11, 2024

**COMMITTEE:** Academic and Student Affairs

**SUBJECT** Academic Program Review Policy

**BACKGROUND:** The University of North Carolina (UNC) Board of Governors requires Chancellors to regularly review their institution's academic programming "to ensure the maintenance of a sound and balanced educational program that is consistent with the functions and mission of the institution." Such programs must be reviewed at least once every seven years from the date of the preceding review or from the implementation date of a new academic program, or on such schedule as the UNC President may prescribe by regulation.

Additionally, the UNC Board of Governors' policy requires each institution to "establish and publish clearly defined policies, procedures, and schedules for reviewing academic programs and for ensuring continuous program improvement." FSU is presenting its Academic Program Review policy (Policy) in compliance with the aforementioned UNC System directives. The Policy must be approved by the FSU Board of Trustees no later than January 1, 2025.

**MOTION:** Move to recommend approval of the *Academic Program Review* policy, as presented.

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Supporting Document(s) Included: Academic Program Review policy (DRAFT)

Prepared by: Wanda L. Jenkins  
General Counsel and VC for Legal, Audit, Risk and Compliance

Date: 12/4/2024

## FAYETTEVILLE STATE UNIVERSITY

### REVIEW AND EVALUATION OF EXISTING ACADEMIC PROGRAMS

<b>Authority:</b>	Issued by the Fayetteville State University (FSU) Board of Trustees. Changes or exceptions to administrative policies issued by the FSU Board of Trustees may only be made upon the authorization of the FSU Board of Trustees.		
<b>Category:</b>	Academic Affairs		
<b>Applies to:</b>	●Administrators	●Faculty	
<b>History:</b>	First Issued -		
<b>Related Policies/ Regulations/Statutes</b>	<ul style="list-style-type: none"><li>●Faculty Appointment, Promotion and Tenure</li><li>●Policy on Academic Program Planning [UNC Policy #400.1]</li><li>●Regulation for Academic Program Planning and Evaluation [UNC Policy #400.1.1[R]]</li><li>●Termination of Programs [UNC Policy #400.1.2]</li><li>●Regulation on Terminating Programs [UNC Policy #400.1.2.1[R]]</li></ul>		
<b>Contact for Info:</b>	Provost and Vice Chancellor for Academic Affairs (910) 672-1460		

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#### I. PURPOSE

The University of North Carolina (UNC) Board of Governors requires constituent institutions to conduct academic program reviews in a manner set forth by UNC System policy. Academic program reviews (APR) offer a means by which Fayetteville State University (University) can evaluate the quality, progress, effectiveness and relevance of its academic programs. This policy (Policy) provides an overview of the timeline, responsibilities, evaluation criteria, process and outcomes for APRs. Details regarding the review process and associated resources are also available in the *Academic Program Review Procedures*.

#### II. RESPONSIBILITIES FOR ACADEMIC PROGRAM REVIEW

The following individuals/units are responsible for the review and evaluation of existing academic programs:

##### A. Provost and Senior Vice Chancellor for Academic Affairs

APRs shall be conducted under the auspices of the Provost and Senior Vice Chancellor for Academic Affairs (Provost) who will oversee the APR process and provide guidance and training for academic units engaged in APR.

Reporting to the Provost, the Office of Institutional Effectiveness, Research and Planning (IERP) will maintain and publish a schedule of all APRs; inform the Provost, College Dean and Department Chairs or Associate Deans of Schools (Academic Unit Heads) of the upcoming review a minimum of two semesters prior to the scheduled program review; provide consultation and support; archive program review documents; provide key metrics to Academic Unit Heads; and track final actions related to the APR

**B. College Deans**

College Deans (Deans) shall have appropriate oversight for the APR process for their respective college and ensure that academic programs within their college complete the APR process a within the time prescribed and in accordance with the Policy.

In the case of academic programs that cross departments or schools but reside within a college, the respective Dean will designate a unit level leader with primary responsibility for designating qualified faculty members to conduct reviews for each academic program.

**C. Academic Unit Heads**

Academic Unit Heads shall be responsible for designating qualified faculty members to conduct reviews for each academic program.

**D. Faculty**

Faculty shall participate in the program review process through data collection and analysis, development of findings and recommendations, and self-study report preparation.

**III. EVALUATION CRITERIA**

APRs shall be conducted in a manner that evaluates the following:

**A. Student Demand**

Current and projected student demand, as measured by enrollments in the majors and degrees produced.

**B. Workforce Demand**

Current and projected workforce demand, as indicated by projected job growth and existing data on student employment outcomes.

**C. Student Outcomes**

Metrics such as persistence, graduation rates, time to degree, and post-graduation success where possible.

**D. Program Costs and Productivity**



Includes research, scholarship, creative activity, and student credit hours produced compared to the number and cost of faculty and staff.

**E. Contribution to Critical Professions**

The program's contribution to professions vital to the health, educational attainment, and quality of life of North Carolinians.

**F. Additional Considerations**

Any other factors identified by the Chancellor or the UNC System President.

**IV. PROGRAM REVIEW**

**A. Programs Without Specialized Accreditation from an External Accreditation Body**

For programs without specialized accreditation from an external accreditation body, the APR shall consist of a self-study, external evaluation, and reviews by the faculty, Academic Unit Heads, Deans and the Provost. Based upon the results of the APR, action by the Chancellor to expand, contract or eliminate the academic program.

**1. Schedule**

All academic degree programs must be reviewed at least once every seven years from the date of the preceding review or from the implementation date of a new academic program, or on such schedule as the UNC System President may prescribe by regulation.

**2. Self-Study**

The academic unit housing the academic program that is subject to review will complete a self-study report in accordance with the University's *Academic Program Review Procedures*. The report shall include a summary and recommendations for program continuous improvement, expansion, contraction, or elimination. The self-study report will be reported to the external evaluation reviewer or accreditation agency.

**3. External Evaluation**

A external evaluation shall also be conducted in accordance with the University's *Academic Program Review Procedures*. The external evaluation shall include a review of the program's self-study report and other related data along with a campus visit.

**4. Final Report and Recommendations**

The report from the external evaluators in combination with the self-study report shall comprise a final report. Findings and recommendations from the APR will be submitted to the Academic Unit Head, faculty and Dean for consideration. Recommendations will be submitted, as appropriate to the Faculty Senate, to ensure the faculty's role in the development and review of the curriculum. The

final report and recommendations shall be submitted by the Provost to the Chancellor.

**5. Chancellor's Action**

Based on the final report and recommendations, the Chancellor shall consult with the Provost and if necessary the Dean of the college. Following consultation, the Chancellor shall take appropriate action to expand, contract, or eliminate the academic program.

**6. Follow-Up Reports**

Academic Units must submit, as appropriate, a follow-up report on actions implemented for continuous improvement two (2) year(s) after the APR final report.

**B. Programs With Specialized Accreditation from an External Accreditation Body**

A review made for a programmatic accreditor or a professional licensing board, which satisfies Section III of this Policy may be submitted in lieu of a separate report.

**1. Schedule**

Academic programs with specialized accreditation shall follow the accreditation cycle of the external accreditor.

**2. Evaluation Criteria**

In addition to satisfying requirements by the specialized accreditor, the academic unit's whose program is being reviewed shall produce an internal self-study that reflects upon the criteria outlined in Section III that is not covered under the specialized accreditation process. Specifically, if the criteria listed under Section III.E. are not included in the requirements by the specialized accreditor, the academic unit's internal self-study must include those criteria and any other factors identified by the Chancellor or the UNC System President. The internal self-study must also include plans, if any, to address any findings.

**3. Final Report and Findings**

The Academic Unit's whose program is being reviewed shall provide the final specialized accreditation documents (the self-study report as submitted to the specialized accrediting body, the specialized accrediting body's review committee report/findings, any response submitted by the Academic Unit, and any negative actions/findings from the specialized accreditor) and the internal self-study to the respective college Dean and the Provost.

**4. Chancellor's Action**

The Provost shall provide the final specialized accreditation report and the internal self-study to the Chancellor. Based on the final report and recommendations, the Chancellor shall consult with the Provost and if necessary the Dean of the college. Following consultation, the Chancellor shall take appropriate actions to expand, contract, or eliminate the academic program covered under the specialized accreditation review.

**V. REPORTS**

**A. Board of Trustees**

Summary reports of all APRs shall be reviewed by the University's Board of Trustees.

**B. UNC President**

Following the reviews by the University's Board of Trustees, the summary reports shall be submitted annually to the UNC System President. The first summary report, focused on the initial subset of programs reviewed by the University, shall be due to the UNC System President by January 31, 2026.