



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

**COMMITTEE ON ACADEMIC AND STUDENTS AFFAIRS**

**Wednesday, March 26, 2025**

**9:00 a.m.**

**AGENDA**

Call to Order	Joyce Adams, Committee Chair
Welcome and Opening Remarks	Joyce Adams
Roll Call	
Approval of Minutes:	December 11, 2024

**Information Items:**

- |   |  |
|---|--|
| A. Academic Affairs Update                    | Dr. Monica T. Leach                                    |
| ○ Spring Commencement                         | Provost & Senior VC for Academic Affairs               |
| ○ Peer Institutions                           |  |
| ○ Waiver for Exceeding 120-Credit Hour        |  |
| ○ Carnegie Research Classification            |  |
| ○ Felton J. Capel Distinguished Professorship |  |
| B. Enrollment & Student Success Update        | Dr. Pamela Baldwin                                     |
| ○ Division Update                             | Vice Chancellor Strategic Enrollment & Student Success |
| ○ Scholarship & Financial Aid Update          |  |
| ○ 2025 Ellucian Impact Award                  |  |
| C. Student Affairs Update                     | Dr. Juanette Council                                   |
| ○ Preliminary Housing Update                  | Vice Chancellor for Student Affairs                    |

**Action Items:**

There are no action items to be presented at this committee meeting.

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

Staff Liaison: Dr. Monica T. Leach, Dr. Pamela Baldwin, 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

**COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

**Wednesday, December 11, 2024**

**9:00 AM**

The Committee on Academic and Student Affairs of the Fayetteville State University Board of Trustees convened December 11, 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 9:01a.m. Committee Chairwoman Joyce Adams gave the welcome and opening remarks.

**ROLL CALL**

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

Staff in attendance were Chancellor Darrell Allison, Mr. Terrance Robinson, Dr. Juanette Council, 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 September 25, 2024, be accepted as printed and distributed. The motion was seconded by Trustee Johnae Walker. The motion carried.

**ACADEMIC AFFAIRS UPDATE**

Provost and Senior Vice Chancellor Monica T. Leach announced the University will celebrate approximately 592 graduates at the Winter Commencement on Friday, December 13, 2024, at 10:00am in Felton J. Capel Arena.

Dr. Leach shared that the Bachelor of Science in Construction Project Management program was approved at the Board of Governors on November 14, 2024. Additionally, an update on the Faculty Workload Policy implementation was provided. There were 227 faculty members that completed the workplans and 110 (48%) were approved for differential teaching. Differential teaching approvals were proportional to college size, the current evaluation process was equitable, and continuous training will be provided throughout Spring 2025.

Provost Leach brought before the Committee the Review and Evaluation of Existing Academic Program Review (APR) Policy for recommendation to the Full Board for approval. The UNC Board of Governors requires institutions to conduct academic program review over a 7-year cycle. Academic program reviews offer a means to evaluate the quality, progress, effectiveness and relevance of FSU's academic programs. Evaluation criteria include student 1

demand, workforce demand, student outcomes, program and productivity, contribution to critical professions, and additional considerations.

### **Action Item A-1: Academic Program Review Policy**

It was moved by Trustee Frederick Nelson that the Academic Program Review Policy be accepted as presented and recommended to the Full Board for approval. The motion was seconded by Trustee Johnae Walker. The motion carried.

### **STRATEGIC ENROLLMENT AND STUDENT SUCCESS UPDATE**

Vice Chancellor for Strategic Enrollment and Student Success Pamela Baldwin shared the purpose and goals of the division. The division works diligently to increase student retention and completion by enhancing strategic services. The team implements a service model that utilizes a combination of cross-trained generalists and specialist staff, alongside back-end integration of technology, data, work processes, people, and office spaces.

Dr. Baldwin presented enrollment and persistence cohort data for the class of 2028. There were 770 students in the Fall 2023 Cohort, in which 75.2% of the cohort persisted to the second year. Dr. Baldwin updated the Committee on the Bronco Benefit FSU-FTCC Partnership—a recruiting strategy which highlights the transfer partnership between FTCC and FSU. Lastly, Dr. Baldwin provided enrollment data across each college for Fall 2024. Broadwell College of Business and Economics enrolled 1,774 students, the College of Humanities and Social Sciences enrolled 2,221 students, the College of Education enrolled 812 students, and the Lloyd College of Health, Science, and Technology enrolled 2007 students.

### **STUDENT AFFAIRS UPDATE**

Vice Chancellor for Student Affairs Juanette Council introduced the seven Chancellor's Fellows for 2024-25. The leadership program prepares, empowers, and promotes elite scholars for remarkable lives of leadership and service. The fellows participate in cultural enrichment opportunities, professional development, project management, and community service throughout the year. Each recipient must have a 3.5 GPA. The seven fellows receive a \$3,000 scholarship.

### **ADJOURNMENT**

The Committee on Academic and Student Affairs adjourned at approximately 9:38 a.m.

Respectfully submitted,

Mrs. Joyce Adams, Committee 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 Strategic Enrollment & Student Success

**Dr. Juanette Council**

Vice Chancellor for Student Affairs

March 26, 2025



# SPRING COMMENCEMENT

*Graduate*  
*Felton. J. Capel Arena*  
*May 9, 2025*  
*10:00am*

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*Undergraduate*  
*Crown Coliseum*  
*May 10, 2025*  
*9:00am*

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# Peer Institutions

## *Update*



# Selection Requirements

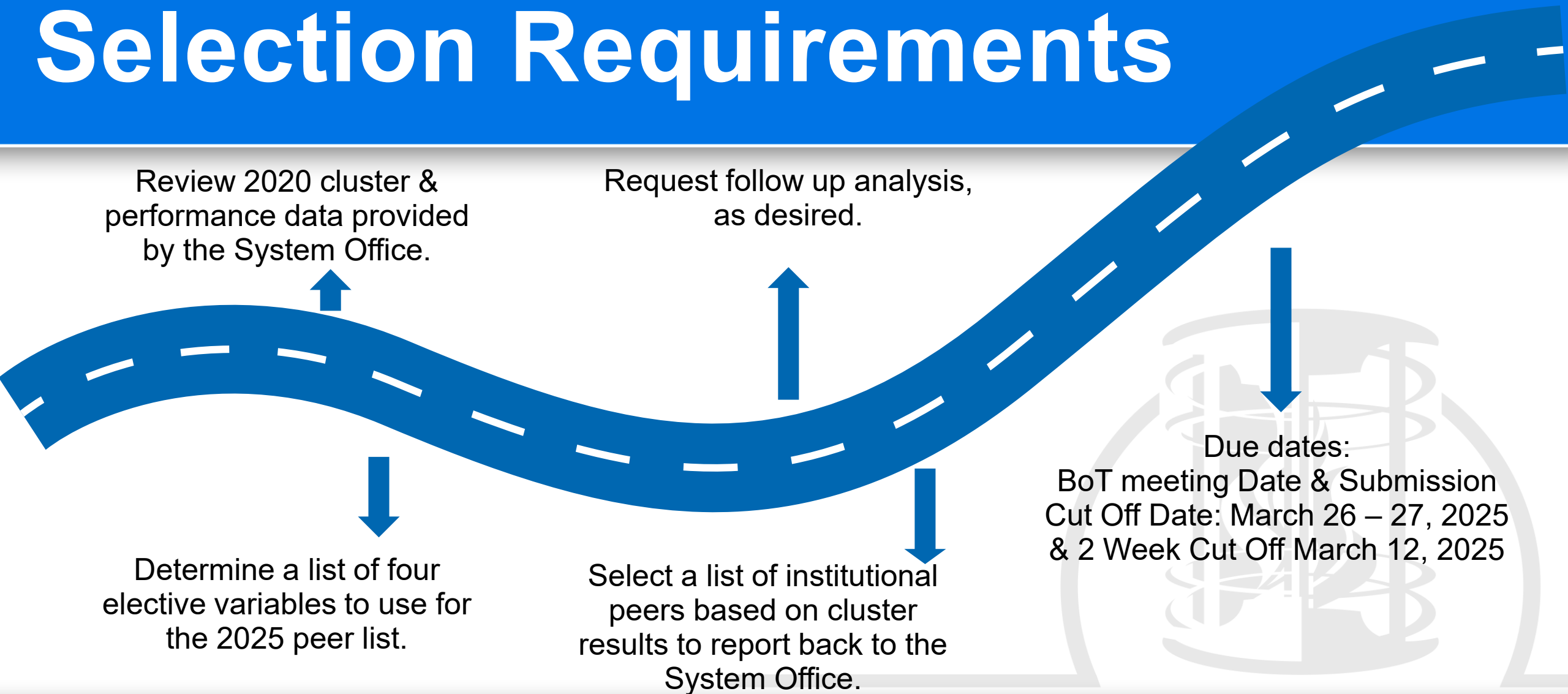
Review 2020 cluster & performance data provided by the System Office.

Request follow up analysis, as desired.

Determine a list of four elective variables to use for the 2025 peer list.

Select a list of institutional peers based on cluster results to report back to the System Office.

Due dates:  
BoT meeting Date & Submission  
Cut Off Date: March 26 – 27, 2025  
& 2 Week Cut Off March 12, 2025



# FSU Peer Study Committee

Academic Affairs

Sonja Brown,  
Chair

Nicole Lucas

Daniel Okunbor

Terrence  
McAllister

Bola Ekezue

Lenora Hayes

Bora Ganesh

Chancellor's  
Office

Samantha  
Holmes

Strategic  
Enrollment

Pamela Baldwin

Business &  
Finance

Kenny Spayd

University  
Advancement

Sandy Yates

Faculty & Staff  
Senate

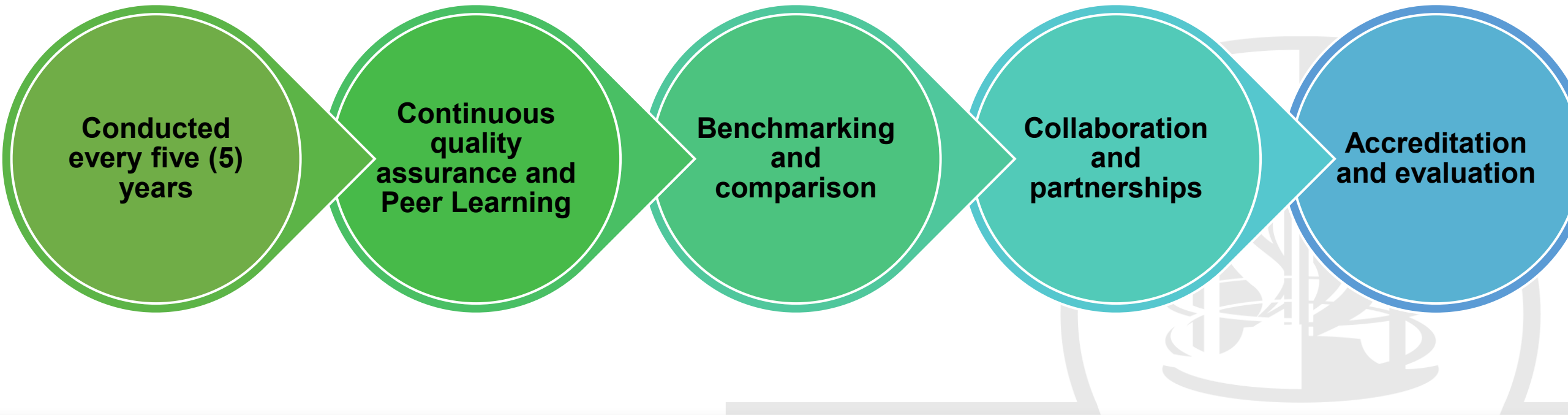
Zahra Shekarkhar

Roni Stearns





# Peer Institutions *Update*



# 2025 Peer Institution

## 4 Elective Variables



%UG – Undergraduate Student population

%URM – Minority Student Population

%Transfer – Transfer Student Population

%25+ - Students 25 years old and over

Research\_exp\_fte – Research dollars spent per student full-time  
equivalency

# 2020 Previous Peer Institutions

University of  
Arkansas at  
Pine Bluff

Fort Valley  
State  
University

Savannah  
State  
University

Grambling  
State  
University

Alcorn State  
University

Prairie View  
A&M  
University

Norfolk State  
University

Virginia State  
University

Alabama  
State  
University

Lincoln  
University

# 2025 Proposed Peer Institutions

Clayton State  
University (GA)

Albany State  
University (GA)

Northeastern  
Illinois Univ (IL)

Southern  
University at  
NO (LA)

Western New  
Mexico Univ  
(NM)

Grambling State  
University (LA)

Univ of Houston  
Clear-Lake (TX)

Texas A&M  
Univ Commerce  
(TX)

Cal State Univ -  
Channel Islands  
(CA)

Cal State Univ -  
East Bay (CA)

# Waivers for Exceeding 120-Credit Hour Limits

January 11, 2018 – Board of Trustees was provided an overview of the amended UNC Board of Governors (BOG) Policy Section 400.1.5 which stated that none of our undergraduate programs can exceed 120 credit hours. Exception may be made to meet accreditation standards; licensure requirements; and other state, federal, or professional regulations.

BOT must approve the exception to the 120 rule.

# Exception for Exceeding 120-Credit Hour Limits

December 13, 2018 – An exception to the UNC Policy Manual, Section 400.1.5 regarding Credit Requirements for Four-Year Baccalaureate Programs. FSU petitioned to have Nursing (126) and Forensic Science (122) accreditation program have an excess of 120 credit hours.

BoT approved both degrees on December 13, 2018

**To date no additional degrees exceed 120 credit hours threshold.**

# Carnegie Classification

## *2025 Research Activity Designation Update*



# ***2025 Carnegie Research Activity Designation Update***

## **Research 1: Very High Spending and Doctorate Production**

On average in a single year, these institutions spend at least \$50 million on research & development and award at least 70 research doctorates.

## **Research 2: High Spending and Doctorate Production**

On average in a single year, these institutions spend at least \$5 million on research & development and award at least 20 research doctorates.

## **Research Colleges and Universities**

**On average in a single year, these institutions spend at least \$2.5 million on research & development. Institutions that are in the R1 or R2 categories are not included.**

For 2025 Classification they considered average of last three years (2021, 2022, 2023) or the year 2023, which ever is larger. But for the next classification, it will be only average of three years.



# *UNC System Institutions by Carnegie Classifications*

## Research Colleges and Universities

- **Fayetteville State University**
- Winston-Salem State University
- North Carolina Central University
- University of North Carolina Asheville
- Western Carolina University

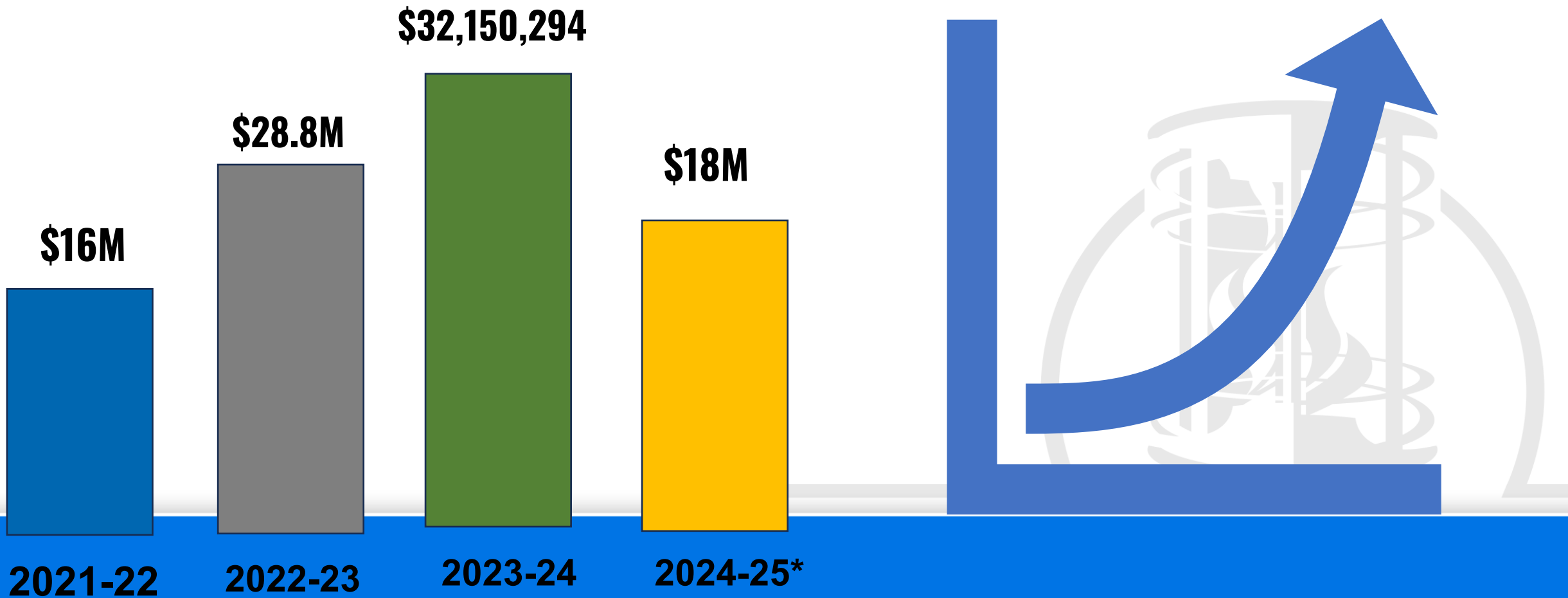
## Research 2: High Spending and Doctorate Production

- North Carolina A & T State University
- Appalachian State University
- University of North Carolina at Greensboro
- University of North Carolina Wilmington

## Research 1: Very High Spending and Doctorate Production

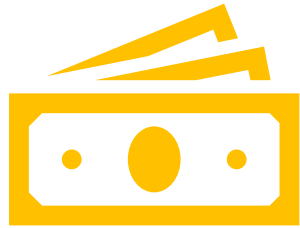
- University of North Carolina at Chapel Hill
- North Carolina State University at Raleigh
- University of North Carolina at Charlotte
- East Carolina University

# FSU GRANTS, AWARDS AND CONTRACTS

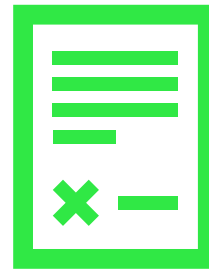


\*Total Funding as of February 2025

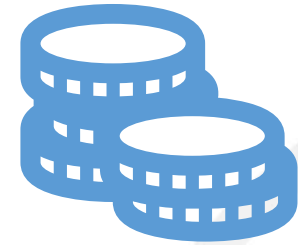
# Current Status| Total Grants, Contracts and Funding



**56 Grants**



**1 contract**



**\$18,057,061**

**Total Funding as of  
February 2025**

# Felton J. Capel Distinguished Professorship



Requesting **change** to Felton J. Capel  
Distinguished Professorship in  
Performing and Fine Arts



Expanding it from exclusively external  
candidates to include internal  
candidates

# WELCOME TO THE TEAM



**TAVORIA FREEMAN**

Assistant Vice Chancellor  
*Student Success*



**DR. CIERRA GRIFFIN**

Assistant Vice Chancellor  
*Enrollment Management*



**DR. MITCHELL SEAL**

Associate Vice Chancellor  
*Military Academic Services*

# STRATEGIC ENROLLMENT & STUDENT SUCCESS

## SESS

Admissions



Financial  
Aid



International  
Education



Student  
Success



Enrollment  
Management



Career  
Services



Registrar



Military  
Affiliated  
Services



# DIVISION REALIGNMENT

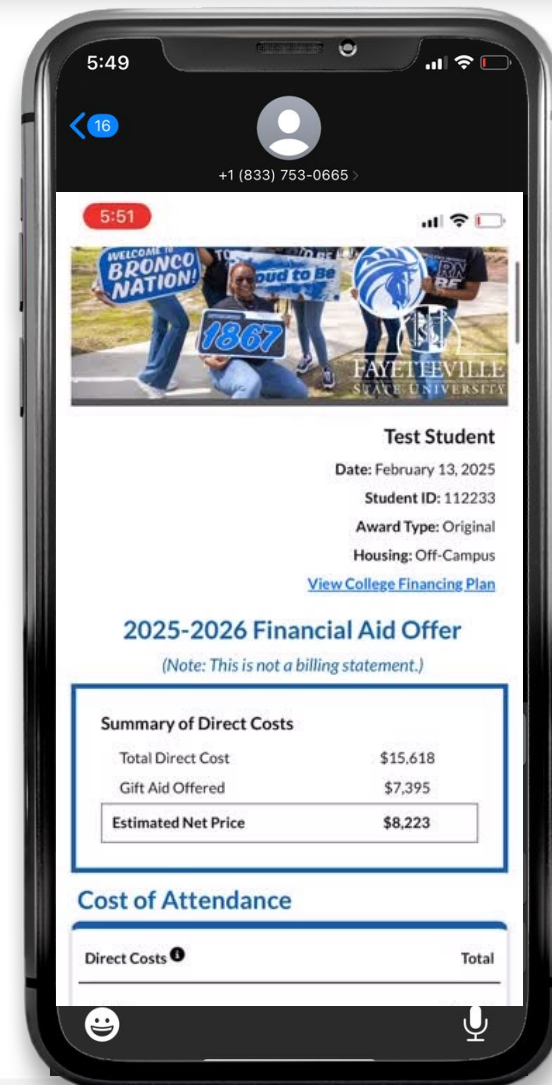
## Strategic Enrollment and Student Success

Student Success	Strategic Enrollment	Career Services	Military Services
2nd Year Success	Bronco One Stop	Internships	Fort Bragg
3rd & 4th Year Success	Advising Center	Career Counseling	Military Enrollment
College Access & Success	First Year Experience	Corporate Relations	Military Partnerships
Learning Center	ATM Office		Other Installations
Testing Center	Bronco Contact Center		Military Equivalency
Retention	Early College		



# OFFICE OF SCHOLARSHIPS & FINANCIAL AID UPDATES

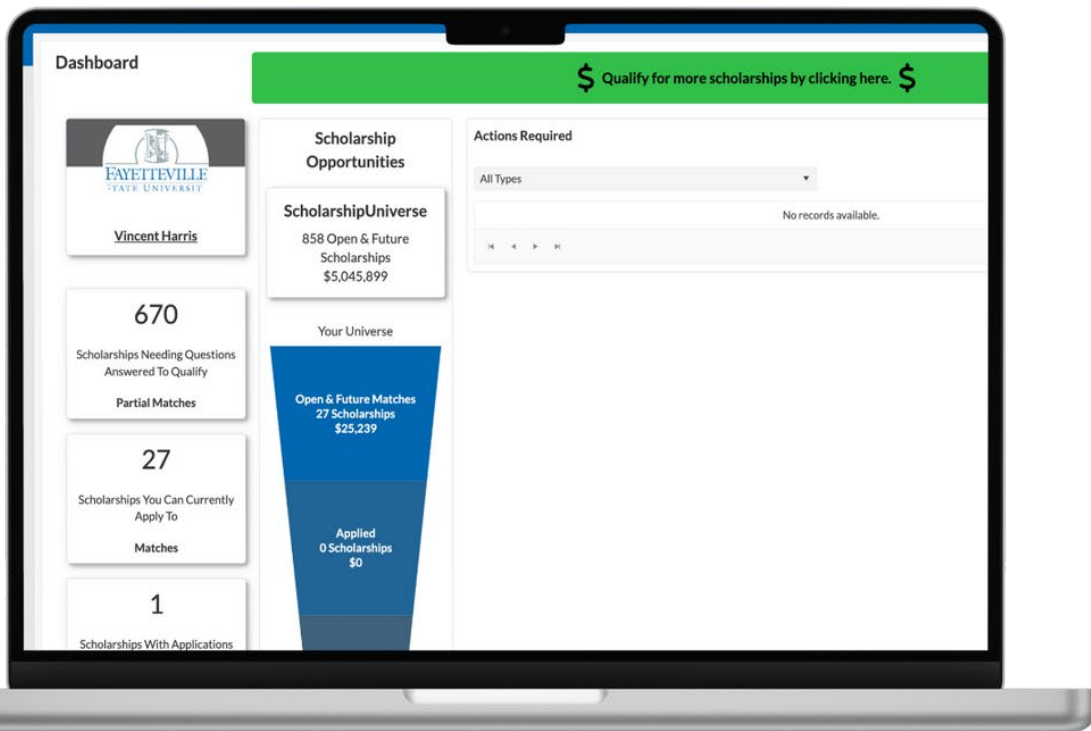
- As of March 13, **10,959** FAFSAs have been submitted with FSU listed.
- 2025-26 award letters were released on February 25, with **4,425** sent as of March 12.
- Due to FAFSA Simplification delays, 2024-25 award letters were released on April 18, 2024.
- Students attending the Spring 2025 Open House on March 29 will have already received their award offer or guidance on next steps for packaging.
- This marks the earliest FSU has released financial aid award letters in two decades, achieving our goal of helping students make informed financial decisions.





# SCHOLARSHIP PROCESS IMPROVEMENTS

## SCHOLARSHIP UNIVERSE



Institutional Scholarships were applied to award letters as of **March 22**, providing students with a comprehensive award package. Previously, this process began in June, with awards applied in July.

Military Tuition Scholarship offers are already being awarded. For the 2024-25(current aid year), these awards were not applied to students' packages until the end of June 2024.

Our new scholarship portal, **Scholarship Universe**, has enabled students to identify and apply for **4,216 external scholarships** for the 2025-26 aid year.

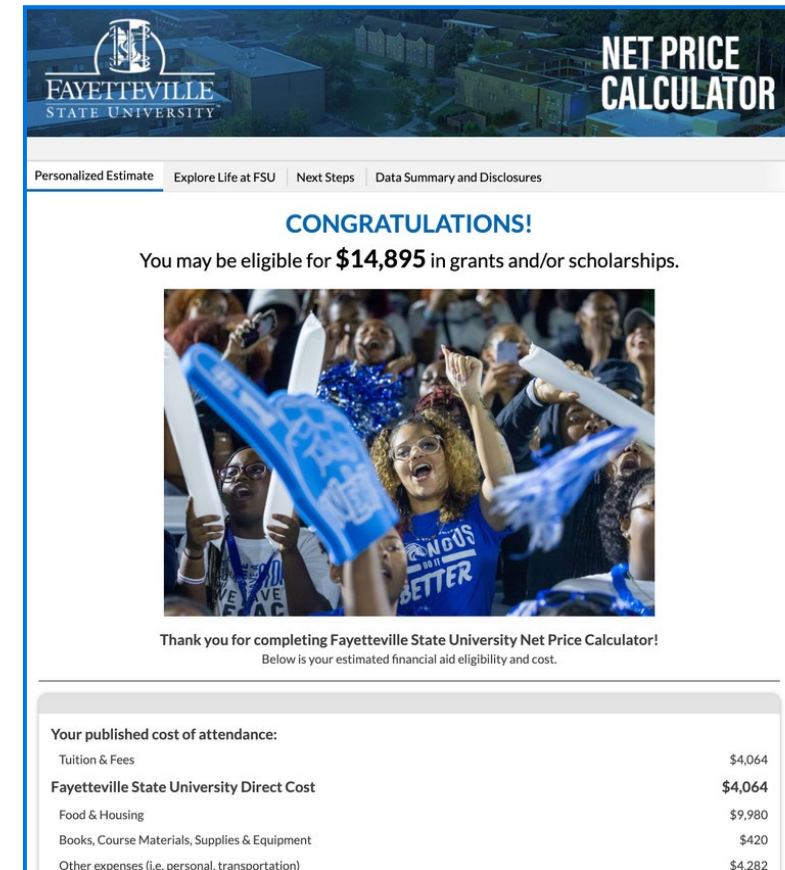
Leveraging this platform will help us maximize institutional funds and reduce student loan borrowing.

# OFFICE IMPACT ON STUDENT EXPERIENCE

**Fayetteville State University doubled down on improving the student experience and ensuring that students can understand each phase of the financial aid process.**

The team aggressively streamlined processes in the Office of Scholarships & Financial Aid to accelerate enrollment and ease the burden on students.

- Students can now complete the entire financial aid process virtually unless specific documentation requires in-office submission.
- Students receive email and text notifications to access their documents through a mobile-friendly platform.
- FSU Award Letters have earned industry recognition for their clarity, detail, and transparency in outlining costs for students and their families.
- The **Net Price Calculator** provides an accurate estimate of aid options, including military benefits.



The screenshot shows the Fayetteville State University Net Price Calculator interface. At the top, there's a header with the university logo and the title "NET PRICE CALCULATOR". Below the header, there are navigation tabs: "Personalized Estimate", "Explore Life at FSU", "Next Steps", and "Data Summary and Disclosures". The main content area displays a "CONGRATULATIONS!" message, stating that the user may be eligible for \$14,895 in grants and/or scholarships. Below this message is a photo of a group of students cheering. Under the photo, it says "Thank you for completing Fayetteville State University Net Price Calculator! Below is your estimated financial aid eligibility and cost." At the bottom, there is a table showing the user's published cost of attendance and the estimated financial aid eligibility.

Your published cost of attendance:	
Tuition & Fees	\$4,064
<b>Fayetteville State University Direct Cost</b>	<b>\$4,064</b>
Food & Housing	\$9,980
Books, Course Materials, Supplies & Equipment	\$420
Other expenses (i.e. personal, transportation)	\$4,282

# 2025 ELLUCIAN IMPACT AWARD WINNING UNIVERSITY!



IMPACT  
AWARD

Laura Ipsen | President And CEO



Dear Chancellor Allison,

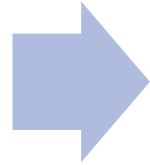
I am thrilled to share with you that Fayetteville State University has been selected as a winner of the 2025 Ellucian Impact Award in the Students First category.

**"We commend your commitment to leveraging technology to enhance student support at Fayetteville State University. "**

# Preliminary Housing Update

## KEY INSIGHTS

**Housing  
Trends**

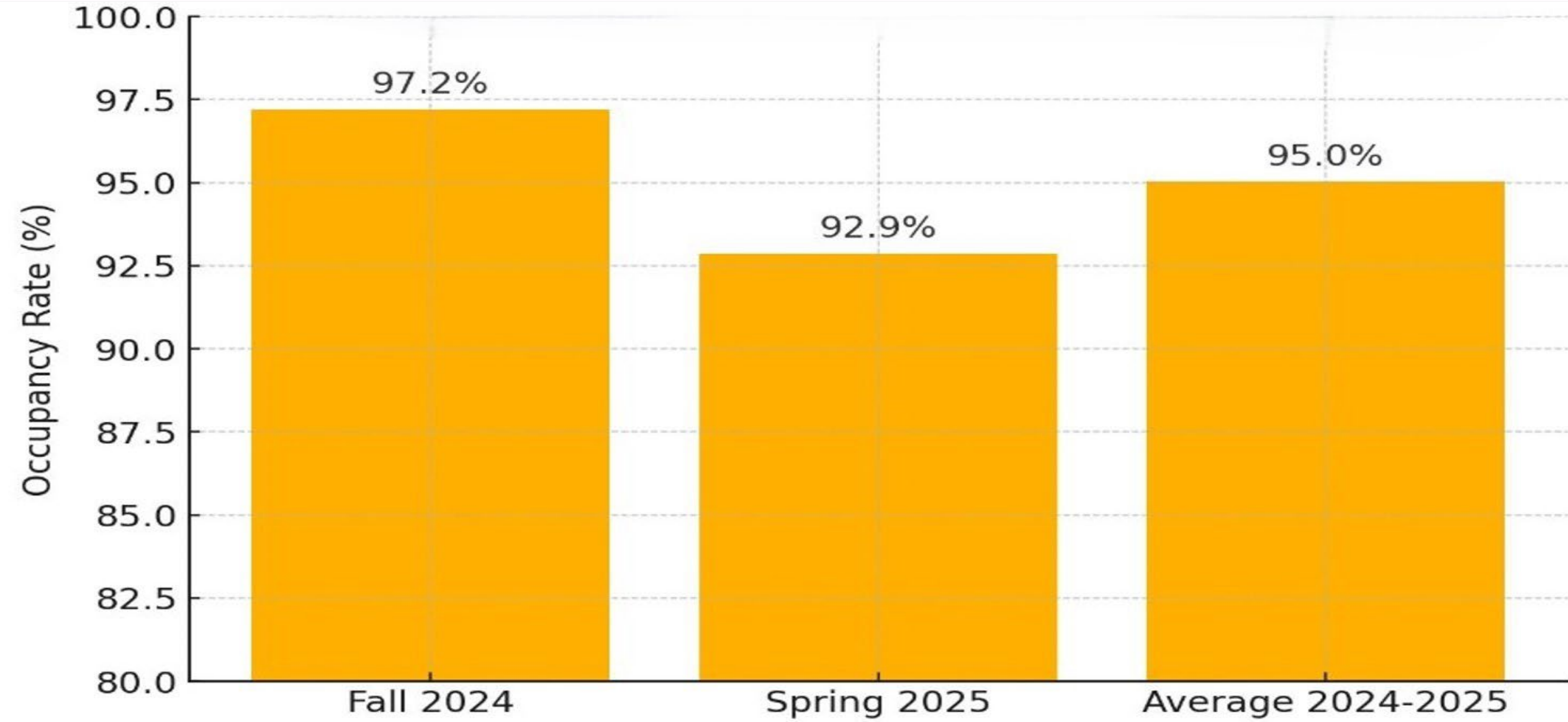


**Operational  
Enhancements**



**Next Steps**

# Residence Life Occupancy Rates 2024-2025

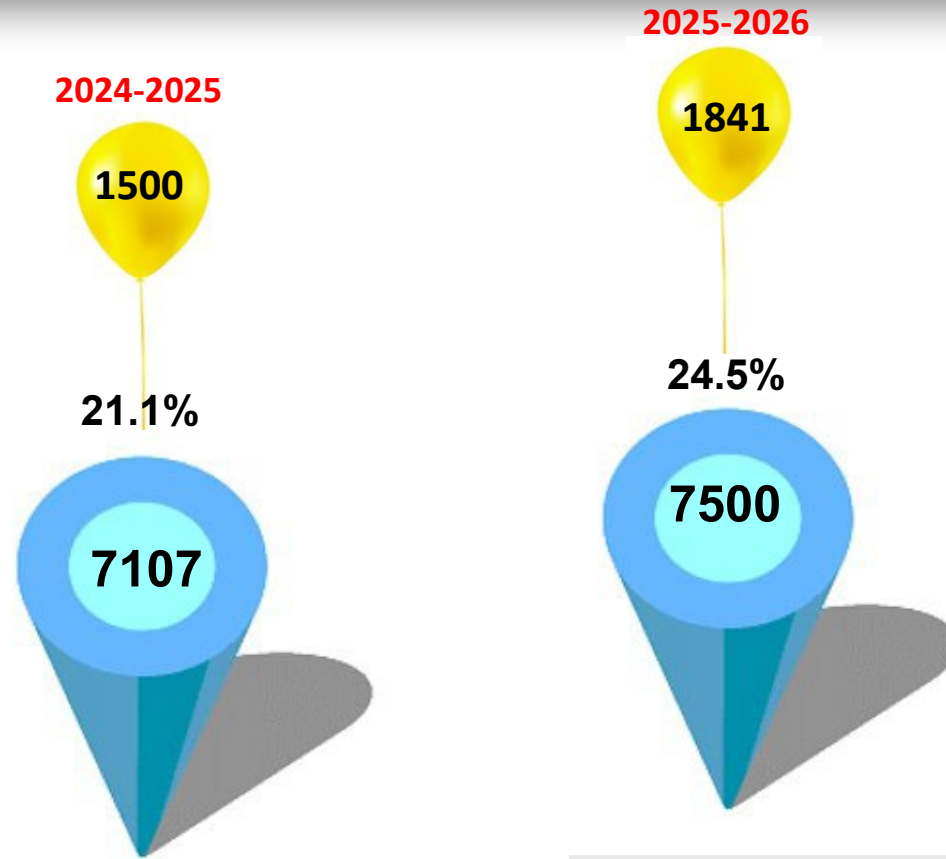




Opening Fall 2025  
336 Beds



# Housing Occupancy & Student Enrollment 2025-2026





# Housing Operation Enhancements:

## NEW HOUSING PORTAL



- Automates housing applications, room selection, and assignments
- Improves staff efficiency by reducing manual processes
- Enhances student experience with a user-friendly, mobile-accessible portal
- Seamlessly integrates with university systems for billing, records, and ID cards
- Provides real-time data analytics for better decision-making
- Supports new housing initiatives, including the 336-bed residence hall



# 2025-2026 Housing Application Process

## KEY MILESTONE DATES

**Feb 28th:** Summer 2025 priority Applications Begin

**Feb 28th:** First Time Freshman & Transfer Priority Applications Begin

**Apr 1-30:** Special Interest Group Advisors Submit List of Students

**April 4th:** 2025 – 2026 Current & Continuing Priority Applications begin

**May 2-31:** Room & Roommate Selection Appointments by Classification Date Range

*\*Housing applicants cannot proceed with room and roommate selection unless they have fulfilled all prerequisites, including obtaining clearance from Student Health services.\**

**May 2nd:** All Priority Applications Close

**May 16th:** All Late Applications Begin

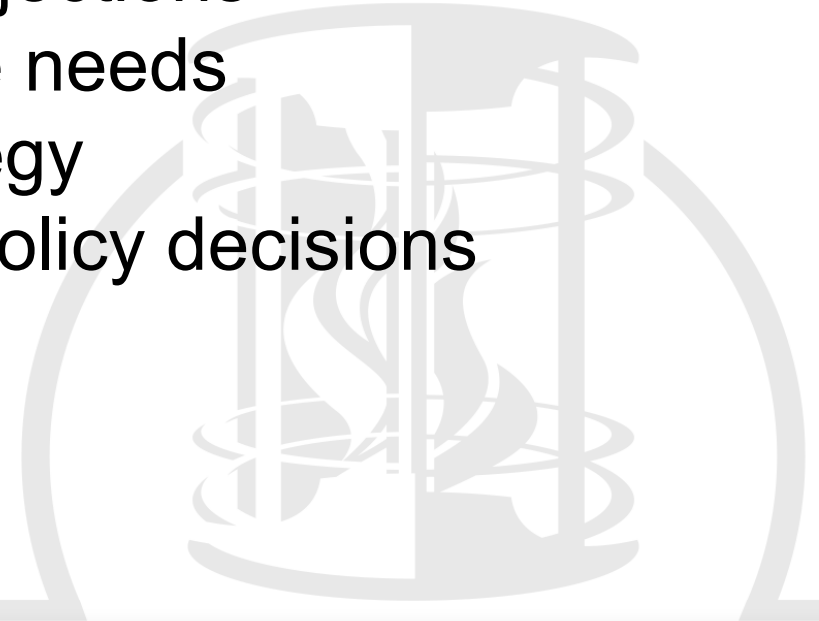
**May 30th:** Summer 2025 Late Applications Close

**June 13th:** All Late Applications Close

# Next Steps: Housing Market Study Findings

## **Final Report will provide:**

- Detailed housing demand analysis & future projections
- Facilities condition assessment & infrastructure needs
- Recommendations for long-term housing strategy
- Data from this study will guide future housing policy decisions



# QUESTIONS

Institution	total enrollment (fte)	%UG	%URM	%Transfer	%25+	research_exp_ perfte
Fayetteville State University	5520	85.905797	72.329395	56.478405	39.6077	266.09
Clayton State University (GA)	5168	90.325077	76.830908	47.884788	31.29373	130.54
Albany State University (GA)	5258	92.60175	83.298125	20.011567	20.29533	184.08
Northeastern Illinois Univ (IL)	4676	74.101796	47.812262	53.090909	42.77344	323.78
Southern University at NO (LA)	1395	82.867384	91.478514	51.971326	39.2936	268.22
Western New Mexico Univ (NM)	2244	67.513369	57.391304	45.993031	39.05146	79.64
Grambling State University (LA)	4781	87.701318	94.202652	16.163583	14.05221	117.45
Univ of Houston Clear-Lake (TX)	7044	72.373651	52.861538	74.767691	42.88882	338.54
Texas A&M Univ Commerce (TX)	9470	69.493136	45.093458	55.383823	28.99525	459.47
Cal State Univ - Channel Islands (CA)	5933	93.477162	60.195904	59.032258	26.30196	544.88
Cal State Univ - East Bay (CA)	13379	80.910382	47.953049	67.239488	37.51857	154.65

## LEGEND

**%UG** = Undergraduate student population percentile

**%URM** = Minority student population percentile

**% Transfer** = Transfer student population percentile

**%25+** = Students 25 years old and over percentile

**research\_exp\_fte** = Research dollars spent per studentfull time equivalency

**Example:** FSU spends \$266.09 in research for every full time equivalent student

Our total research expenditure would be calculated as follows:

$$5520 \times 266.09 = 1,468,816.80$$