

**Committee on Academic and Students Affairs
Wednesday, September 24, 2025
9:00 a.m.**

AGENDA

Call to Order	Greg Pinnix, Committee Chair
Welcome and Opening Remarks	Greg Pinnix
Roll Call	Karen Bussey
Approval of Minutes:	March 26, 2025 June 11, 2025

Information Items:

A. Academic Affairs Update	Dr. Monica T. Leach
○ Faculty Implementation Update	Provost & Senior VC for Academic Affairs
○ Policy Update	
○ Fall Commencement	
○ New Academic Degrees	
○ Academic Program Review	
Enrollment & Student Success Update	Dr. Pamela Baldwin
○ Fall 2024 and 2025 Enrollment	Vice Chancellor Strategic Enrollment & Student Success
○ 3 Year Fall Enrollment	
○ Enrollment by College	
○ First-Time Freshmen Retention Data	
○ Fall 2025 First-Time Freshmen Profile	
○ Fall 2025 Enrollment Kudos	
Student Affairs Update	Dr. Juanette Council
○ Student Disability Services	Vice Chancellor for Student Affairs
○ Growth in Student Disability Services	
○ Student Accessibility Services External Review	
○ Risk Management Plan	

Action Item:

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

Committee members: Greg Pinnix, Latoya Harper, Brian Pearce, Warren McDonald, Glenn Adams

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, March 26, 2025

9:00 AM

The Committee on Academic and Student Affairs of the Fayetteville State University Board of Trustees convened March 26, 2025, in the Rudolph Jones Student Center Room 242 and via Microsoft Teams. Committee Chair, Joyce Adams presided and called the meeting to order at 9:00a.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 Dr. 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 December 11, 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 that Fayetteville State University will host the 2025 Spring commencement ceremony to celebrate the accomplishments of our graduate and undergraduate students who will join the ranks of proud alumni. The graduate ceremony will be on May 9, 2025, at 10:00 a.m. in the Felton J. Capel Arena, and the undergraduate ceremony will be on May 10, 2025, at 9:00 a.m. in the Crown Coliseum.

Dr. Leach presented the results of the Peer Institutions Study. The UNC System requires each member institution to engage in a study to determine a list of peer universities to be used for benchmarking and comparison. This list provides an objective point of review for strategic planning and collaboration. The study is historically completed roughly every five years with the most recent study occurred in 2020. FSU created a Peer Study Committee, chaired by Dr. Sonja Brown, who underwent an extensive review of performance benchmarks to determine an updates list of peer institutions based on cluster results. The five benchmarks included the percentage population of undergraduate students, minority students, transfer students, and students 25 years old and over, as well as research expenditures per a full-time student.

Trustee Jeffries Leonard inquired about the minority student population percentile variable and if there was another way to reflect that variable given FSU's uniqueness. Provost Leach shared that the variables are created by the U.S. Department of Education's Integrated Postsecondary Education Data System.

The cluster analysis presented a final list including Clayton State University, Western New Mexico University, Albany State University, Grambling State University, Cal State University – Channel Islands, Cal State University – East Bay, University of Houston Clear-Lake, Northeastern Illinois University, Southern University at New Orleans, and Texas A&M University Commerce. The list of peer institutions will be reported back to the UNC System Office with final review and determination by the UNC Board of Governors.

Dr. Leach shared an update on the UNC Board of Governors Policy on Credit Requirements for Four-Year Baccalaureate Programs which stated that no undergraduate program can exceed 120 credit hours. Exceptions to the policy are allowable if a program exceeds 120 credit hours to meet accreditation standards, license requirements, and other state, federal, or professional regulations. The Board of Trustees must approve the waiver followed by submission to the UNC Board of Governors for approval. FSU petitioned in 2018 for the Nursing program at 126 credit hours and the Forensic Science program at 122 credit hours. The Board of Trustees approved both degrees on December 13, 2018. No changes to or additional degree waivers are needed. This information will be reported back to the UNC Board of Governors.

Dr. Leach announced FSU's inaugural classification as a Research University in the latest Carnegie Classifications 2025. This esteemed recognition highlights FSU's substantial investment in research and scholarship, reinforcing its commitment to innovation and academic excellence. The Carnegie Classifications are updated every three years and categorize institutions based on their total research and development expenditures and number of Research doctorate awards. This year, FSU is among 218 institutions recognized as a Research University. To qualify, institutions must spend at least \$2.5 million on research. FSU significantly exceeded this requirement in 2024 by garnering over \$32 million on research and development during the last fiscal year. Trustee Nelson asked a clarifying question about how many of the grant dollars discussed were new, in which Provost Leach shared that the grant dollars presented were all new this year.

Dr. Leach brought before the Committee a request to change the Felton J. Capel Distinguished Professorship in Performing and Fine Arts by expanding the professorship from exclusively external candidates to internal candidates. The change is for consultative purposes by the Full Board and does not need a vote for approval.

STRATEGIC ENROLLMENT AND STUDENT SUCCESS UPDATE

Vice Chancellor for Strategic Enrollment and Student Success Pamela Baldwin introduced three members of her leadership team, Mrs. Tavoria Freeman the Assistant Vice Chancellor

for Student Success, Dr. Cierra Griffin the Assistant Vice Chancellor for Enrollment Management, and Dr. Mitchell Seal the Associate Vice Chancellor for Military Academic Services. Dr. Baldwin and Team work strategically to implement 8 critical areas including admissions, financial aid, registrar, international education, student success, enrollment management, career services, and military affiliated services.

The Executive Director of Financial Aid, Mr. Vicent Harris, discussed the changes within the Office of Scholarships and Financial Aid Office. They have begun processing financial packages for Fall 2025 prospective students. As of March 13th, nearly 11,000 Free Applications for Student Aid have been submitted. Award letters for the upcoming academic year were released on February 25th with 4,425 letters sent as of March 12th. This marks the earliest FSU has released financial aid award letters in two decades, achieving our goal of helping students make informed financial decisions.

Dr. Baldwin and Mr. Harris announced FSU as the winner of the 2025 Ellucian Impact Award in the student first category which provided a \$25,000 prize to the university.

STUDENT AFFAIRS UPDATE

Vice Chancellor for Student Affairs Juanette Council provided an update regarding the preliminary housing study. She discussed the increased focus on the impact of housing trends on campus operations and enhancements necessary for successful operations. The residence life occupancy rate for the 2024-2025 academic year has averaged 95%. At nearly full capacity, Student Affairs is excited for the opening of the New Residence Hall in Fall 2025 that will increase beds by 336 beds. Enhancements to the new housing portal will also improve efficiency by automating services, reducing manual processing, enhancing student experience, and seamlessly integrating into other university systems.

ADJOURNMENT

The Committee on Academic and Student Affairs adjourned at approximately 10:09 a.m.

Respectfully submitted,

Mrs. Joyce Adams, Chair
Amy Coleman, Recorder

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Wednesday, June 11, 2025

9:00 AM

The Committee on Academic and Student Affairs of the Fayetteville State University Board of Trustees convened June 11, 2025, in the Rudolph Jones Student Center Room 242 and via Microsoft Teams. Chair, Joyce Adams presided and called the meeting to order at 9:00a.m. Chair Joyce Adams gave the welcome and opening remarks.

ROLL CALL

The following Trustee members were in attendance: Mrs. Joyce Adams, Mr. Frederick Nelson, and Dr. Kimberly Jeffries Leonard. Ms. Latoya Harper attended as a non-voting committee member until swearing-in ceremony.

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

APPROVAL OF MINUTES

The committee did not have a quorum at the time of approval for the March 26, 2025, minutes and will review at the next Board meeting scheduled for September 24, 2025.

ACADEMIC AFFAIRS UPDATE

Provost and Senior Vice Chancellor Monica T. Leach presented an overview of the spring graduation trends. The total number of students graduating for the 2024-2025 academic year was 1,209 graduates, which included 545 spring graduates and 664 fall graduates.

The top five undergraduate programs with graduates were the psychology, criminal justice, business administration, nursing, and sociology programs.

The top five graduate programs were the Masters of Teaching in elementary education, psychology, and social work with a focus on mental health and substance abuse, business administration, and health care management programs.

Dr. Leach also announced two new academic programs were recently approved. The Bachelor of Science in Special Education was approved by the UNC System on May 15, 2025. The Bachelor of Science in Construction Project Management was approved by the Southern Association of Colleges and Schools Commission on Colleges on May 23, 2025, and will start in Fall 2025.

Dr. Leach discussed the total grants and contracts for this academic year. In total, faculty and staff obtained a total of 58 grants and 1 contract which totaled \$19.6 million. Obtaining these grants put FSU on track to reach our goal of \$20 million. The top five grantees include:

- A \$2.5 million grant from the National Science Foundation
- An approximately \$1.7 million grant from the U.S. Department of Energy
- A little over \$1 million grant from NC Innovation
- A \$900,000 grant also from the U.S. Department of Energy
- And a \$416,000 grant from the U.S. Department of Education

Trustee Kimberly Jeffries Leonard asked about the number of federal grants, in which Dr. Leach confirmed two grants.

STRATEGIC ENROLLMENT AND STUDENT SUCCESS UPDATE

Dr. Pamela Baldwin, Vice Chancellor for Enrollment and Student Success, provided an enrollment snapshot of the spring semester. Overall, enrollment at FSU continues to rise. The total number of students enrolled during Spring 2025 was 6,681 students, including 3,139 adult learners, 2,263 military students, and 422 transfer students.

Dr. Baldwin shared that the team is excited for another impactful summer semester with increasing enrollment trends since Summer 2021. The campus welcomed 4,700 students to the summer semester in which about 2,310 students are enrolled in the 30-60-90 free summer school program. Additionally, the Bronco Boost Program will kick off June 16th through July 29th with 103 participants. The program is an immersive, 7-week residential program that allows incoming FSU freshmen students to take (3) college courses and adjust to campus life during the summer following their high school graduation.

Dr. Baldwin shared a staff spotlight on Mr. Justin Malloy. Mr. Malloy started as the athletic academic coordinator in March 2024. In his role he helps student-athletes bridge their performance on the court or field with success in the classroom.

STUDENT AFFAIRS UPDATES

Dr. Juanette Council, Vice Chancellor for Student Affairs, presented an end-of-year review on enhancing student engagement, promoting health and well-being, and expanding co-curricular spaces. Dr. Council highlighted several programs that significantly increased student engagement throughout the 2024-2025 academic year. Attendance at student events increased by 82% from 1,066 students last year to 1,945 students. Mr. Noah Mass, Director of Campus Recreations, was highlighted for his work in increasing participation in recreational sports by 61%. Notably, FSU established a women's flag football program, in which the team participated in the inaugural CIAA Flag Football Championship with a season record of 8 to 4.

The Division of Student Affairs strengthened the university's health and wellbeing services for students by expanding counseling, disability, and health services. Students now have a

full-service pharmacy with NC certification and third-party billing. The university continues to support students' basic needs through the Food Pantry serving 1,295 students.

The division is advancing facilities planning through a condition assessment for the Residence Halls and Student Center, among other projects to meet the rising housing demands and promote institutional pride for residential students. The new residence hall, Bronco Pride Hall, will open in August 2025.

Committee Chair Joyce Adams commended the Academic Affairs, Enrollment and Student Success, and Student Affairs team for their work this year. She commended the new programs announced and the team tracking well toward grant goals. The Bronco boost stats were amazing and congratulations to Mr. Malloy on his staff spotlight. Further, the student affairs team should especially be commended for the mental health initiatives, food pantry, and the flag football program. Trustee Warren McDonald acknowledged Dr. Roderick Heath, Assistant Vice Chancellor for Student Affairs and Dean of Students, for his work with student success and new book.

ADJOURNMENT

The Committee on Academic and Student Affairs adjourned at approximately 10:08 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

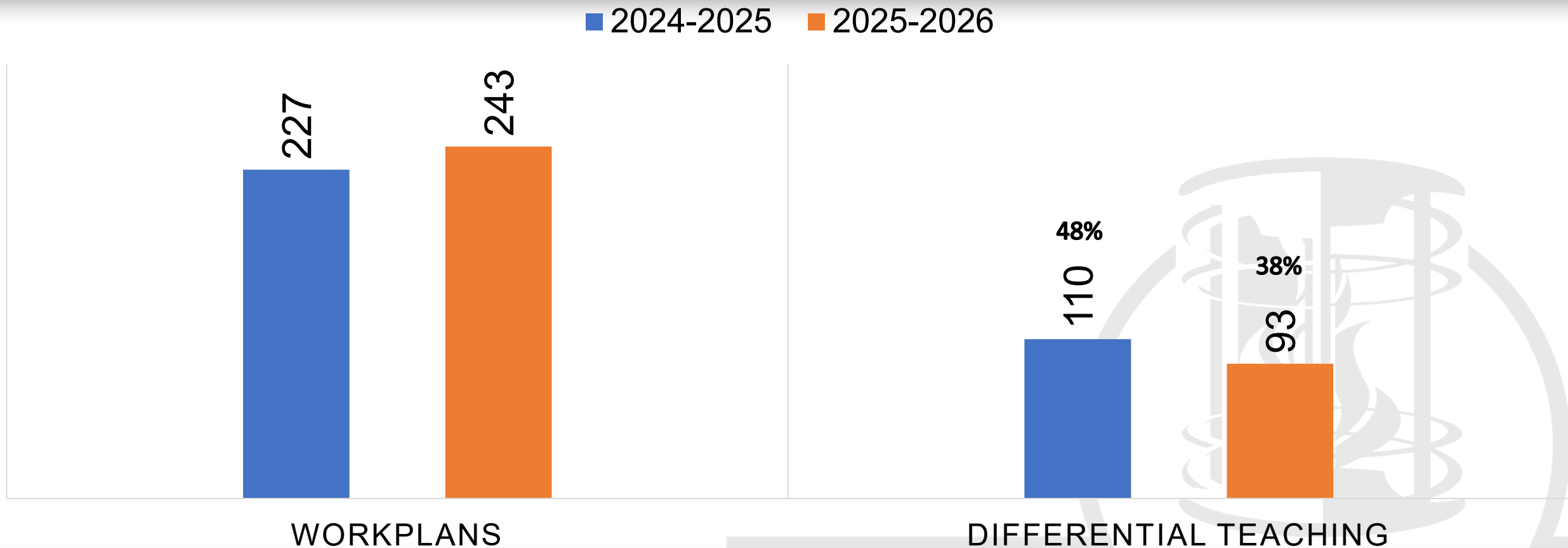
September 24, 2025

Faculty Workload Policy

Implementation Update



FACULTY WORKPLAN TWO YEAR COMPARISON



POLICY UPDATES: FALL 2025



Faculty Teaching & Effectiveness Policy

Peer Observations

Mid-Term Evaluations – 2nd 8 weeks



Academic Program Review (APR)

Review completed every seven (7) years

9 Programs up for Review:

Spanish

Communication
& Media
Studies

English

Psychology
(B.S. & MA)

Intelligence Studies, Geospatial Science, Political Science, History

ACADEMIC PROGRAM REVIEW



Academic quality is reviewed periodically through (a) specialized accreditation or (b) academic program review (APR).



In May 2024, the UNC Board of Governors updated Policy 400.1.1 (Academic Program Planning) with new requirements:

All academic degree programs, including those with specialized accreditation, must report on five categories of metrics.

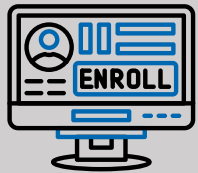
Chancellors must review the programs at least once every 7 years. They shall be prepared to expand, contract, or discontinue programs based upon that review.



**Campus Wide Town Hall: Academic Program Review Meeting –
October 23, 2025 at 11:30am**

APR CATEGORIES AND METRICS

Student Demand



IERP

Current and projected student demand

Workforce Demand



IERP

Current and projected workforce demand

Student Outcomes



IERP

Student outcomes, including persistence, graduation, time to degree, and, where possible, post-graduation success

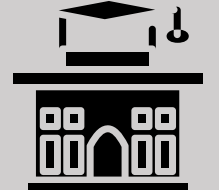
Costs



**BUSINESS
& FINANCE**

Programs cost and productivity

Contribution



**ACADEMIC
DEPARTMENTS**

The contribution of the program to the discipline and quality of life of North Carolinians

FALL COMMENCEMENT 2025

Felton J.
Capel Arena

Location



Thursday,
December 11
Time: 2:00pm

Rehearsal



Friday,
December 12
Time: 10:00am

Commencement



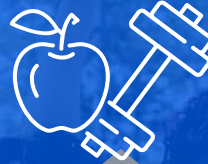
NEW ACADEMIC DEGREES

2021 - 2025



B.S. Public Health

Fall 2022



B.S Sport & Fitness
Management

Fall 2022



B.S. Cybersecurity

Fall 2023



B.S. Materials
Science &
Manufacturing

Fall 2024



B.S. Supply Chain
Management &
Technology

Fall 2024

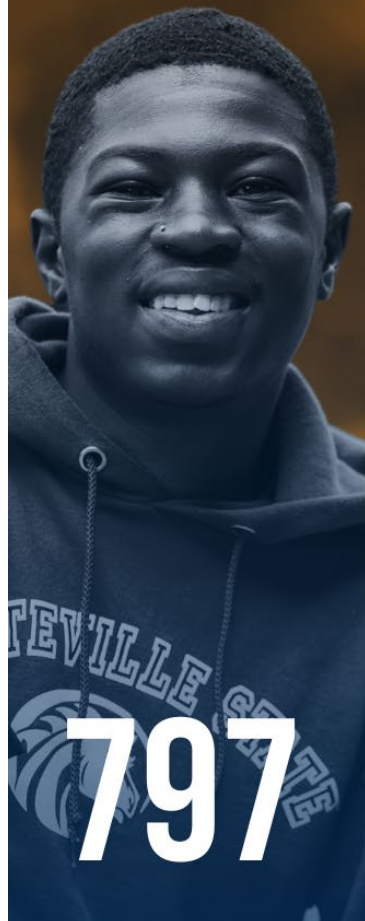


B.S. Construction
Project Management

Fall 2025

FALL 2024 ENROLLMENT

FIRST-TIME
FRESHMEN



ADULT
LEARNERS



MILITARY
STUDENTS



TRANSFER
STUDENTS

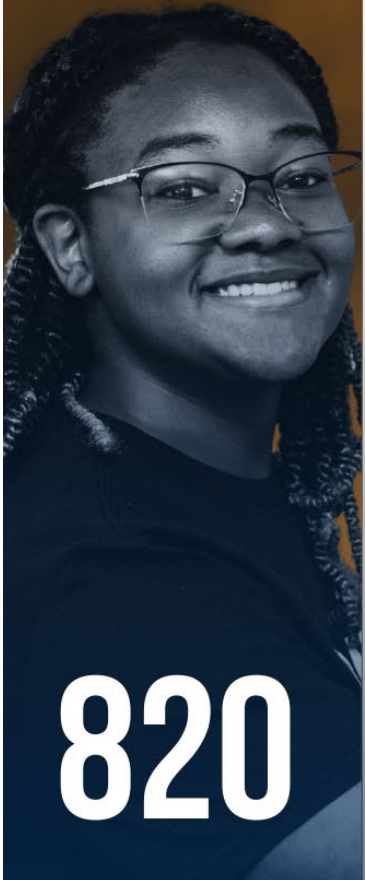


TOTAL
ENROLLMENT



FALL 2025 ENROLLMENT

FIRST-TIME
FRESHMEN



ADULT
LEARNERS



MILITARY
STUDENTS



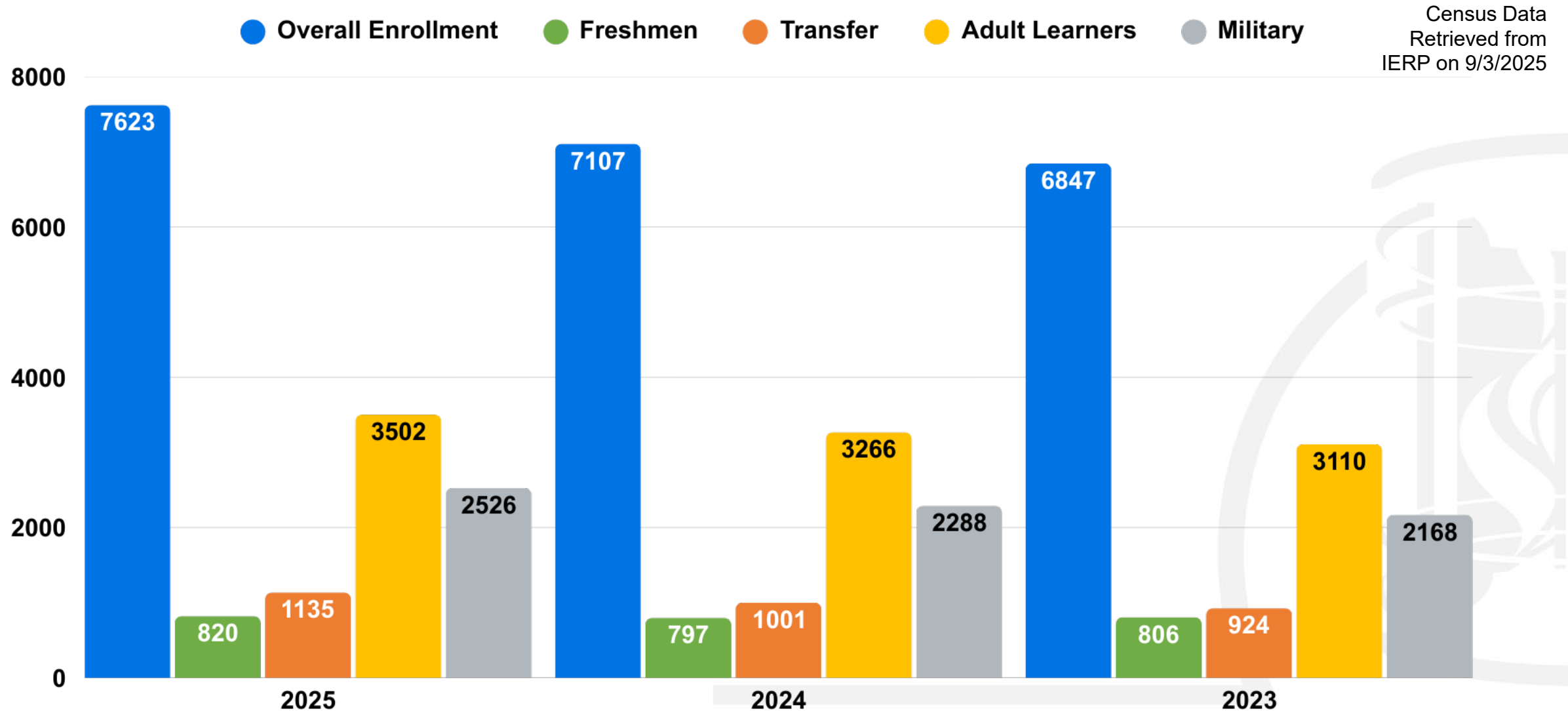
TRANSFER
STUDENTS



TOTAL
ENROLLMENT



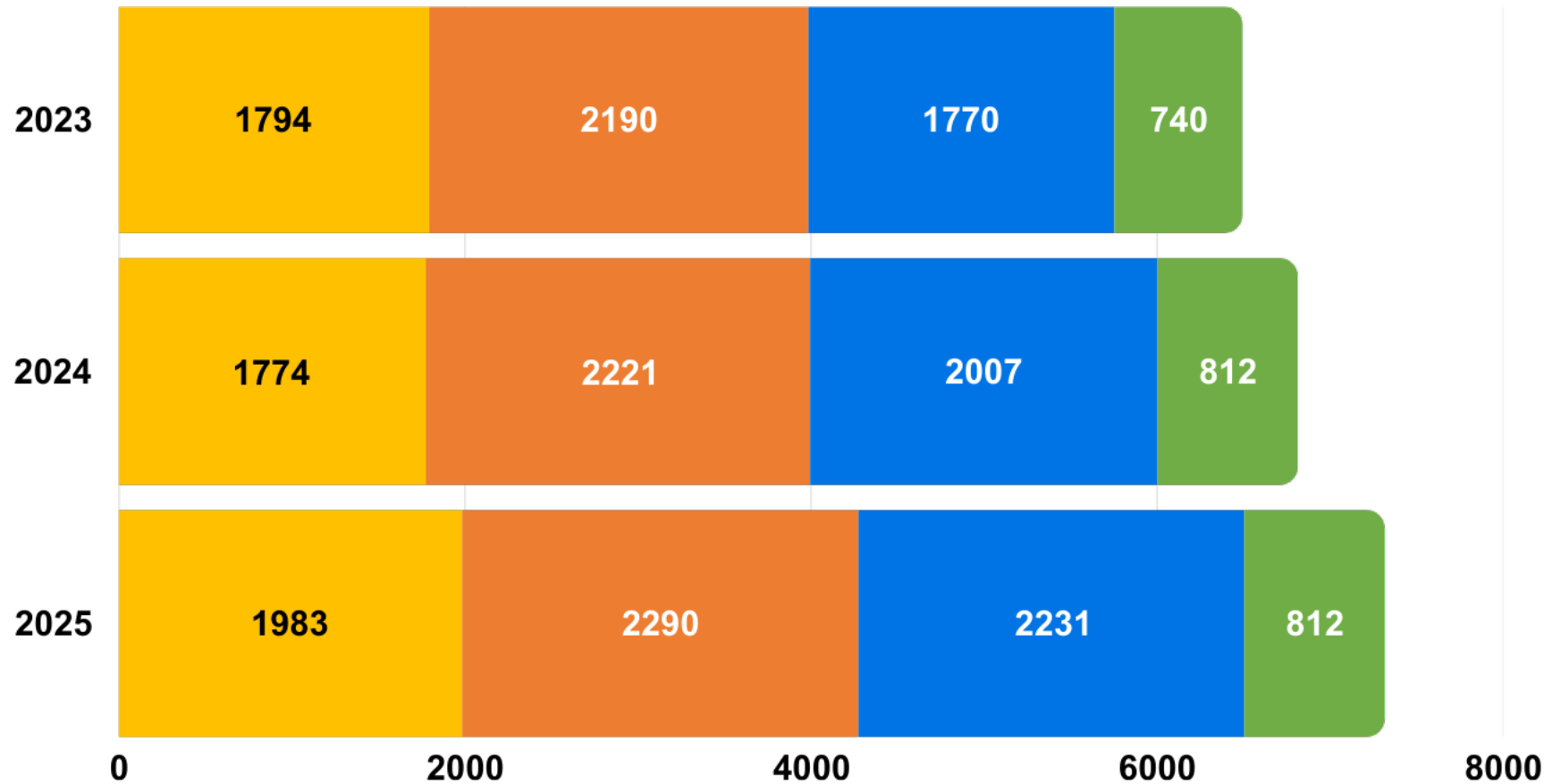
3 YEAR FALL ENROLLMENT SNAPSHOT



ENROLLMENT BY COLLEGE

Census Data
Retrieved from
IERP on 9/3/2025

● BCBE ● CHSS ● CHST ● COE



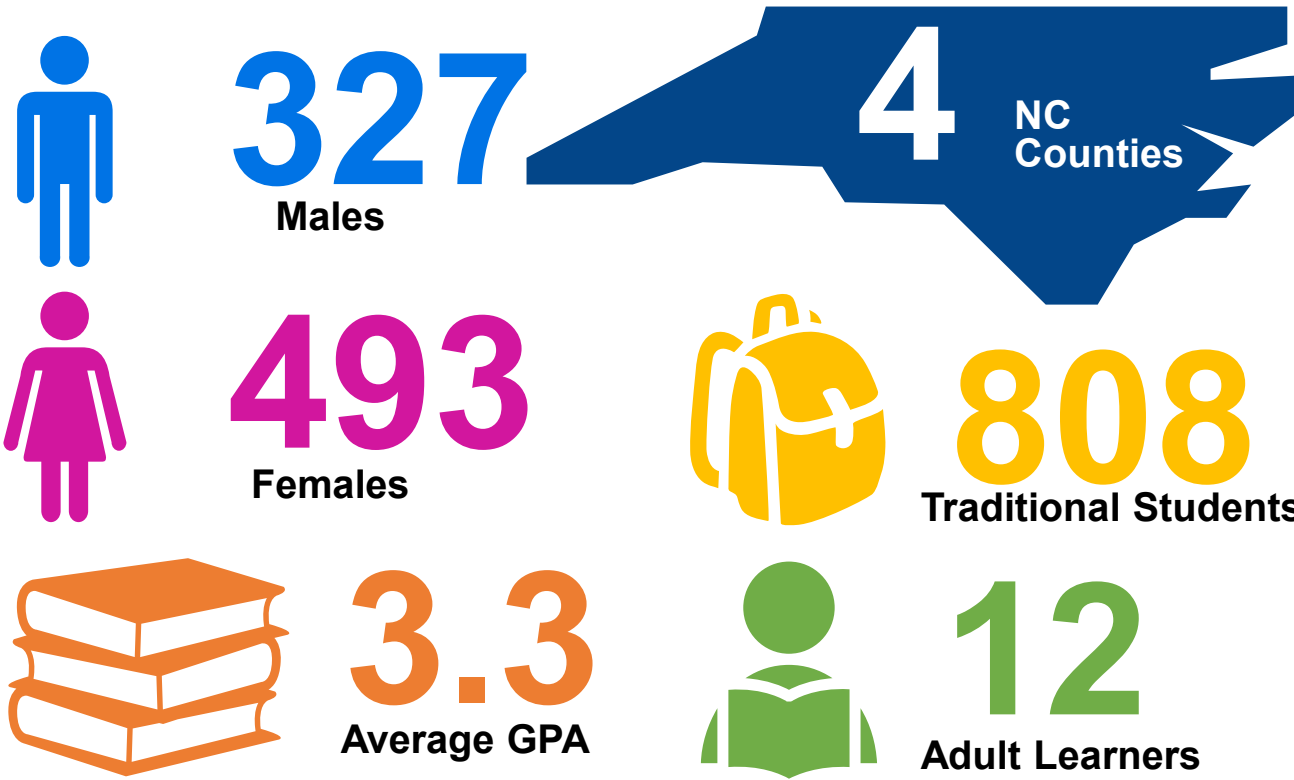
FIRST-TIME FRESHMEN RETENTION DATA

Census Data
Retrieved from
IERP on 9/3/2025

FFR Cohort	Retention Rate
Fall 2019 FFR Cohort	66.0
Fall 2020 FFR Cohort	63.5
Fall 2021 FFR Cohort	69.7
Fall 2022 FFR Cohort	77.7
Fall 2023 FFR Cohort	75.3
Fall 2024 FFR Cohort	78.1



FALL 2025 FIRST-TIME FRESHMEN PROFILE



Top 5 States (of all Students)

South Carolina	148
International	115
Maryland	96
Georgia	79
Dist. of Columbia	55

Total North Carolina students: 6739

Top 5 FTF Pre-Majors

Pre-Health	144
Pre-Business Admin	112
Pre-Biology	70
Pre-Computer Sci	63
Pre-Psychology	57

Census Data
Retrieved from
IERP on 9/3/2025

FALL 2025 ENROLLMENT KUDOS

1

Largest Total Enrollment Ever!

7,623

2

Largest Freshmen Class Since 2007

820

3

Highest Incoming Freshmen Average GPA
Since Fall 2018

3.32

4

Highest Retention Since 2014

2022: 77.7%

2023: 75.3%

2024: 78.1%

5

Largest Military Affiliated Ever!

2,526

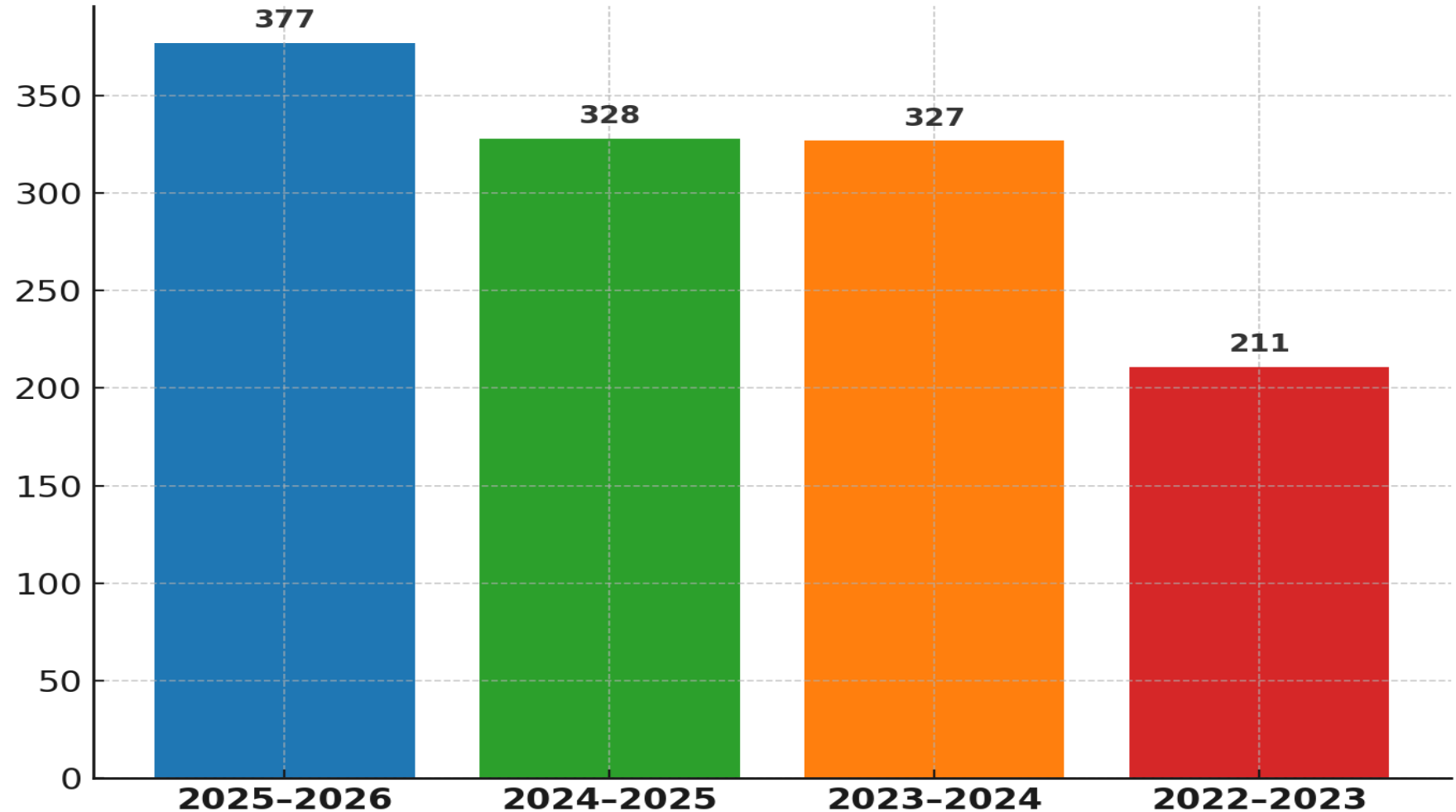
Census Data
Retrieved from
IERP on 9/3/2025



STUDENT DISABILITY SERVICES ENROLLMENT GROWTH

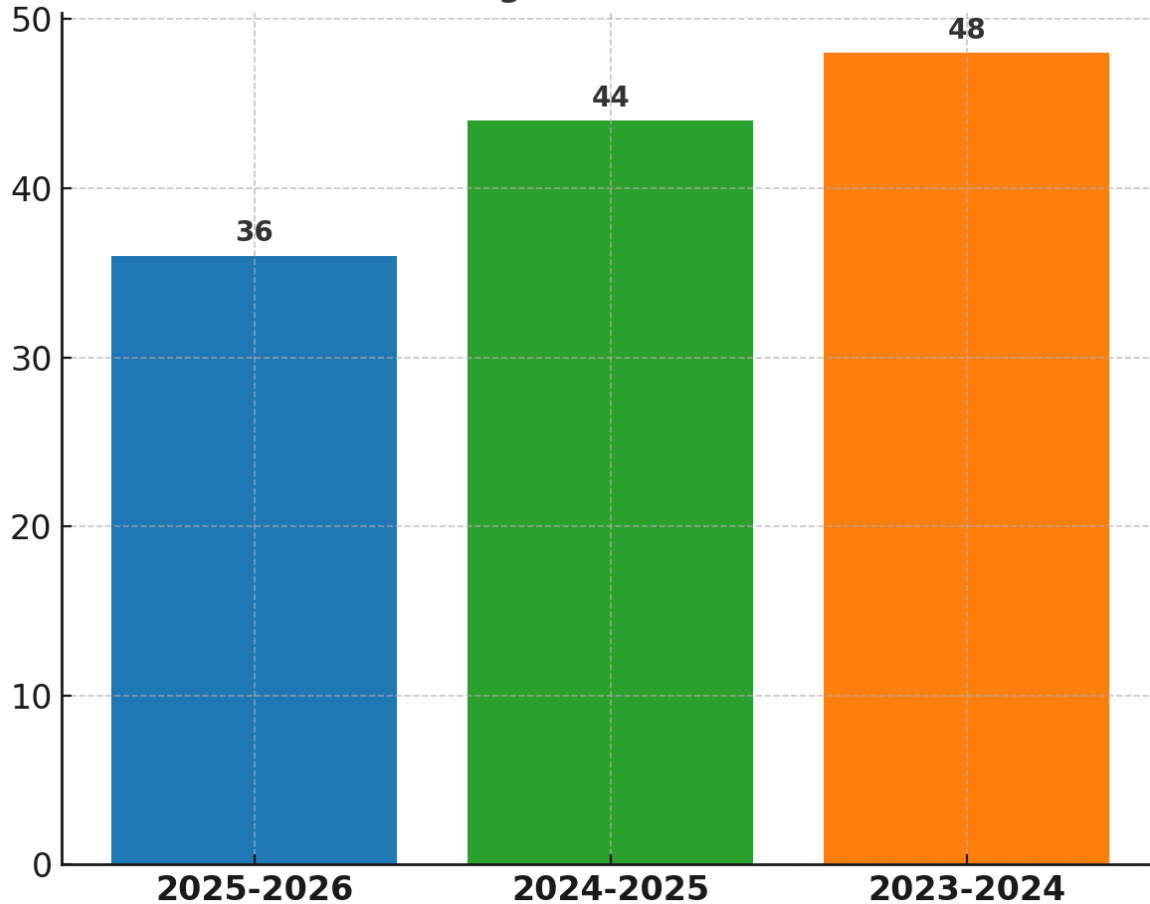


Enrollment
Growth
Nearly
Doubled
in 4 Years
(+79%)

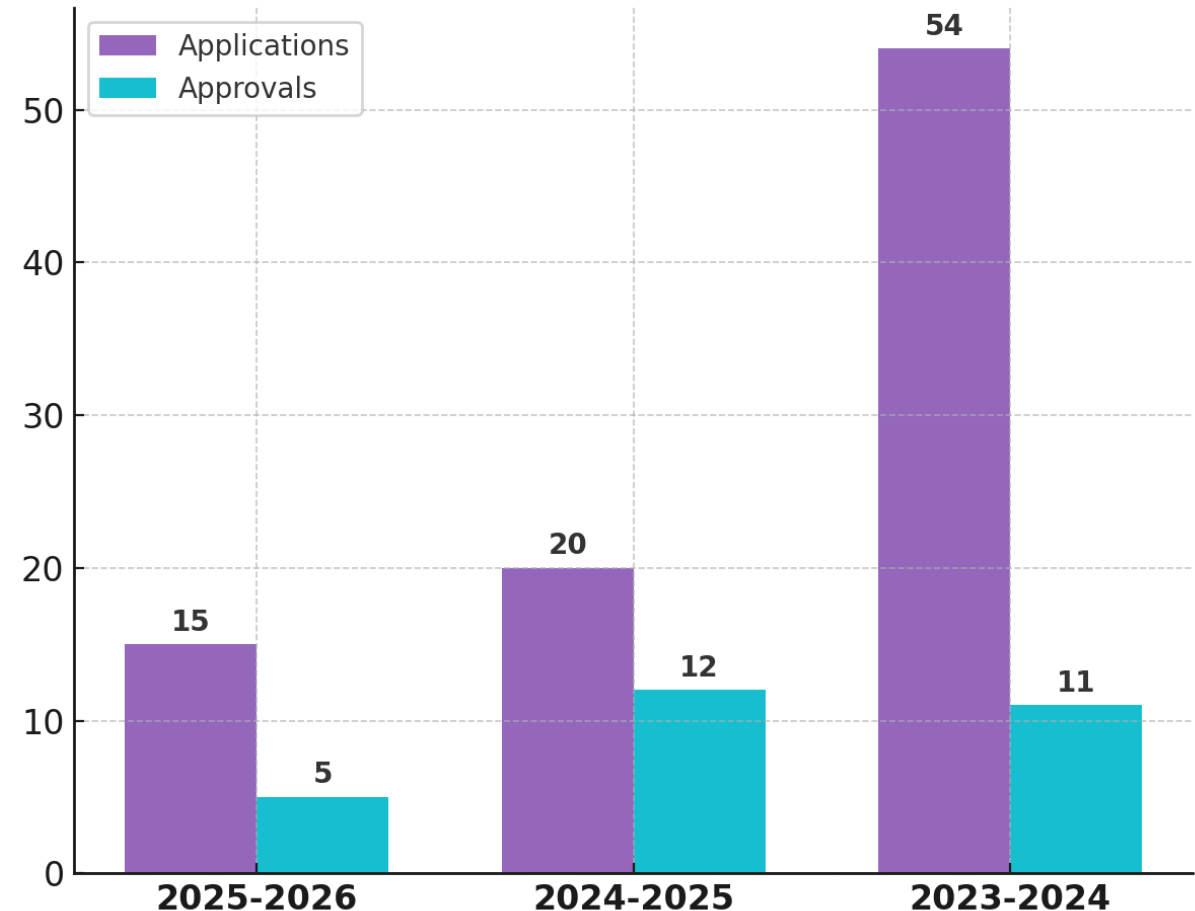


HOUSING & EMOTIONAL SUPPORT ANIMAL ACCOMMODATION TRENDS

Housing Accommodations



ESA Applications vs Approvals





STUDENT DISABILITY SERVICES STAFFING & BUDGET

Academic Year	Dedicated Staff Salary & Benefits	Budget	Total
2025-2026	\$80,155.00	\$80,000.00	\$160,155.00
2024-2025	\$78,580.00	\$77,552.00	\$156,132.00
2023-2024	\$76,455.00	\$20,690.00	\$ 97,145.00
2022-2024	\$0.00	\$42,680.00	\$ 42,680.00
2021-2022	\$0.00	\$50,783.00	\$ 50,783.00
2020-2021	\$0.00	\$40,452.00	\$ 40,452.00

STUDENT ACCESSIBILITY SERVICES EXTERNAL REVIEW

AHEAD

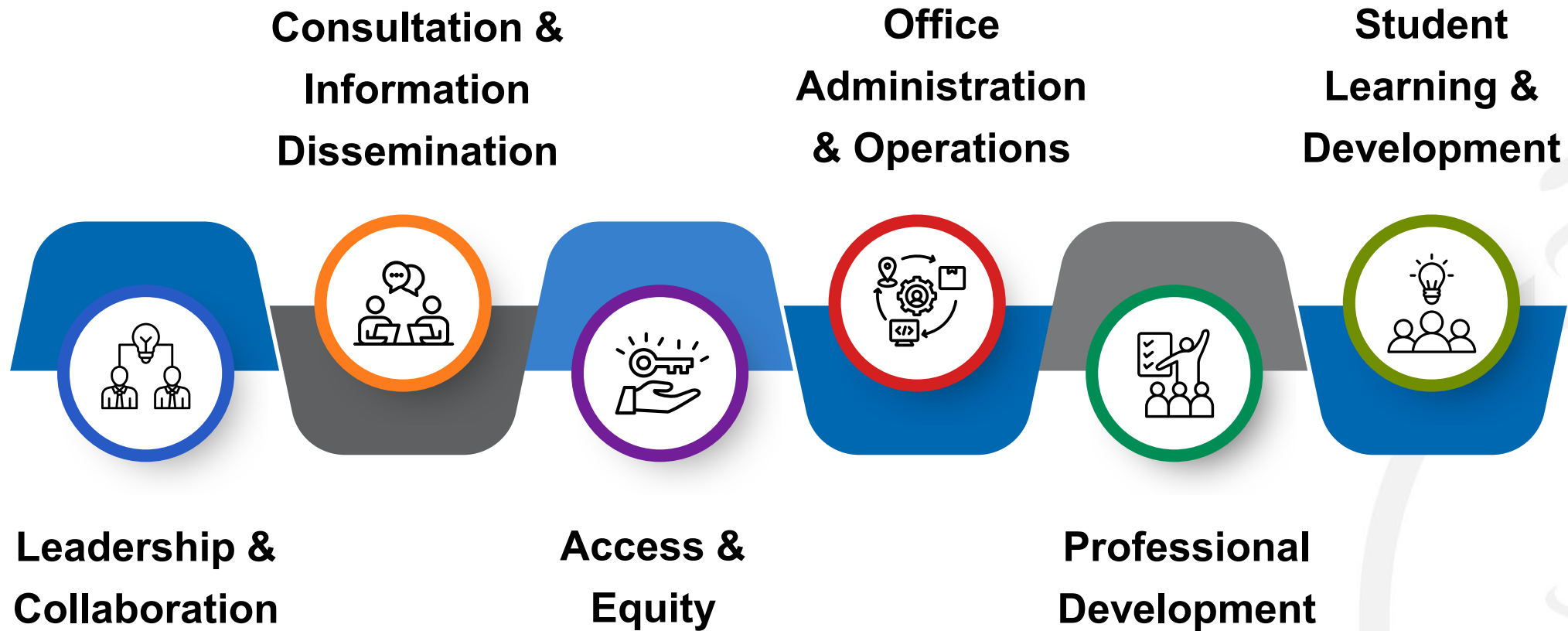
Association on
Higher Education
And Disability®

The national leader advancing equity and full participation of students in higher education, providing standards, training and compliance guidance.

Reviewer: Dr. Charnessa Warren, Ed.D.
AHEAD Board of Directors



KEY AREAS OF REVIEW



STRENGTHS

Strong student-centered culture in Student Disabilities Services

01



Student Disabilities Services is viewed by students as essential to their success

02



Faculty training kickoff sessions and Office of Faculty Development

03



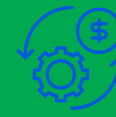
New facilities designed with accessibility in mind

04



Dining enhancements to address food allergies

05



Emergency planning and proactive facilities as assessment underway

06



AREAS FOR IMPROVEMENT

01



**Inconsistent policy
language and unclear
accommodation
procedures**

02



**Limited training and
awareness for faculty
and staff**

03



**Digital accessibility
gaps (websites, online
platforms,
instructional materials)**

04



**Facilities not fully
aligned with ADA
standards**



KEY RECOMMENDATIONS

Vision & Leadership



- Define clear SDS vision/mission.
- Create Accessibility Advisory Board.
- Embed accessibility across all units.

Staffing & Operations



- Add 3-4 full-time SDS staff
- Separate SDS from non-ADA tasks.
- Develop ongoing accessibility budget.

Policies & Compliance



- Update documentation & ESA policies.
- Track grievances/complaints
- Prepare Title II compliance roadmap.

Training & Development



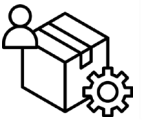
- Require faculty ADA/504 training.
- Train Res Life, Dining, IT, Athletics.
- Promote Universal Design for Learning (UDL).

Facilities & Housing



- Fix inaccessible dorms/buildings, lighting, paths
- Expand alarms & emergency access
- Provide maps & construction notices

Student Engagement & Equity



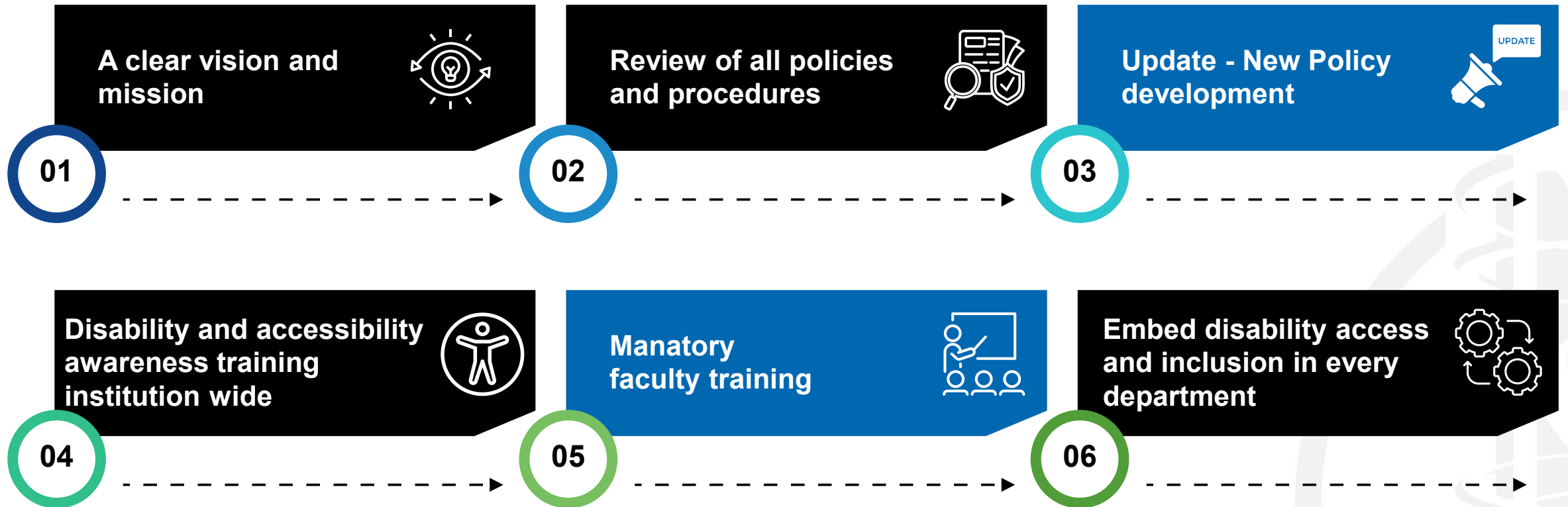
- Grow disability clubs & peer advocacy
- Create online student community space
- Expand assistive tech & alternative formats
- Offer priority registration & inclusive policies

OFFICE OF RISK AND COMPLIANCE

- ▶ Enterprise Risk Management has developed a Risk Management Plan in response to the AHEAD assessment.
- ▶ Each department will be assigned opportunities for improvement.
- ▶ Department will submit quarterly progress report.



KEY FINDINGS



RISK PLAN: OBJECTIVE

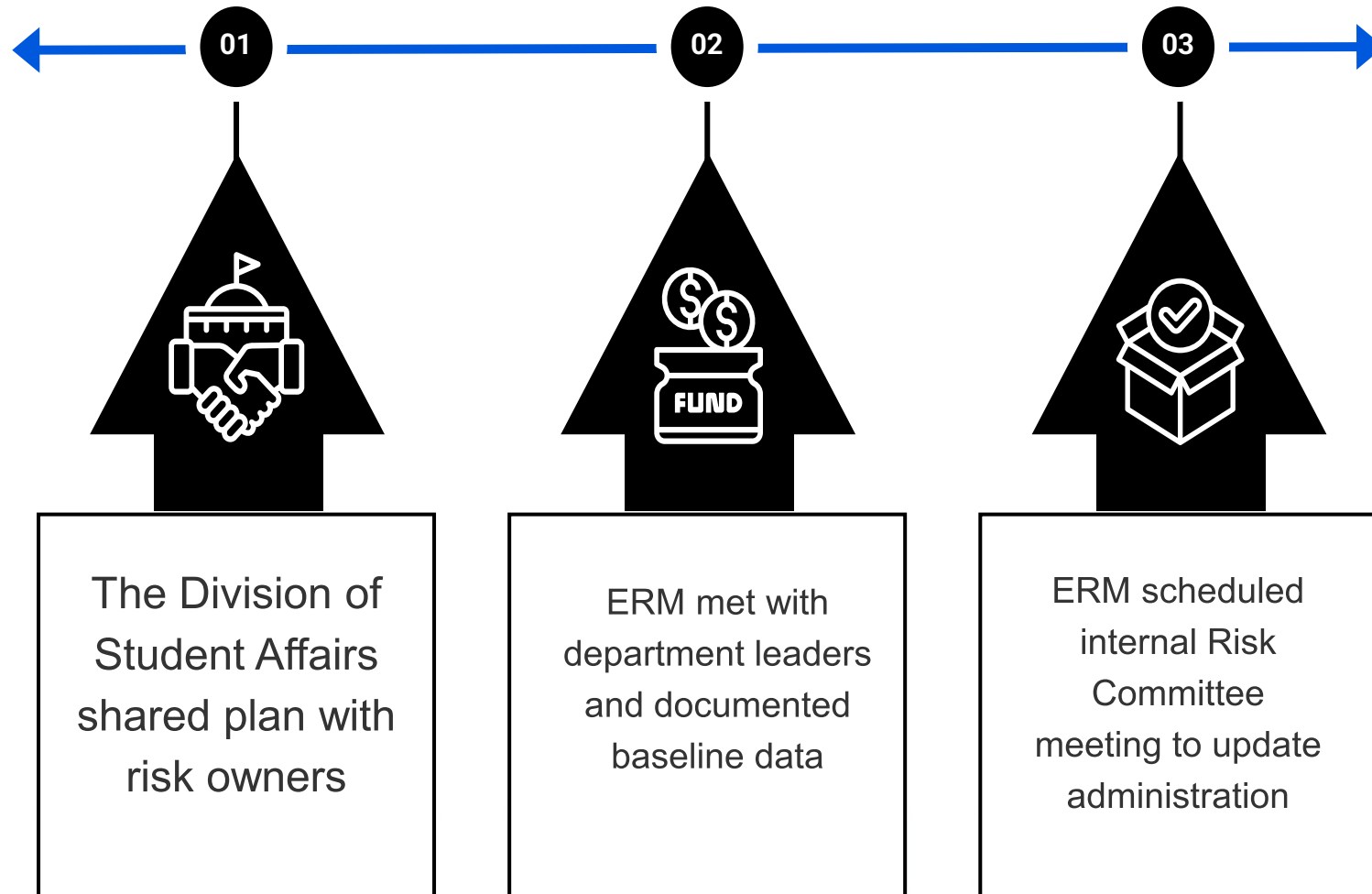


To respond to compliance risks associated with ADA compliance as identified by the AHEAD External Program Review and improve disability accessibility.



Each department will use this spreadsheet to submit a bi-monthly report about prioritizing opportunities for improvement and implementing corrective actions

SEPTEMBER PROGRESS REPORT



DEPARTMENT ASSIGNMENTS

Individual departments received assigned tasks and will submit bi-monthly reports.

Completed Tasks:



Student pregnancy
modification
process moved to
Title IX



Website and
Online Learning
ADA compliance
plan created



HIPAA compliant
storage of Athletic
Department
medical
documentation

QUESTIONS