



FAYETTEVILLE  
STATE UNIVERSITY™

# LEADERSHIP STATEMENT



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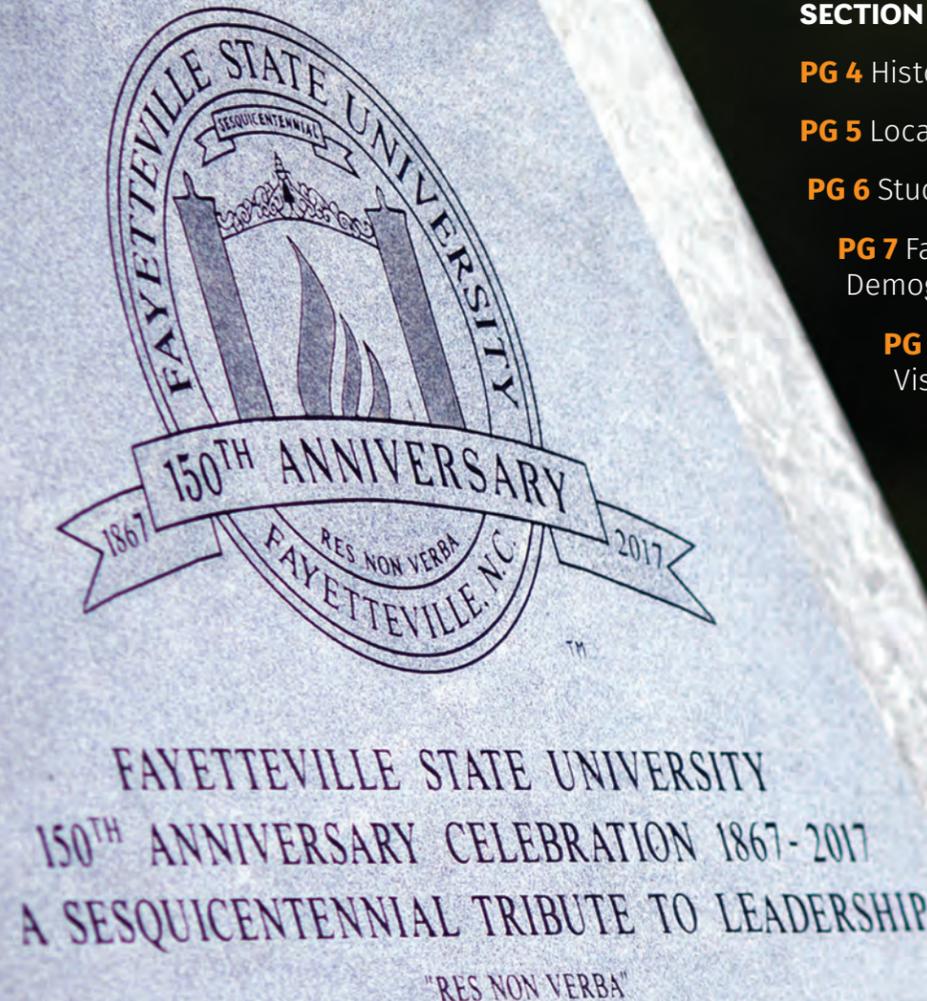
*Dear Fellow Broncos,*

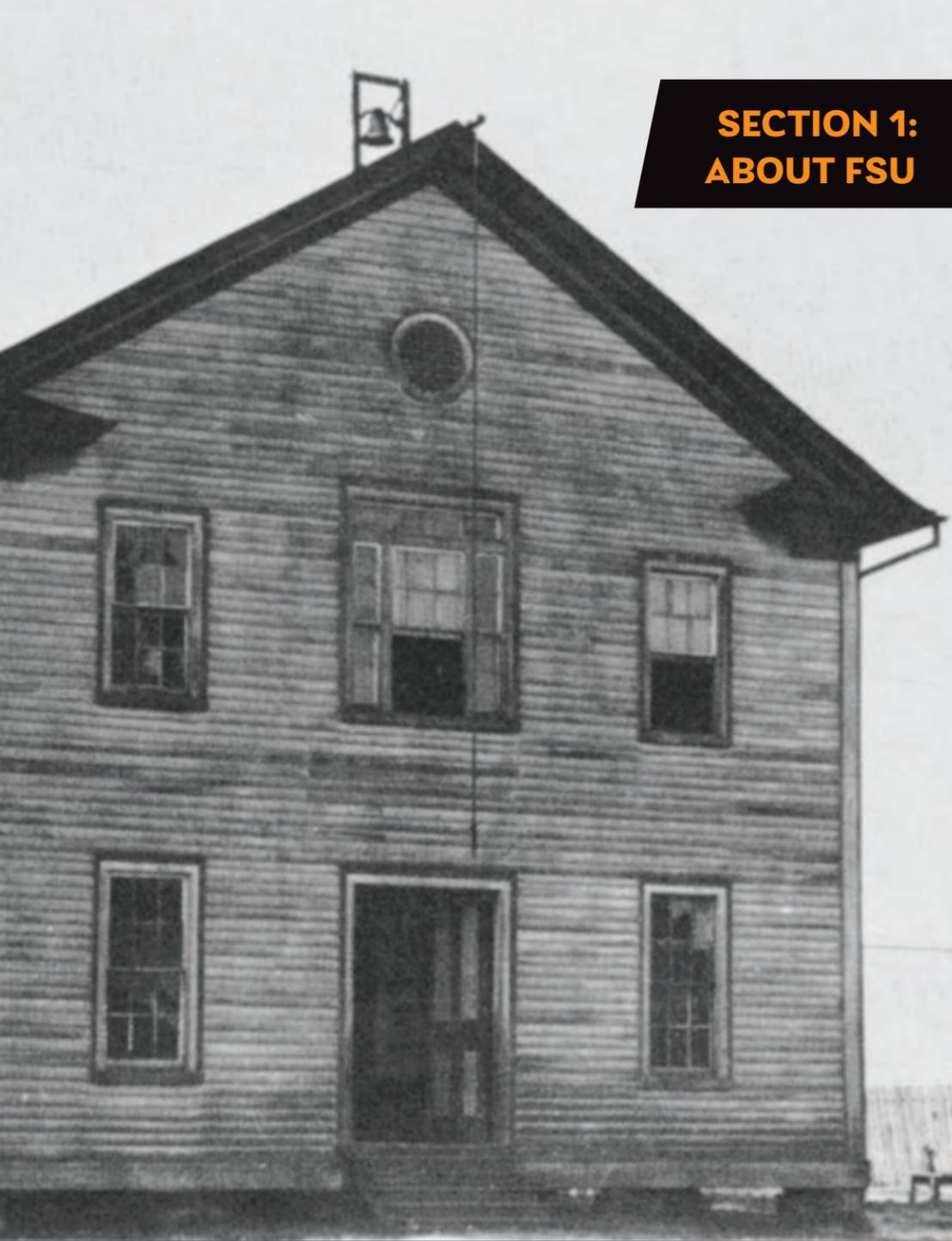
*We have begun the journey of selecting a new Chancellor to lead Fayetteville State University into the future. I want to take this opportunity to thank everyone who has made it a priority to engage in this process – students, faculty, staff, alumni and supporters – for your time, energy and resources during this exciting time. Fayetteville State University has a proud tradition as the state's second oldest public university and a tremendous "American Dream" story of our founding. We now stand ready to select the next Chancellor to lead this outstanding institution.*

*The challenges faced over the first few months of 2020 across our nation have highlighted how important it is to find a leader with both the vision and skills to navigate a path that is not as clearly lit as it may have been just a few short months ago. In our new strategic plan, several core characteristics are highlighted in our search for a new Chancellor. First, our Chancellor must be focused on student retention and growth while preparing them for 21st century careers. FSU will continue to broaden academic offerings and partnerships with innovative industry leaders. We will continue to support and develop our faculty and staff to allow them to grow professionally. FSU will continue to stress the importance of not only being globally important, but locally inclusive. We know the symbiotic relationship between FSU and our surrounding communities will benefit FSU with the support we need, and provide those businesses and communities with work-ready graduates who are prepared to lead and contribute immediately.*

*Fayetteville State University has an unchallenged place in history and we endeavor to stamp our place in the future via our motto, Res Non Verba, Deeds Not Words. As we turn the page to our next chapter in the university's history, we are anticipating great things from our new Chancellor, to honor our history and build our future.*

*Sincerely,  
Stuart Augustine  
Chair, FSU Board of Trustees*





**SECTION 1:  
ABOUT FSU**

# HISTORY

In 1867, seven black men — Matthew N. Leary, Jr., A. J. Chesnutt, Robert Simmons, George Grainger, Jr., Thomas Lomax, Nelson Carter, and David A. Bryant — paid \$136 for two lots on Gillespie Street and converted themselves into a self-perpetuating Board of Trustees to maintain this property permanently as a site for the education of black children in Fayetteville. General Oliver O. Howard, of the Freedman’s Bureau, erected a building on this site, and the institution became known as the Howard School. By a legislative act of 1877, the North Carolina General Assembly provided for the establishment of a Normal School for the education of black teachers. The Howard School was chosen as the most promising because of its successful record and its name was changed to the State Colored Normal School. By a legislative act in 1972, Fayetteville State University (FSU) became a constituent institution of the University of North Carolina System. To read more about FSU’s proud history, visit [www.unccfsu.edu/about-us/our-history](http://www.unccfsu.edu/about-us/our-history).

# LOCATION

The City of Fayetteville is a thriving community located in the Sandhills region of southeastern North Carolina and is the seat of Cumberland County. Raleigh, the state’s capital, is approximately 65 miles north of Fayetteville. State highways also link the city to the beaches along the southeast coast of the state and to the mountains in the west.

The downtown area has been revitalized, complete with retail shops and dining establishments, and that area is still seeing a large amount of growth, in part due to a new baseball stadium in our downtown area that is home to the Fayetteville Woodpeckers, a Houston Astros affiliate and Class-A Advance baseball team. We have a plethora of historic sites, museums, local breweries, local sporting events, and shopping areas across the city as well.

Fayetteville encompasses portions of Fort Bragg and is adjacent to Pope Army Airfield. The bases add significantly to the Fayetteville area economy and to the culture of the community. The military base is home to the Army’s XVIII Airborne Corps and the 82nd Airborne Division, as well as the U.S. Army Special Operations Command and the 3rd Special Forces Group.

Fayetteville has been recognized three times as an “All-America City” by the National Civic League and is known as a community of “History, Heroes and a Hometown Feeling”.



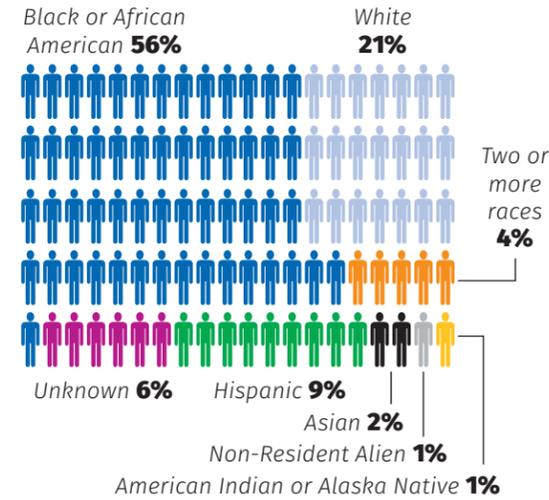
# STUDENT DEMOGRAPHICS

# FACULTY DEMOGRAPHICS

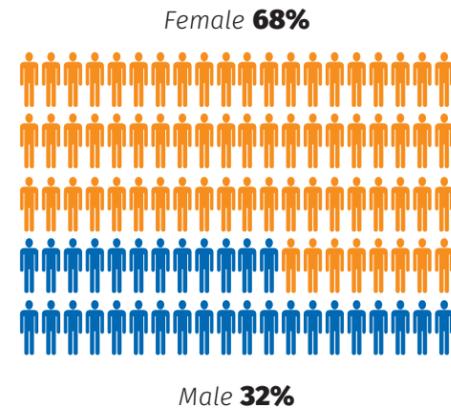
Total number of students: **6,726**

Total number of faculty: **342**

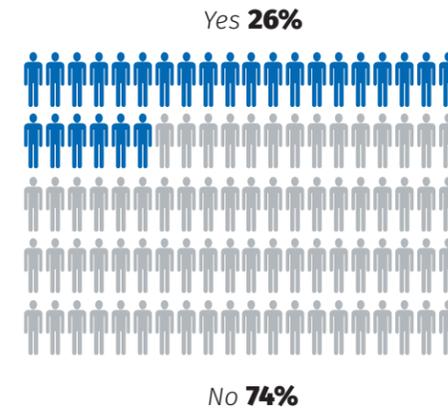
## Enrollment by Race\*



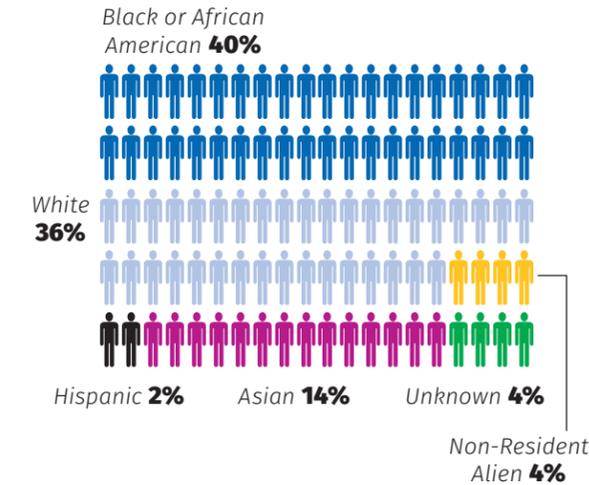
## Enrollment by Gender\*



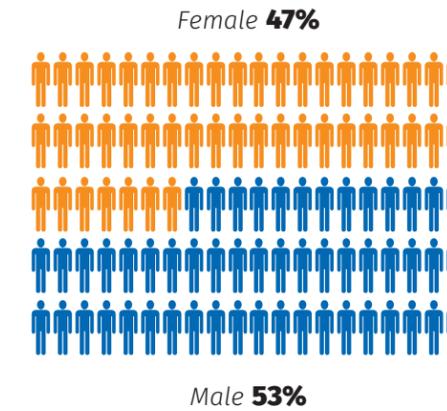
## Military-Affiliated Student Enrollment\*



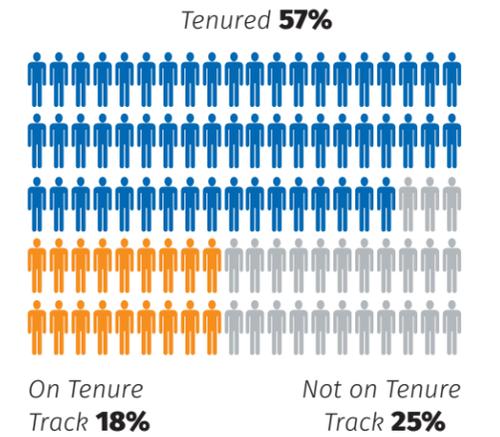
## Faculty by Race\*



## Full-Time Faculty by Gender\*



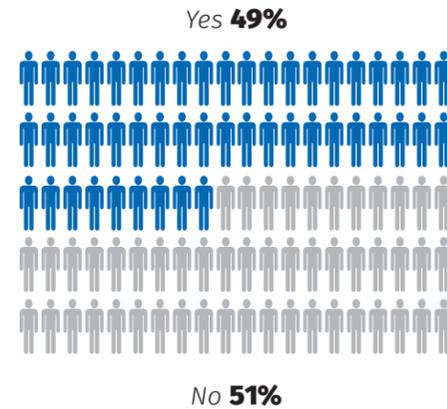
## Faculty by Tenure Track\*



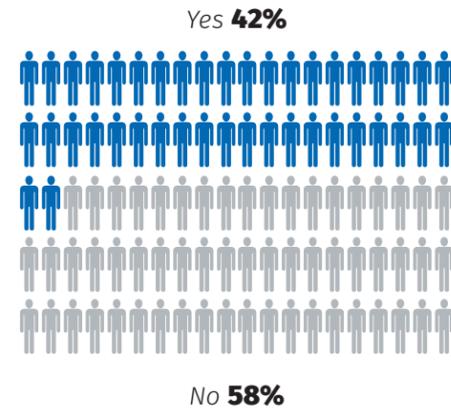
\*Fall 2019

\*Fall 2019

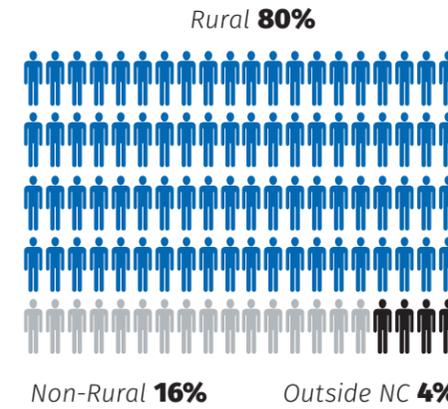
## Adult Learner Student Enrollment (24+)\*



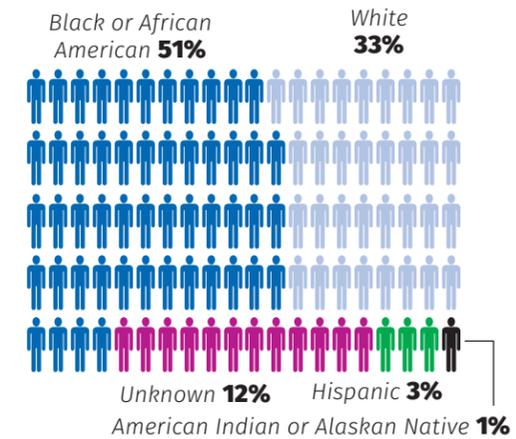
## Pell-Eligible Student Enrollment\*



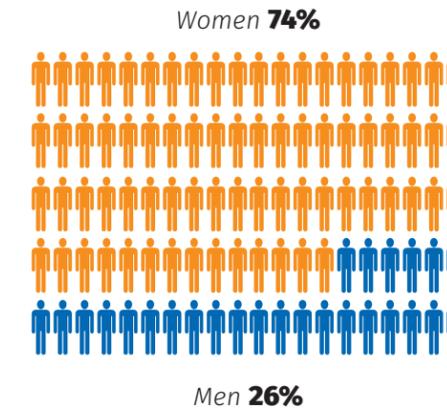
## Rural Student Enrollment\*



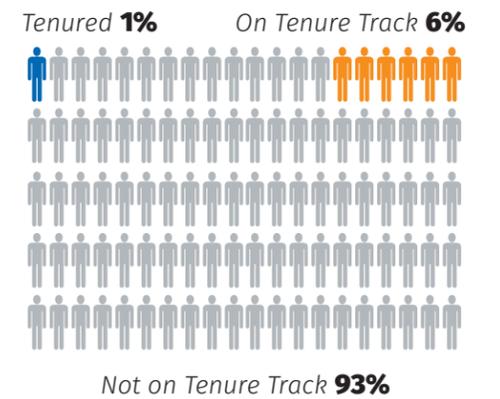
## Part-Time Faculty by Race\*



## Part-Time Faculty by Gender\*



## Part-Time Faculty by Tenure Track\*



# OUR MISSION AND VISION STATEMENTS

*Fayetteville State University (FSU), a public comprehensive, Historically Black University, offers robust and innovative degree programs rooted in the liberal arts tradition. 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 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.*

Approved by Board of Trustees (June 2020),  
Pending approved by Board of Governors

## We Accomplish Our Mission Through:

- » A rigorous academic environment
- » A student-centered education
- » Specialized offerings and services to meet the needs of traditional, online, non-traditional, and military-affiliated students
- » Dedicated staff and scholarly faculty
- » Faculty and student engagement and partnerships with industry, employers, alumni and the community



## Our Vision Statement

*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.*

# OUR MOTTO AND CORE VALUES

## Our Motto

# RES NON VERBA

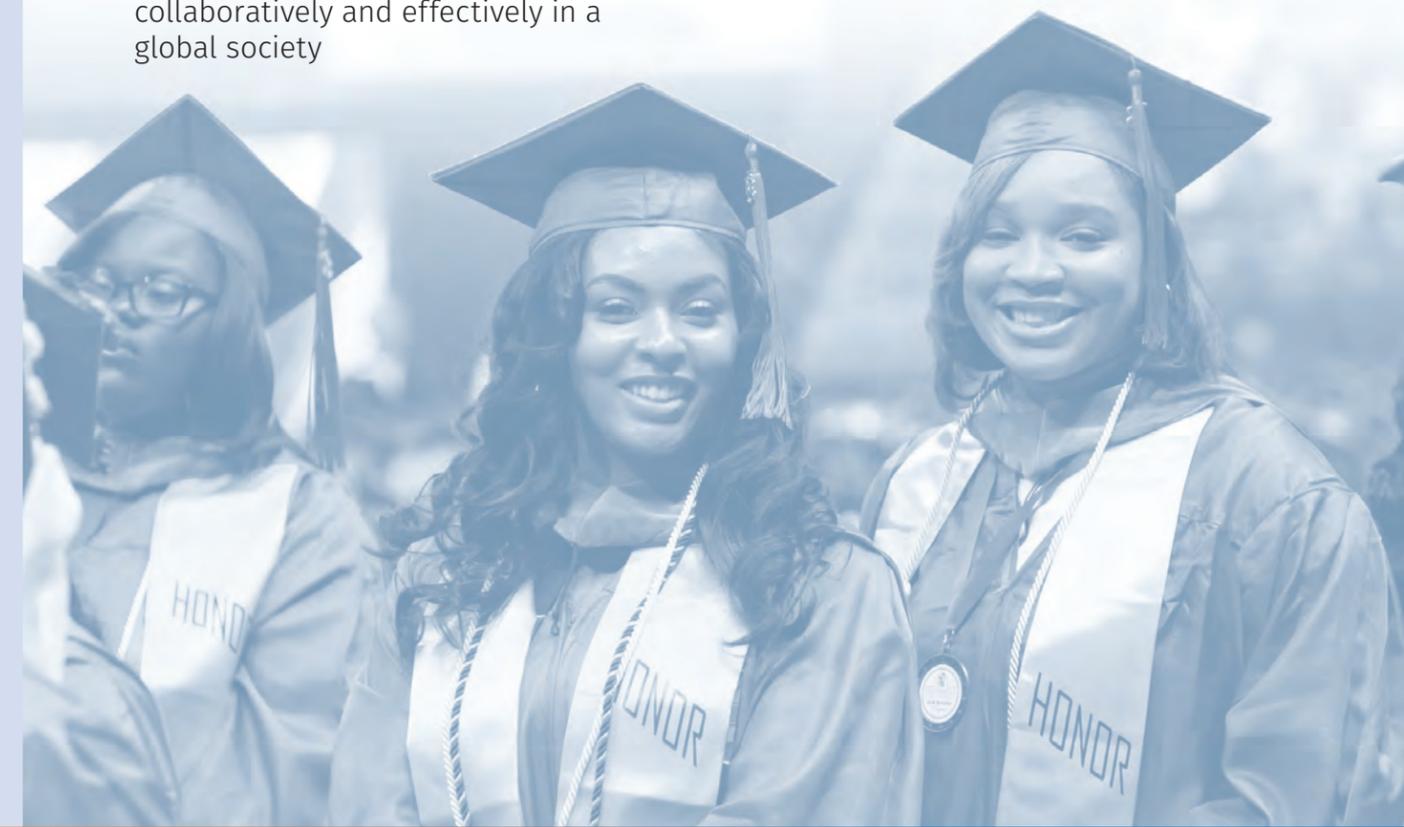
*(Deeds Not Words)*

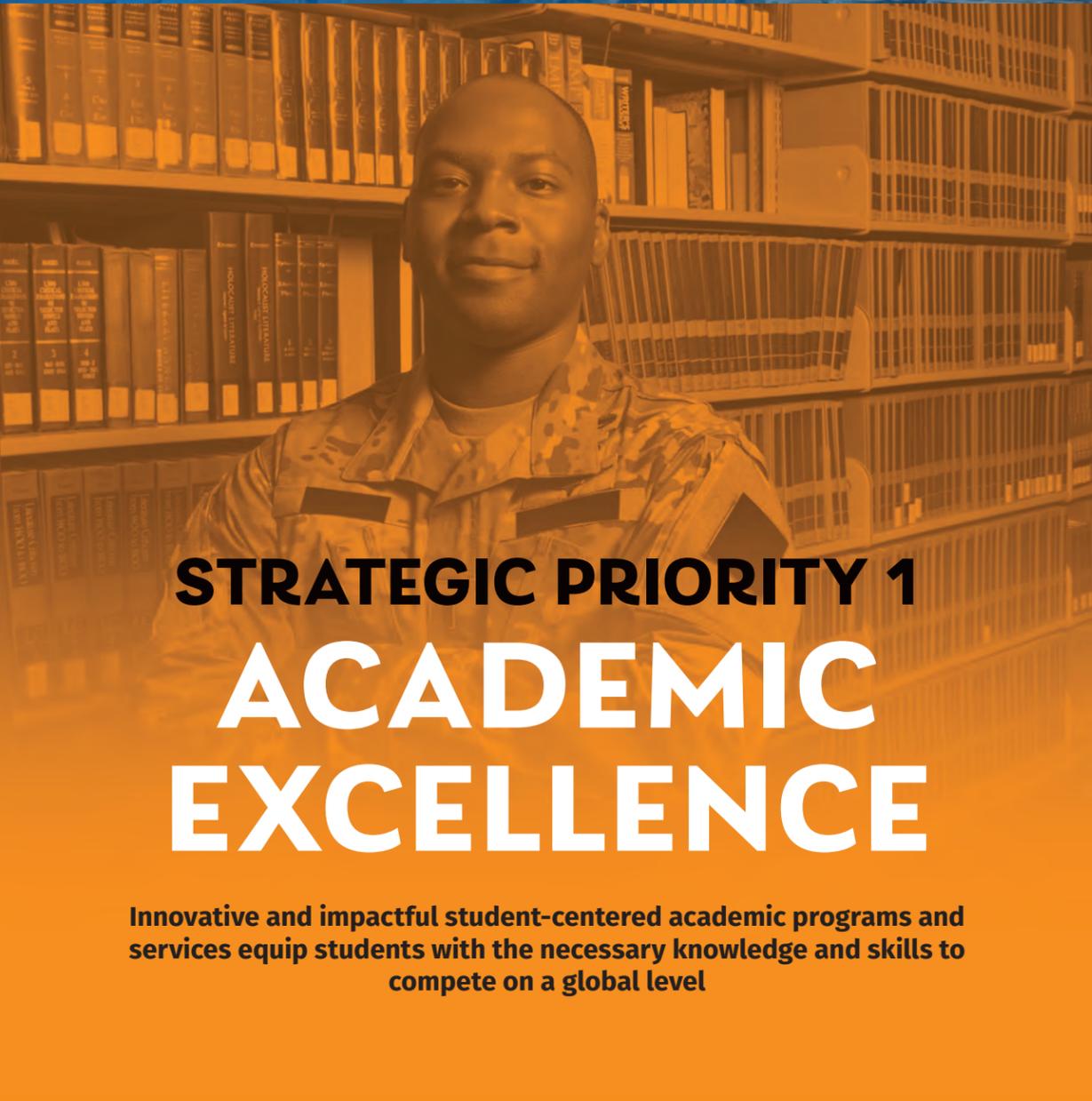
The university motto affirms FSU's commitment to:

- » Offering programs and services that produce tangible results and measurable outcomes
- » Developing graduates who have a positive impact on their professions and communities
- » Defining excellence in terms of outcomes and results rather than words or reputation alone

- » **Integrity:** Commitment to transparency
- » **Flexible and Adaptable:** Producing career and life-ready global citizens
- » **Shared Governance:** Engaging all members of the university community in decision-making
- » **Diversity, Equity, and Inclusion:** Working collaboratively and effectively in a global society

- » **Collaboration and Partnerships:** Strengthening relationships among alumni, community, and other stakeholders
- » **Innovative:** Creatively pursuing excellence in organizational endeavors
- » **Culturally Connected:** Preserving the University's HBCU legacy and pride





**STRATEGIC PRIORITY 1**  
**ACADEMIC EXCELLENCE**

**Innovative and impactful student-centered academic programs and services equip students with the necessary knowledge and skills to compete on a global level**

### **Strategic Goals**

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- » Develop and implement ambitious strategies to attract and grow targeted populations of students
- » Increase retention rates
- » Increase graduation rates
- » Foster cutting-edge technological innovation to support and advance teaching and learning
- » Strengthen capacity to offer undergraduate, graduate and professional educational opportunities that meet the needs of the region
- » Enhance research and other experiential opportunities that heighten academic performance and satisfaction
- » Enhance the educational experiences of non-traditional and distance learners

### **College of Humanities and Social Sciences**

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- » The Department of Communication, Languages, and Cultures houses a very successful student radio station, Bronco-iRadio, which, in addition to broadcasting music programming worldwide, produces 14 different talk shows for its Internet audience. Also, Bronco Television airs five unique shows on the City of Fayetteville's government cable station.
- » The Geospatial Intelligence (GEOINT) Certificate has the distinction of being the first at an HBCU to be accredited by the United States Geospatial Intelligence Foundation (USGIF). Our program is only one of 18 to be accredited by USGIF in the United States.
- » The M.A. program in Sociology, the only online master's in sociology degree completion program in the UNC System, was ranked #10 in the "Top 10 Online Master's in Sociology Degree Programs for 2020" by Intelligent.com.

### **Broadwell College of Business and Economics**

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- » The Broadwell College of Business and Economics maintains AACSB accreditation. Only 5% of business schools worldwide have achieved this distinction.
- » Since 2009, The Princeton Review has listed The College of Business and Economics as one of the nation's best.
- » The Broadwell College of Business and Economics is acknowledged as a Top 200 Business School by Social Science Research Network.

### **College of Education**

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- » College of Education Master of School Administration or Doctorate of Educational Leadership holders were the Principals of the Year for Cumberland County Schools for seven consecutive years between 2011 and 2018.
- » 75 to 80 percent of MSA graduates are placed in administrative positions upon exiting the program.
- » FSU's College of Education graduates have achieved a Praxis II educator subject assessment pass rate above ninety percent.

### **College of Health, Science, and Technology**

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- » Graduates of the School of Nursing maintains an average passage rate of 96% on the NCLEX examination.
- » The School of Nursing offers the only Master's Degree in Patient Safety and Quality in the state.
- » The Department of Biological and Forensic Sciences offers the ONLY FEPAC accredited Forensic Science Program in NC.

\*\* Students also have the opportunity to pursue military-affiliated educational opportunities through the Air Force and Army ROTC programs.

## STRATEGIC PRIORITY 2

# STUDENT CAMPUS ENGAGEMENT

Through a variety of engaging activities, students will develop a broad range of leadership and professional skills, beyond the classroom, that will prepare them for successful careers and to be visionary leaders.

### Strategic Goals

- » Infuse high-impact practices and professional skills into curricular and co-curricular activities
- » Strengthen career services to help students to be career-ready
- » Promote cultural and global learning opportunities
- » Create experiences that meet the needs and expectations of 21st century learners
- » Enhance services offered to non-traditional and distance learners

### Student Affairs

- » A myriad of university traditions is embedded in the FSU student experience — the Freshman Pinning Ceremony, Welcome Week Spirit Night, Homecoming Countdown and Coronation, and Rodeo Week. These traditions are some of the many things that make us so proud to be Broncos and seek to connect each class to a rich University legacy.
- » The Rudolph Jones Student Center continues to be the hub of campus life. More than 700 scheduled programs, activities, and events are held annually in the Student Center.
- » FSU has more than 70 student clubs and organizations including five fraternities and four sororities.
- » FSU is committed to providing quality and accessible healthcare, education, and fitness activities to promote wellness and development of the whole student through Student Health Services and Intramural and Recreational Sports.
- » The Division of Student Affairs in partnership with the Division of Academic Affairs was awarded \$1.5 million over five years from the United Negro College Fund's Career Pathways Initiative (CPI) to increase the number of graduates that swiftly transition to meaningful employment in their chosen career fields.

### Athletics

- » Fayetteville State University has been a member of the first African American athletic conference, the Central Intercollegiate Athletic Association (CIAA), since 1954.
- » Bronco student-athletes have been nationally recognized for their academic and athletic performance.
- » Student athletes maintained a 3.01 Overall GPA.
- » 11 Students with 4.0 GPA.
- » During the 2019-2020 sports season, FSU won on 4 out of 7 CIAA championships.
- » Four student athletes were named All-American athletes in Track and Field.
- » The women's Cross Country team has won three consecutive titles.



**STRATEGIC PRIORITY 3**  
**EMPLOYEE**  
**VITALITY**

**Drawing upon the HBCU culture of giving back, the university will further develop a vibrant work environment that promotes, supports, and rewards excellence among faculty and staff.**

**Strategic Goals**

- » Recruit and retain a talented workforce
- » Strengthen FSUs' workforce through a broad range of innovative leadership and professional development initiatives
- » Foster a vibrant campus culture among the faculty and staff

» **Family Fun Day:** An event to bring employees and their families together for fellowship and fun.

» **Have A Heart:** An Annual Food Drive event (usually entire month of February) started in 2010 to help Second Harvest Food Bank and later to help nearby elementary schools for special needs kids with the new name of "Backpack Lunch Buddies Program."

» **Employee Appreciation Week:** Held annually to engage staff members with a different theme every day, beginning with Health and Wellness, Ice Cream Social, and Karaoke, and ending with Luncheon and honoring Employee of the Year, other category awards and Mr. and Ms. Staff.

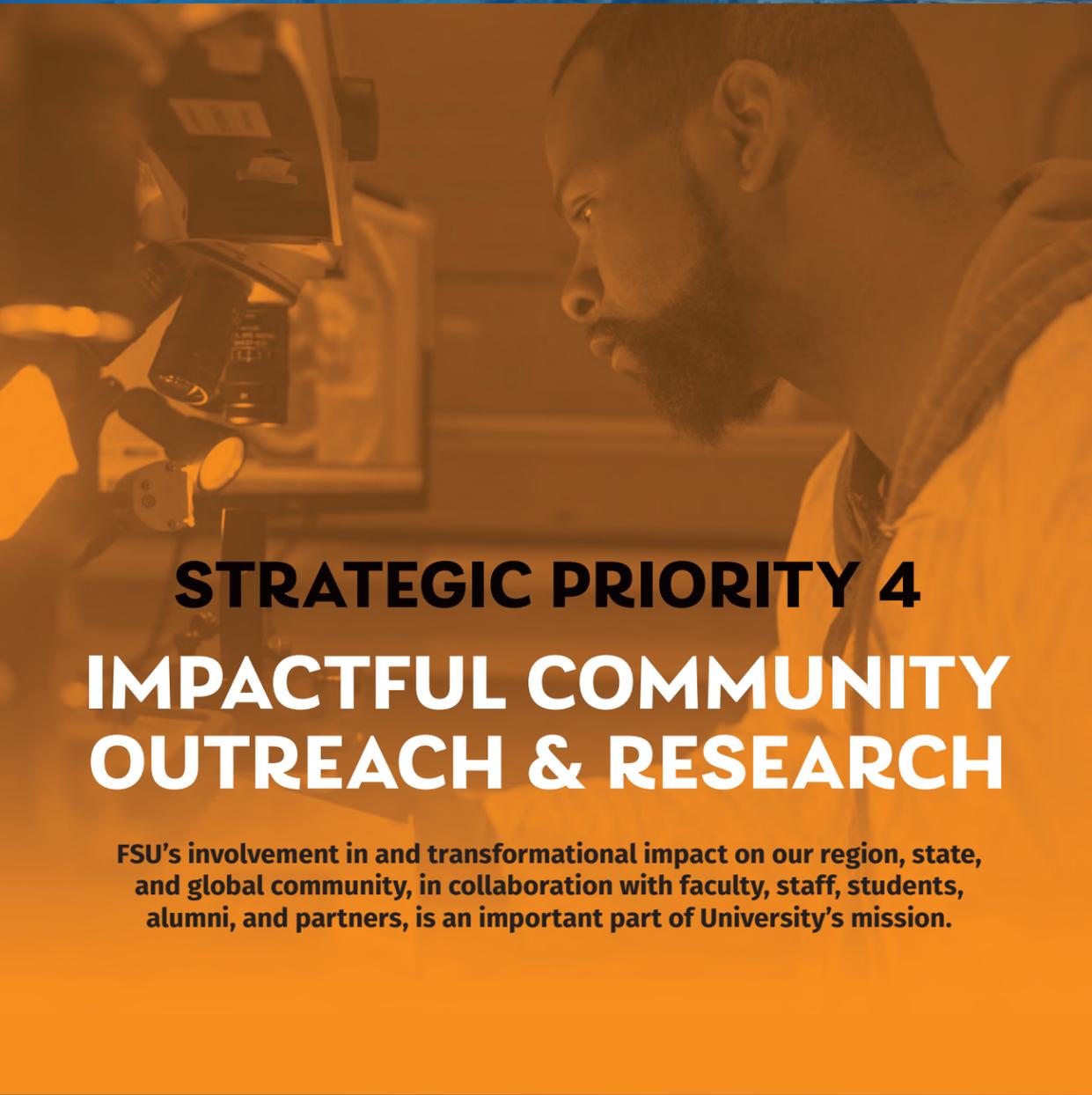
» **Mr. and Ms. Staff:** An event held annually to raise money to support Staff Senate Education Grant established in 2015. The Staff Senate Education Grant supports Staff members to use it for any professional development activities and/or tuition reimbursements.

» **The Bronco Beat:** A quarterly Staff Senate Newsletter published to engage staff members by portraying their accomplishments and other activities to share with the campus communities. Now we are going to publish a new monthly virtual newsletter, Bronco Beat: What's New at FSU to share the timely information to all the staff members.

» **Murder Mystery Dinner Theater:** A fund-raising event held to support staff members through our Staff Senate Education Grant.

» **Employee Bronco Pride Week:** A week of events conducted by Staff Senate in collaboration with our Faculty Senate, during the Pandemic to actively engage and motivate staff and faculty members.





**STRATEGIC PRIORITY 4**

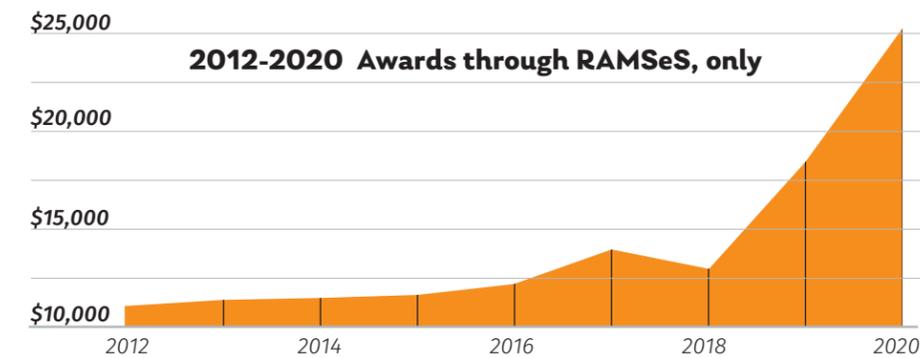
**IMPACTFUL COMMUNITY OUTREACH & RESEARCH**

FSU's involvement in and transformational impact on our region, state, and global community, in collaboration with faculty, staff, students, alumni, and partners, is an important part of University's mission.

**Strategic Goals**

- » Invest in research programs and centers that position FSU as a leader in innovative, integrated and creative social and economic development activities
- » Promote and sustain community engagement initiatives and projects that have a positive impact on rural and underserved communities
- » Create opportunities to conduct research with industry and national and international partners
- » Develop a space to support faculty, staff, alumni, and community engagement

- » During the past eight years, there has been a steady increase in funded research projects. In 2019-2020, FSU received \$25,343,422 in grant funding.
- » FSU is ranked number seven among all 16 UNC-System institutions in grant funding.



- » Dr. S. Bhattacharya's research team is working on research with NASA. The project focuses on increasing research and education in advanced systems at Fayetteville State University.
- » Dr. Daniel Okunbor is leading a research project that is sponsored by NSF. He is conducting research on a secure way to transfer data through the combination of encryption and decryption, known as cipher.
- » Dr. Danielle Graham is studying ways to combat ESKAPE pathogens through the discovery of novel antimicrobial and antibiofilm molecules. This research project is sponsored by an award from NSF.

Fayetteville State University's more than 28,000 alumni live all over the United States and Internationally. Over 17,000 reside in North Carolina. The Office of Alumni Affairs at Fayetteville State University serves to promote, engage and enhance positive connections between FSU and its Alumni. Our mission is to develop and implement programs, offer improved communications and generate financial support for FSU.





**STRATEGIC PRIORITY 5**  
**UNIVERSITY SUSTAINABILITY**

Fostering a culture of sustainability is essential to the success of this university. This is accomplished by maximizing funding and aligning fundraising initiatives with university priorities.

**Strategic Goals**

- » Maximize the use of state and federal funds and diversify financial resources
- » Align fundraising efforts with strategic initiatives
- » Align technological investments with strategic priorities in collaboration with academic affairs
- » Build and upgrade physical infrastructure
- » Implementing “Broncos Give Back” a fund development initiative to assist students
- » Securing a major gift to provide 700 free laptops for the entire Freshmen Class of 2024
- » Receiving a \$500K donation from retired Physician, Dr. Clarence Lloyd in support of Fayetteville State University’s College of Health Sciences and Technology
- » Doubling alumni donor participation from 3% to 6%
- » Securing two new donor namings
- » Increasing Planned and Major Gift Support
- » Implementing an affinity fundraising strategy

University Advancement conducts the university’s fundraising, outreach with donors and management of the funds for the Foundation. The purpose of University Advancement’s work is to bolster greater partnerships that will aid in meeting the priorities of the University and its mission.



## FSU's Board of Trustees



**Stuart Augustine**,  
Chair



**Dr. Richard Adams**,  
Vice Chair



**Brenda Timberlake**,  
Secretary



**Glenn Adams**



**Valencia  
Applewhite**



**Jonathan  
Charleston**



**J. Doug  
English**



**Sydney  
Harris**



**Dr. Warren  
McDonald**



**John  
McFadyen**



**Sherida  
McMullan**



**Dr. Brandon  
Phillips**



**William  
Warner**

## Governance

Fayetteville State University is one of 17 constituent institutions comprising the University of North Carolina System. The System is overseen by a 24-member UNC Board of Governors, elected by the North Carolina General Assembly to four-year terms. The Board has responsibility for the policy-making, planning, management and overall governance of the UNC System, and elects the System's President to serve as the chief administrative and executive officer. The Board also selects each institution's Chancellor, upon the nomination of the president. The Chancellor reports to the UNC System President.

Each institution within the System also has its own Board of Trustees, which is delegated extensive authority and power over operations and academics on campus. FSU has a 13-member Board of Trustees. Eight members are elected to four-year terms by the UNC Board of Governors, four members are appointed by the North Carolina General Assembly and the president of the student body serves a one-year term.

## Administration

**Dr. Peggy Valentine**, Interim Chancellor

**Wendell Phillips**, Interim Vice Chancellor and Chief of Staff

**Dr. Lee Brown**, Interim Provost and Vice Chancellor for Academic Affairs

**Carlton Spellman**, Vice Chancellor for Business and Finance

**Dr. Janice Haynie**, Vice Chancellor for Student Affairs

**Arasu "Nick" Ganesean**, Vice Chancellor for Information Technology and Telecommunication Services

**Harriet Frink Davis, Ph. D.**, Interim Vice Chancellor for University Advancement

**Wanda Jenkins**, General Counsel

**Jeffery Womble**, Associate Vice Chancellor for Communications

**Anthony Bennett**, Director of Athletics

**Wesley Fountain**, Director of Government and Community Relations



## THE ROLE OF THE CHANCELLOR: ADVANCING THE INSTITUTIONAL MISSION

The Chancellor will work effectively with the FSU Board of Trustees, the President of the University of North Carolina, the UNC Board of Governors, members of the State of North Carolina General Assembly, the Governor and Executive Branch leaders, and other government, agency, and industry representatives. The Chancellor will build consensus by keeping these entities informed on important issues, foster communication, value ideas and analyses and reactions, keep communication open and direct, and encourage dialogue and debate. The Chancellor should have demonstrated knowledge of board governance and relations in a complex institutional setting. The next Chancellor must commit to working together with local, regional, state, and national leaders to identify and launch economic, environmental, and cultural projects that would be beneficial to all.

# DESIRED QUALIFICATIONS AND QUALITIES

Fayetteville State University seeks a motivational and visionary leader with a record of effective leadership and a commitment to higher education, who embodies FSU's motto, *Res Non Verba: Deeds Not Words*. The successful candidate will be visible and approachable; student-centered; committed to the professional development and growth of staff and faculty; advance a sustainable funding and development strategy; elevate the reputation of the university; and foster shared governance. Dedication to preserving and advancing FSU's HBCU legacy, mission, and culture is essential. An earned terminal degree and/or equivalent executive leadership experience in complex organizations are preferred.



# OPPORTUNITIES FOR SUCCESS

## Commitment to University Advocacy

The next chancellor of FSU must utilize ethical and evidence-based decision-making strategies to advocate for resources from the university system and the NC General Assembly that address the unique needs of FSU. There must be a commitment to building and sustaining relationships with students, faculty, staff, alumni, Board of Trustees, the Board of Governors, and the North Carolina General Assembly and the Governor and Executive Branch leaders. This will require a leader who can effectively advocate the priorities of the university.

## Enrollment and Retention Strategy

There is an opportunity to strengthen FSU's student enrollment and retention rates. The next chancellor will be skilled at creating a synergy between multiple units and departments to create a comprehensive plan that will improve enrollment, retention, and graduation rates. The new Chancellor is expected to increase partnerships through articulation agreements with high schools, community colleges, and online programs with creative approaches that allow students to achieve their educational goals as students become more diverse and mobile. Strengthening student engagement and expanding opportunities, while enhancing the HBCU experience, can have a transformative effect on the educational outcomes for our students through a student-centered approach.

## Elevate Reputation and Branding

Raising the awareness of the innovative and transformative educational experiences that occur at FSU will be critical in elevating and strengthening the university's reputation among local, state, national, and international stakeholders. It will require a visionary leader who understands trends in higher education and who will effectively communicate a compelling story of the university's value and strengths.

## Strengthen Partnerships and Implement an Effective Funding Strategy

The next chancellor will actively engage and create meaningful partnerships with private businesses, corporations, local governments, and community organizations to drive economic growth for the university and generate regional transformation. Prioritizing alumni and community engagement will encourage a vibrant university community that is mutually beneficial and empowering. The new chancellor will also develop and implement an aggressive fundraising strategy that is effective and sustainable. This strategy will increase the university's endowment, grant funding, internships, student scholarships, technological investments, and funds to enhance FSU's facilities and infrastructure.



# PROCEDURES FOR CANDIDACY

For priority consideration, please submit a letter of interest and curriculum vitae via electronic mail to [Chancellorsearch@northcarolina.edu](mailto:Chancellorsearch@northcarolina.edu) by October 5, 2020. Confidential nominations and inquiries may also be sent to the Chancellor search email account above, managed by our UNC System search consultants: Lynn Duffy, Senior Associate Vice President for Leadership Development and Talent Acquisition, and Scott Murray, Assistant Vice President for Executive Search and Leadership Programs.

The position will remain open until filled, and the search will be carried out with full confidentiality. References will not be contacted without prior notification of the candidate.

## **EEO statement**

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Fayetteville State University is an equal opportunity employer and, in compliance with federal and state laws and University policy, is committed to providing equal educational and employment opportunities for all persons without regard to age, color, national origin, race, religion, disability, veteran status, sex, sexual orientation, or gender identity. Individuals from traditionally underrepresented populations are encouraged to apply.