Fayetteville State University

Operational Plan and Assessment Record (Mid-Year Up-date)

For

Fayetteville State University

(Name of Unit or Academic Department)

Fall 2009- Spring 2010-Mid-Year 2010-2011

(Academic Year)

Dr. James A. Anderson

(Name and Title of Person Responsible for the Unit)

Part I: Profile of instructional programs and/or administrative services within unit:

The Chancellor is the administrative and executive head of FSU and is responsible for carrying out policies of FSU, the UNC Board of Governors, and the FSU Board of Trustees. The Chancellor's Office will be responsible for assessing how the various divisions on campus have made progress in achieving the initiatives of FSU Strategic Priorities for 2009-2010.

Key Personnel Chart

Dr. James A. Anderson, Chancellor
Dr. Bertha H. Miller, Special Assistant to the Chancellor
Ms. Carolyn Smith, Executive Assistant to the Chancellor
Ms. Suzetta Perkins, Secretary to the University
Ms. Amanda York, Office Assistant

Part II: Operational and Assessment Plan for

Fayetteville State University	Dr. James A. Anderson
(Instructional Degree Program or Sub-unit)	(Program/Sub-unit Head)
2009-2010 Mid-Year 2010-2011	2/22/2010
(Period Covered)	(Date Re-Submitted)

NOTE: ALL ACHIEVEMENTS FOR 2010-2011 ARE IN RED. PROJECTS IN 2010-2011 WHICH ARE RELATED TO THOSE IN 2009-2010 ARE NUMBERED IN BLACK.

A. Goals

1. To evaluate the extent to which the FSU is achieving its strategic priorities 2009-2010 and Mid-Year 2010-2011.
2. To evaluate the progress of FSU in carrying out the standards of UNC Tomorrow.

UNC-Tomorrow (UNCT) Reference: (All Standards)

4.1 Our Global Readiness
4.2 Our Citizens and Their Future: Access to Higher Education
4.3 Our Children and Their Future: Improving Public Education
4.4 Our Communities and Their Economic Transformation
4.5 Our Health
4.6 Our Environment
4.7 Our University's Outreach and Engagement
5.1 UNC should examine mission statements
5.2 UNC should review the academic planning process
5.3 UNC should lead the campuses in a refinement of the tenure, promotion, and incentive system
5.4 UNC should prepare for wide-scale faculty retirement and high quality faculty
5.5 UNC should increase efforts to attract and retain high-quality staff at all levels
5.6 UNC should continue efficient use of available resources
5.7 UNC should encourage interdisciplinary and inter-institutional collaboration
5.8 UNC should continue efforts to establish accountability and performance measures in carrying out its mission

FSU Mission Reference: (All Components)

Fayetteville State University (FSU) is a public comprehensive regional university that promotes the educational, social, cultural, and economic transformation of southeastern North Carolina and beyond. The primary mission of FSU is to provide students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the State. Awarding degrees at the baccalaureate, master's levels, and the doctorate in educational leadership, FSU offers programs in teacher education, the arts and sciences, health professions, business and economics, and unique and emerging fields. FSU is an institution of opportunity and diversity. Committed to excellence in teaching, research, scholarship, and service, the university extends its services and programs to the community, including the military, and other educational institutions throughout North Carolina, the nation, and the world.

FSU Priority Statement Reference: (All Priorities)

1. Retention and Graduation Rates:
2. Economic Transformation
3. Intellectual and Cultural Center
4. Leaders and global citizens
5. Collaborations and Partnerships
6. Fiscal resourcefulness and sustainability

B. Assessment of Intended Outcomes: Outcomes for the Operational Plan will be assessed annually to see how the university is progressing in achieving its Strategic Plan initiatives for 2009-2010 and Mid-Year 2010-2011 by using the following rating scale:

Outcomes	Unacceptable 1	Acceptable 2	Target 3
Outlines intended outcomes of initiatives and accountability indicators for achieving target.	**Very little or no progress made in achieving stated outcomes.**	**Gradual steps being made toward achieving stated outcomes.**	**Successful attainment of stated outcomes.**

PRIORITY 1: RETENTION AND GRADUATION RATES

Priority 1: Retention and Graduation Rates: **Fayetteville State University will increase retention and graduation rates and will be a university of choice for students in North Carolina and the nation through innovation and excellence in teaching; a highly qualified faculty and staff; enhanced degree programs in teacher education, science, technology, business, humanities, and the social sciences; improved student services; and excellent facilities and advanced technology.**
UNC-Tomorrow Reference **4.1 Our Global Readiness** **4.2 Our Citizens and Their Future: Access to Higher Education** **4.3 Our Children and Their Future** **4.4 Our Communities and Their Economic Transformation** **4.5 Our Health** **4.6 Our Environment** **4.7 Our University's Outreach and Engagement** **5.2 UNC should review the academic planning process.** **5.3 UNC should lead the campuses in a refinement of the tenure, promotion, and incentive system** **5.4 UNC should prepare for wide-scale faculty retirement and high quality faculty** **5.5 UNC should increase efforts to attract and retain high-quality staff at all levels** **5.8 UNC should continue efforts to establish accountability and performance measures**
Unit Key: CO= Chancellor's Office; BT=Board of Trustees; CS= Chief of Staff; AA=Academic Affairs; SA=Student Affairs; GC=General Counsel; BF=Business and Finance; IA=Institutional Advancement; IT=Information Technology; AD=Athletics Director

Priority 1. Initiative 1. Increase Retention and Graduation Rates

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 1. Initiative 1. Increase Retention and	**1.1.** 1. Enrollment for fall 2009 was 6,283, up by 66 (1.0%) from fall 2008. Of these, 762 were	AA	**1.1.** 1. Enrollment for fall 2010 was 5,871 down by 412 students (6.5%) from fall 2009. Of these, 547 were

Graduation Rates. FSU will achieve and sustain retention and graduation rates that are at least among the top third of its national peer institutions. (**UNCT 4.1.1, 4.2.1, 4.2.4, 4.2.5, 4.2.6, 4.3.5, 5.8)**	freshmen. The average SAT score was 843 and the average GPA was 2.76. As a result, higher admission requirements will be effective for fall 2010, the minimum SAT score required will be 800 up from 750, and the minimum GPA will be 2.30 up from 2.00. Of the 6,283 students enrolled the racial components were: Black 4,504, White 1,014, Hispanic 255, American Indian 71, Asian 70, and Others 369.		freshmen. The average SAT score was up to 854 and the average GPA was up to 2.88. Note that the fall 2010 higher admission requirements were 800 minimum SAT score up from 750, and 2.30 minimum GPA up from 2.00. Of the 5,871 students enrolled the racial components were: Black 4,044, White 967, Hispanic 241, American Indian 79, Asian 62, and Others 388. Graduate School enrollment increased by 41% from spring semester 2010 to spring semester 2011. From fall 2010 to spring 2011, enrollment increased from 678 to 766.
	2. FSU's most recent 1-year retention rate is 73.6%, placing it in the top 3rd of its peer institutions (73% to 81%). The most recent 4-year graduation rate is 9.3% compared to the top 3rd of its peer institutions (22.7% to 34.8%); the 6-year graduation rate is 31.5% compared to the top 3rd of its peers (45% to 54.4%).	AA	**2.** FSU's most recent 1-year undergraduate retention rate is down to 69.1%. Mid-year retention for transfer and second-year students was 85%.
	3. Student-athletes had a 4-year graduation rate of 51%, and a 6-year graduation rate of 75% based on 2009 data, well above the university's overall graduation rate.	AD AA	**3.** Athletics has an increase of 77% for 6-year graduation rates. Still well above the institution graduation rate.
	4. Of the 157 students enrolled in the CHEER program in summer 2009, 154 students met requirements for unconditional admission to the university.	AA	4. Of the 148 students enrolled in the CHEER program in summer 2010, 144 earned a C or better in both courses for a pass rate of 97%.
	5. The CHEER program was nationally recognized, receiving the 2010 Lee Noel-Randi Levitz	AA	

	Retention Excellence Award for being a successful 5-week summer bridge program that has improved student success for freshman students.		
	6. Lunch With The Chancellor and Cabinet was held for 32 Cross Creek graduates attending FSU as freshmen to urge them to pledge "I will graduate from FSU," and received an FSU pin with this pledge enrgraved on the back.	CO	**6.** Lunch with the Chancellor and Cabinet was held for 13 new Cross Creek Early College High School graduates, and for 25 continuing CCECHS students.
	7. The 2009 Teacher Education Summer Accelerated Program (TESAP) 109 students enrolled, fifty-six (56) students graduated/completed licensure requirements ahead of schedule in 2009. Also, thirteen (13) NCTEACH students completed their professional component that consisted of 18 credit hours.	AA	**7.** In the School of Education, there were 42 undergraduate and 10 graduate completers for fall 2010. The actual projection for 2010-2011 is 135 undergraduate and 40 graduates.
	8. In 2009-2010, 1,039 students graduated of which 876 were undergraduates, 152 earned master's degrees, and 11 earned doctorates. The overall number of graduates increased by10.8% (112 students) over 2008-2009 (927 graduates). Major undergraduate degrees granted were: 146 in Psychology, 143 in teacher education, 105 in Criminal Justice, and 87 in Business Administration. At the graduate level there were 61 for Master of Social Work, and 21 for the Master of Business Administration.	AA	
	9. Advisement Improvement Mandate (AIM): AIM was	AA	**9.** In the fall 2010 Advisement Survey, 79.7% of 1,335 respondents

	implemented in fall 2009 resulted in an 82.9% rating, up from 65.3% in fall 2008 in student satisfaction (agree or strongly agree that advising received was effective).		either agreed or strongly agreed that they are satisfied with the quality of academic advisement. The target for 2010-2011 is 87%.
	10. New FSU student progression standards were implemented: Students must earn at least 2.0 GPA or they will be placed on probation; students are limited to a total of 5 class withdrawals (Ws) as an undergraduate; Academic Affairs increased academic support for students (supplemental instruction, extension grade contracts). 11. <u>Special Consideration For Undergraduate Admissions Policy</u> was revised (Aug. 2009) to ensure access to some deserving students, and outlined the process to be followed for admitting undergraduate students requiring special consideration. 12. <u>Policy Statement On Non-Discrimination</u> (Sept. 2009) was revised to ensure equal educational opportunity and employment, to recruit talented students, faculty, and staff from diverse backgrounds.	AA AA GC CS GC	**10.** Freshman Center: 30% of first-year freshmen were below 2.0 at end of fall 2010. The goal for 2010-2011 is 25%. 11. Student Support Services: 100% of first-year student participants have been retained through the spring semester 2011. Of the 41 students in the six-year graduation cohort (entered in 2005-2006), 23 (56%) to date have graduated. Eleven SSS students graduated in fall 2010. 12. At the Administrative Retreat August 3-4, 2010, great emphasis was placed on improving retention and graduation rates which included more involvement of the administrative staff in campus activities. The theme adopted for the academic year was "**FROM ORDINARY TO EXTRAORDINARY.**"

OUTCOMES ASSESSMENT: **1.1. 2009-2010**

1. The CHEER program has been successful with retention rates and the Teacher Education Accelerated Program with graduation rates. However, the retention and graduation rates declined for 2009-2010 and fell short of the 80-30-50 goal set in 2008. Some new policies and initiatives were employed to improve access, the retention rates, and graduation rates. Athletes however exceeded the four year and six year graduation rates 51% and 75% respectively.

2. This year's rates will serve as baseline, as the full effect of the new admission and retention standards will take time to be effective since they were just implemented fall 2009. The extra tutoring, supplemental instruction, and improved advisement should be reinforced from freshman year to senior year, wherever needed for all students. Athletics offers a good program to replicate.

MID-YEAR ASSESSMENT: 1.1. 2010-2011

1. The new admission standards resulted in the admission of fewer freshmen as predicted. However, there was an increase in the average GPA and SAT score of those admitted. The Teacher Education Project continues to be successful in enabling students to complete requirements for graduation early.
2. Greater emphasis must be placed on the strategies to increase retention and graduation rates.

Priority 1. Initiative 2. Improve Academic and Co-Curricular Programs

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 1. Initiative 2. Improve Academics and Co-Curricular Programs. FSU will continuously improve teaching, academic support, faculty and student collaborative research, and co-curricular programs to enhance student learning. **(UNCT 4.1.1, 4.2.1, 4.2.5,**	**1.2.** 1. Comprehensive assessment of institutional effectiveness with regard to the operation of all aspects of the university is being evaluated by various committees for **SACS** Compliance. 2. Post-Tenure Review Policy was revised (Nov.1, 2010 and effective Nov. 13, 2009) to ensure ongoing faculty development and promote faculty vitality among tenured faculty. 3. Tenure And Promotion Policies, Regulations And Procedures were revised (Mar. 2010) to support and encourage full freedom, within the law, of inquiry, discourse, teaching, research, and publication for all members of the academic staffs. Policy outlines requirements and procedures for	CO All AA GC AA GC	**1.2.** **1.** In fall 2010, the Core Curriculum Committee was established and reviewed assessment reports for several courses that collectively addressed 3 of the 6 major learning outcomes: Communication Skills, Inquiry Skills, and Reasoning Skills. The Committee also defined competencies for instructors teaching in the core curriculum and reviewed certification requests for 4 courses in sociology, psychology, and humanities.

4.2.6, 4.7.2)	promotion and tenure request. 4. For the 2nd consecutive year, the School of Business and Economics (SBE) was recognized as one of the nation's Top Business Schools by the Princeton Review. 5. FSU Students in Free Enterprise (SIFE) Team, comprised of undergraduate business students, won the Regional Championship and was invited to the national championship. 6. FSU MBA Team finished in 1st place at the Opportunity Funding Corporation (OFC) Venture Challenge Business Plan Competition and was also the recipient of the "Best Written Business Plan" award. 7. Dr. Terri Moore-Brown headed the MSW degree program reaccreditation by the Council on Social Work Education. The Master of Social Work (MSW) distance education program in Fort Sam Houston, Texas, was approved by the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC). Nine students studied in Dar es Salaam, Tanzania. 8. Faculty/student collaborative research in STEM programs include NSF undergraduate programs with RISE (Research Initiative for Scientific Enhancement), NCLSAMP (North Carolina Louis Stokes	AA AA AA AA AA	**4.** The Social Science Research Network (SSRN) listed the School of Business and Economics in its Top 200 ranking of U.S. Business Schools. 5. In Continuing Education, an interim continuing education coordinator began in spring 2011 to work with deans, chairs, faculty, and other departments to increase program offerings and improve support services. 6. In fall 2010, the Office of Online Education was established as a separate sub-unit with Extended Education to focus on strengthening online academic programs and support services. In Online Education, of the 90 students who completed the orientation course, 90 earned a passing grade for a 100% pass rate, which exceeded the target. 7. The Fulbright Foreign Language Teacher Assistants (FLTAs) visited Cumberland County Schools during International Education Week reaching over 1,360 students.

	Alliance for Minority Participation), and Optimum. A Title III program was implemented to give additional financial at the graduate level in the STEM areas.		
	9. Undergraduate Research Symposium sponsored by FSU RISE Program featuring research projects in the STEM areas and Math Quiz Bowls for High School and College students. The FSU-RISE program had 14 scholars in 2009-2010.	AA	
	10. The Office of Faculty Development conducted 31 workshops in 2009-2010 for 274 faculty and/or staff.	AA	
	11. An online version of course evaluations by students yielded an increase from 1,690 (traditional paper) in fall 2009 to 18,540 (online) in spring 2010.	AA	
	12. The Co-Curricular Transcript (Collegiate link) was implemented in Student Affairs.	SA	**12.** Increased Numbers of Students Utilizing Bronco Advantage (Co-Curricular Transcript) • 1004 Involved Users for Fall 2010 • 342 Approved events for Fall 2010 • 110 Organizations • 758.57 Logged Service Hours of Students Enrolled with Bronco Advantage
	13. In the area of services and internship, survey data showed that 33% of First Year Students and 50 % of Seniors participated in service activities; 49% of First Year Students participated in some form of co-curricular activity and 29% of Seniors; 91% of First Year Student participated in campus events and activities and 83% of Seniors	SA AA	**13.** At mid-year, NSSE 2010 results indicated that seniors reported lower levels of engagement than all comparison groups. As a result, Academic Affairs leadership is proactively encouraging faculty-student engagement through increased communications for participation in campus intellectual and cultural activities. In addition, in January 2011, a newly developed

	participated in campus events and activities; and 83% of First Year Students participated in some form of civic engagement and 76% of Seniors. 14. Four students served as Chancellor for a Day.	CO	online tool, a Faculty-Student Engagement form, was implemented that allows faculty/chairpersons to submit information on student participation and optional class assignments. **14.** Three students for 2010-11 have served as Chancellor for a Day: L'Asia Brown, a senior communications major, in September 2010;Dominiqua Fritts, a junior criminal justice major in November 2010; and Jazmin Henry, a senior business administration major, February 2011.

OUTCOMES ASSESSMENT: **1.2. 2009-2010**

1. Progress was made in the number of faculty development activities, participation in co-curricular and service activities by students, and student research activities. Significantly graduate students did research in Tanzania and Student Affairs implemented the Co-Curricular Transcript for students to produce a comprehensive resume.

2. Though numbers have increased, the number of students and faculty participating in professional development and service activities should continue to expand.

MID-YEAR ASSESSMENT: 1.2. 2010-2011

1. More tools are being utilized to track student participation and satisfaction. Faculty members are developing better measures to determine learning outcomes with Communication Skills, Inquiry Skills, and Reasoning Skills. Competencies for instructors teaching in the core curriculum have also been defined. School of Business and Economic named as one of the top 200 Schools of Business in America.

2. Continued monitoring and activism on the part of faculty, staff and students should reveal increased participation in professional development and service activities by students by the end of the year.

Priority 1. Initiative 3. Attract and Retain Faculty/Staff

Intended Outcomes	Accomplishments	Unit	Mid-Year Accomplishments 2010-2011
Priority 1. Initiative 3. Attract and Retain Faculty/Staff. FSU will attract and retain	**1.3.** 1. Tenure And Promotion Policies, Regulations And Procedures were revised (Mar. 2010) to support and encourage full freedom, within the law, of inquiry, discourse,	AA GC	**1.3**

highly-qualified faculty and staff by improving working conditions and providing effective programs of faculty and staff development. **(UNCT 5.3, 5.4, 5.5)**	teaching, research, and publication for all members of the academic staffs.		
	2. There were 900 employees in 2009-2010 (down from 1,000 in 2008), of which 329 were instructional. The remaining 571 were administrators and support personnel. Diversity of total employees is Black 66%, White 22%, Asian 6%, Hispanic 2%, and American Indian 2% with 47% male and 53% female. Of the 329 teaching faculty, 257 were full-time and 72 part-time. For full-time faculty members, 82% hold the doctorate or first professional degree. Diversity of the full time faculty is Black 42%, White 38%, Asian 18% and others 2%.	CS All	**2.** There were 951 employees in fall 2010 (up from 900 in 2009), of which 343 were instructional. The remaining 608 were administrators and support personnel. Diversity of total employees is Black 66%, White 23%, Asian 5%, Hispanic 2%, and American Indian 2% with 47% male and 53% female. Of the 343 teaching faculty, 289 were full-time and 54 part-time. 82% of full-time faculty members hold doctoral or first professional degrees. Student-to-faculty ratio is approximately 16-1.
	3. Mandatory training for all faculty and staff was held during the fall, 2009 semester and focused on the following topics: the Federal Educational Rights and Privacy Act (FERPA), Records Retention and Disposition and the *Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (General Counsel.*	GC	
	4. The Office of Faculty Development conducted 31 workshops in 2009-2010 with 274 faculty and/or staff in attendance.	AA	**4.** Procedures to improve faculty satisfaction with development and working conditions, included: a). implementation of faculty course reassignment procedures, and b). an interim director for the Office of Faculty Development (OFD) c). a mentoring program for

	5. ITTS replaced and upgraded desktop computers and laptop computers for 52 faculty and 90 staff during this year at a cost of $170,000.	IT SA	new faculty d). assisted deans and chairpersons with training workshops to ensure proficiency in using Digital Measures and for completion of CV and scholarly activities on each faculty member to be used as part of the SACS reaffirmation process.
	6. Staff in Student Affairs expanded participation in professional development through BRIDGES Women's Leadership Program (2) with one person selected to serve on the BRIDGES Board of Directors; 5 memberships in the National Association of Colleges and Employers (NACE) and the Black Executive Exchange Program; and several participated in NCHO, SEAHO, RAD, CERT Training National Association of Locksmith Training, and other professional development workshops.	AA	**6.** The Director of Career Services serves on the BRIDGES Advisory Board. Membership continues for the Staff of the office of Career Services in the National Association of Colleges and Employers (NACE).
	7. Support for faculty to travel to conferences for presentations, curriculum development, and accreditation was funded from two sources—Title III, $191,369, and State, $90,127.	CO AA	**7.** The FSU Foundation provided support for a faculty/staff trip to identify opportunities in India related to student recruitment and other potential partnerships.
	8. The Lloyd V. Hackley Endowed Chair in the School of Business and Economics was announced. Dr. Edward Stringham will begin in Fall 2010.	CO GC	**8.** Edward P. Stringham is the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies. Several of his papers since August 2010 were recently listed on SSRN's Top Ten download list including "The Rise of Government Law Enforcement in England", "Repelling States: Evidence from Upland Southeast
	9. <u>Policy Statement On Non-Discrimination</u> (Sept. 2009) was revised to ensure equal	CS	

	educational opportunity and employment, to recruit talented students, faculty, and staff from diverse backgrounds. 10. Recruitment And Selection Of Senior Academic And Administrative Officers And Other EPA Non-Faculty Employees (Sept. 2009) was revised to provide guiding principles for the recruitment and selection of all permanent non-faculty EPA full and part-time staff positions at FSU. 11. Post-Tenure Review Policy was revised (Nov.1, 2010 and effective Nov. 13, 2009) to ensure ongoing faculty development and promote faculty vitality among tenured faculty. 12. Fifty Years of Service. Dr. Valeria Fleming, Professor of Biology, was recognized for fifty years of service to FSU, more than any other instructional faculty/administrator in FSU's history. A biology/bio-technology colloquium and banquet were held in her honor, April 9-10, 2010. 13. FSU Teacher of the Year was Mr. Jonathan Chestnut, Asst. Prof. of Art; and Dr. Booker T. Anthony, Professor of English, received the Board of Governor's Teaching Excellence Award.	GC AA AA GC CO IA AA CO AA	Asia", and "Common Law and Economic Efficiency", and others. He has presented economics workshops for the faculty, students, and general public, utilizing the new trading room. 9. Felton J. Capel Sr. endowed chair was established in the Performing Arts with private gift of $250,000 plus state appropriation. 10. Tuition Waivers (Revised – Dec. 12, 2010). North Carolina General Statute § 116-143(d) provides for a waiver of tuition and/or fees for faculty and staff under certain conditions. This policy sets out the conditions under which FSU employees may receive a waiver of tuition. 11. Administrative Separation and/or Retreat To a Faculty Position Policy (Revised: Nov. 17, 2010). A university administrator who voluntarily or involuntarily relinquishes his or her administrative position and who holds a concurrent tenured faculty appointment may return to that appointment with all the rights and responsibilities of faculty in the home department, unless a proceeding is initiated to discharge or demote the administrator from the faculty position. Outlines conditions for person appointed prior to May 2, 2010 and to those appointed after May 2, 2010. 12. Conflicts Of Interest And Commitment External Professional Activities For Pay Policy (Revised – August 25, 2010). This policy is implemented to govern external

			relationships between the University and its employees and to ensure that University employees adhere to federal regulations related to conflicts of interest in research and non-research activities that are funded by federal agencies. 13. Overtime Compensation Policy (Revised – Sept. 17, 2010). FSU administers overtime in compliance with federal and state overtime provisions. Overtime shall be paid at a rate of time and a half for hours worked in excess of forty (40) during a workweek. This policy is established to comply with federal and state overtime provisions and to provide uniform guidelines on the accrual, use and payment of overtime compensation. 14. Additional Compensation For Professional Services to FSU (Approved – Jan. 6, 2011). This purpose of this policy is to ensure consistency in the payment of additional compensation to FSU faculty and staff for professional services provided to the University. 15. Identity Theft Prevention (Red Flags Rule) Policy (Revised-Dec.16, 2010). The Federal Trade Commission's (FTC) Red Flags Rule (Rule) was issued with the underlying goal of detecting, preventing, and mitigating identity theft "in connection with the opening of certain accounts or existing accounts," referred to as "*Covered Accounts*." *Red Flags* are defined by the *Rule* as those events which should alert an organization

			that there is a risk of identity theft. 16. Raffles Policy (Approved-Sept. 17, 2010 First issued -Sept. 20, 2010). FSU is responsible for controlling the timing, scope and nature of any raffles conducted on its behalf or on its premises. The purpose of this policy is to ensure that raffles conducted on University premises or by University affiliated entities are authorized and approved by the University and in compliance with North Carolina law. 17. Adverse Weather And Campus Closure Policy (Revised – Sept.1, 2010). Fayetteville State University recognizes that adverse weather conditions can affect university operations. In such circumstances, any decision to close the university operations is made by the Chancellor. This policy provides information and guidance to members of the university community. 18. (FSU) English Professor Carole Boston Weatherford received the North Carolina Award, the highest civilian honor the state bestows, on Thursday, Oct. 7, 2010 for her outstanding efforts in children's literature.

OUTCOMES ASSESSMENT: 1.3. 2009-2010

1. Participation in professional development by faculty and staff increased significantly during the year. Some improvements were made in working conditions and in provisions for faculty travel and research through Title III. New computers were provided for 140 personnel. The percent of faculty with doctorates or terminal degrees is 83%.

2. Continuous improvement, despite budget cuts, in professional development for faculty and staff will be necessary to maintain and improve the level of highly qualified personnel.

MID-YEAR ASSESSMENT: 1.3. 2010-2011

1. Two endowed chairs are in place in the School of Business and Economics and in the Performing and Fine Arts. A number of policies both regulatory and beneficial have been passed for faculty and staff, such as tuition free courses, compensation for overtime pay, and compensation for additional services.

Priority 1. Initiative 4. Enhance Attractiveness to Students

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 1. Initiative 4. Enhance Attractiveness to Students. FSU will enhance its attractiveness to prospective students by strengthening all existing academic programs; developing new programs in science, technology, entrepreneurship, the social sciences, and in other emerging areas; and providing educational experiences that prepare	**1.4.** 1. Students, faculty, staff and Board of Trustees member participated on the SACS 2.4 and 3.1 Institutional Mission Statement Committee, distributed mission cards, and posters. Final revised mission statement was approved by Board of Governors in October 2009. 2. Operational Plans for units were based on the FSU Strategic Plan priorities, initiatives, and indicators. 3. SACS standards committees are evaluating Compliance to the standards and are submitting reports to the SACS office along with their findings. 4. The B.A. degree in Intelligence Studies was approved by the UNC Board of Governors in fall 2009. 5. The Master of Social Work	CO All All All AA AA	1.4. **4.** The Board of Governors 2/14/11 approved the Chancellor's request to restart the Pre-licensure BSN program at FSU. Nursing students in 2010 had a 100% pass

graduates for lifelong learning, community service, and global citizenship. **(UNCT 4.1.1, 4.2.1, 4.2.6, 4.3.1, 4.3.2, 4.5.2, 5.2)**	(MSW) distance education program in Fort Sam Houston, Texas, was approved by the Commission on Colleges of the Southern Association of Colleges and Schools (SACSCOC). The MSW was approved for reaccreditation by the Council on Social Work Education (CSWE). 6. Dual enrollment agreements were established with Fayetteville Technical Community College for the RN-to-BSN program, Psychology, Applied Science in Biotechnology, Mathematics, and Online Degree Completion programs at FSU, enabling a seamless transfer to FSU. 7. A dual enrollment agreement was established with Davidson Co. Community College for students with an Associate's in Arts degree, enabling a seamless transfer to FSU. 8. The School of Business and Economics in collaboration with NC State University is offering distance education courses at the Gateway Technology Center in Rocky Mount. 9. Academic departments were restructured to better support student majors: Department of English and Foreign Languages to become Department of English and Department of World Languages and Cultures; Department of Natural Sciences to become the Department of Biological Sciences and the Department of Chemistry and	AA AA AA AA	rate on the NCLEX. Request has been sent to the NC Board of Nursing for consideration. 5. Dr. Edward P. Stringham is the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies. Several of his papers since August 2010 were recently listed on SSRN's Top Ten download list including "The Rise of Government Law Enforcement in England", "Repelling States: Evidence from Upland Southeast Asia", and "Common Law and Economic Efficiency", and others. He has presented economics workshops for the faculty, students, and general public, utilizing the new trading room. 6. Identity Theft Prevention (Red Flags Rule) Policy (Revised-Dec.16, 2010). The Federal Trade Commission's (FTC) Red Flags Rule (Rule) was issued with the underlying goal of detecting, preventing, and mitigating identity theft "in connection with the opening of certain accounts or existing accounts." 7. Raffles Policy (Approved – Sept. 17, 2010 First issued – Sept. 20, 2010). FSU is responsible for controlling the timing, scope and nature of any raffles conducted on its behalf or on its premises. 8. Adverse Weather And Campus Closure Policy (Revised – Sept. 1, 2010). This policy provides information and guidance to members of the university community.

	Physics; and a new Department of Communications has been formed apart from the Department of Fine and Performing Arts.	AA	
	10. FSU students participated in the Mock United Nations Conference; participated in language courses in Hindi, Urdu, Swahili, and Chinese; six studied in Tanzania and twenty in Spain.	SA	
	11. Thirty-two students competed for the Coca Cola RAIN Initiative and 2 were selected to travel to South Africa; 3 students traveled to the national BEEP Conference and 15 member team of the Honda All-Stars made it to the national semifinals.	AA	**11.** FSU Students will be selected to attend the BEEP Conference in March 2011. FSU Honda Campus All-Star team is preparing for the 2011 competition which will be held in April in Orlando, FL.
	12. Undergraduate Research Symposium sponsored by FSU RISE Program featured research projects in the STEM areas and Math Quiz Bowls for High School and College students. The FSU-RISE program had 14 scholars.	SA AA	**12.** In April 2011, the 2011 North Carolina LSAMP/RISE Joint Research Symposium will be held at FSU for students and faculty who have conducted research in STEM disciplines.
	13. Five students participated in the Thurgood Marshall Program and traveled to the national conference. The Student Newspaper - BRONCO Voice was revived with 20 students participating.	SA	**13.** Nine students participated in the 2010 Thurgood Marshall Leadership Conference in New York in November 2010. Three students were offered internships. For Fall 2010 the BRONCO Voice: **5** Number of print editions. Four were 12-page editions; one was a 16-page edition.
	14. The General Hugh Shelton Leadership Challenge, engaged 28 rising freshmen, sophomore, junior, and senior high school students in a summer camp (July 18-23) based on Shelton's cornerstones of values-based	SA	

	leadership which include honesty, integrity, compassion, diversity, and social responsibility.	SA	
	15. Five Commuter Student Lounges were established to encourage commuter engagement.	SA AA	
	16. The Career Services Clothes Closet for internships and job opportunities was established to assist students with having proper dress for job interviews.		
	17. Implementation of the Male Retention Initiative, a collaborative between Academic Affairs and Student Affairs, resulted in the establishment of an Office of the Male Initiative, a Male Mentoring Program, a Male Initiative Week of events, a Making of the Bronco Male program, and improved monitoring and tracking of programs in support of male students throughout the campus.	AA	**17.** Institutional Advancement has collaborated with current major donor to provide an endowed gift for operational costs to support this particular male initiative. 18. In the Graduate School, 14 students in STEM areas have scholarships through the HBCU Master's Degree STEM program.
	19. On March 10, 2009, the Executive Board of the Academy of Criminal Justice Sciences (ACJS) voted to grant full certification to our Bachelor of Science degree program in Criminal Justice for a period of 10 years, making FSU's Criminal Justice program the only Criminal Justice program in North Carolina to hold ACJS Certification.	AA	19. The Honors Program is in the process of accepting applications for the 2010-2011 Global Scholars program. Recruitment is underway for the 2011 Honors Summer Study Abroad. 20. The Fulbright Foreign Language Teacher Assistants (FLTAs) visited Cumberland County Schools during International Education Week reaching over 1,360 students.
	20. FSU-RISE Scholars and NCLSAMP Scholars participated in summer research internships in agencies such as		

	the Signal Laboratory at Methodist Research Institute in Indianapolis, Indiana; Neuroscience Institute at Duke University, National Science Foundation REU Program at the University of GA; Argonne National Laboratory; and UNC-Chapel Hill SPIRE Summer Program. 21. The School of Business and Economics received a grant award of $150,000 per year for 5 years from the U.S. Small Business Administration to establish a Veteran Business Outreach Center.	AA	**21.** In the School of Business and Economics Veterans Business Outreach Center, 100 clients have been served. Survey results indicate 100 percent reported satisfaction with the quality of services offered. The School of Business and Economics is partnering with BRAC to launch a Vet- to-Ag initiative that is intended to increase veteran participation in agricultural based business ventures.

OUTCOMES ASSESSMENT: 1.4. 2009-2010

1. Approval of the Intelligence Studies Program, and dual enrollment agreements with several community colleges, offered students broader degree choices. Participation in leadership training, the male retention initiative, research with faculty and high school students, greater conference attendance, international study, and membership on university committees have offered a number of students wider educational experiences.

2. Continuing efforts must be made for inclusion of greater numbers of students in all of these activities.

MID-YEAR ASSESSMENT: 1.4. 2010-2011

1. With a 100% pass rate of students on the NCLEX, the Chancellor has requested reinstatement of the pre-licensure nursing program. Some increase of students in activities has been shown. Of significance for graduate students is the STEM master's scholarship program.

Priority 1. Initiative 5. Improve Student Services/Satisfaction

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 1. Initiative 5. Improve	**1.5.** 1. The UNC Financial Improvement and	BF	**1.5** **1.** The UNC Financial Improvement and Transformation

Student Services/ Satisfaction. FSU will foster continuous improvements in student services in response to data on student satisfaction. (UNCT 4.1.1, 4.1.2, 4.2.3, 4.2.5, 4.5.3)	Transformation Project (UNC FIT) is ongoing with efforts serve to focus campus financial managers on activities that result in audit compliance.		Project (UNC FIT) continues with general accounting, financial aid and contracts and grants reporting standards to General Administration monthly. The areas of accounts receivable and capital assets will be reviewed in the spring of 2011.
	2. Safety Measures. FSU Department of Police and Public Safety improved public safety by providing Mandatory Safety Training to more than 640 FSU Faculty and Staff on the appropriate Response to Active Shooter Situation. All Faculty and Staff are required to complete Incident Command for Higher Education (ICS 100HE) Training. Training was also provided to more than 600 incoming freshman at the beginning of the Fall 2009 semester and to several hundred other students this year.	CO BF All	The Eagle project has been replaced on campus with a UNC internal control process review. This will help campus financial managers focus on activities that result in audit compliance.
	3. The University conducted a Table-Top Exercise in December 2009 and an Active Shooter Full Scale Exercise Friday, May 14, 2010 to test the University's response to an active shooter or other hazardous event on the campus of Fayetteville State University.	CO BF All	**3.** Recommendations made by the Exercise Facilitator, EnviroSafe were added into the Emergency Operations Plan. In response, the Broken Rail exercise was planned and conducted in Fall 2010 depicting a train derailment on the campus. We are awaiting the after action report to evaluate improvements that have been made and areas where improvement are still necessary.
	4. The Department of Police and Public Safety received a $7,000 award from the North Carolina Governor's Crime Commission for Training and Equipment for a Rape Aggression Defense (RAD) Training Program. And a	BF	**4.** The equipment has been ordered and received and two individuals have received the appropriate training to be RAD instructors. CERT equipment has been purchased and 30 people have been trained and are members of the

	$7,665 grant award from the North Carolina Office of Emergency Management to begin a Campus Emergency Response Training (CERT) Program.		FSU CERT team.
	5. ITTS restructured the dormitory network and installed newer filtering software to secure student computing in the dorms.	IT BF	
	6. 18 out of 18 of the higher education bond projects for construction and renovation are now completed.		**6.** The Fayetteville State University Housing Corporation LLC was created to begin a new 350 bed residence hall project. Approval received from General Administration 2/12/11for construction of residence hall and for renovations to Jones Student Center. Forwarded to NC General Assembly for approval of non-appropriated funds. -Board of Governors also approved renewal of current lease of 341 bed University Place Apartments.
	7. Construction of the Nursing Building is 90% complete; scheduled for completion fall 2010. Architectural renderings for Science and Technology building have been completed. Microprobe suite renovation has been completed.	BF AA SA	**7.** FSU held a ribbon-cutting ceremony in December 2011 for a new academic facility, the Southeastern North Carolina Nursing Education and Research Center. The $10 million, 37,000-square-foot building has eight classrooms, two computer labs, three seminar rooms, general offices, study rooms, and a state-of-the-art nursing simulation laboratory. The building houses the Department of Nursing and the Department of Psychology. Final inspection from State Construction Office is pending.
	8. Health Fair included displays and demonstrations by local		**8.** Health Fair is scheduled for

	health care agencies and blood pressure screening.		March 2011.
	9. Health Disparities Institute presented lectures by renowned scholars on "Parameters and Requirements of a Culturally Competent System of Health Care," "Coping, Purpose in Life, Reasons for Living, and Suicide Behavior," and "Global Health Disparities: The Millennium Development Goals, Where Are We?"	AA	
	10. Collaboration with UNC-Chapel Hill (UNC-CFAR CODE Office) to develop prevention education and outreach efforts to combat the spread of HIV was spearheaded by Dr. Maurice Mongkuo and Dr. Rollinda Thomas.	AA	
	11. <u>The Pandemic Flu Plan</u> was revised (September 2009) to address different outbreak scenarios including different levels of severity of the virus, rates of transmission, and the need to temporarily suspend classes and/or close the campus until the rate of transmission of the virus begins to reasonably subside.	SA GC	**11.** The Pandemic Flu Plan was completed and operational.
	12. <u>Student Education Records Policy</u> was revised (Oct 2009) in accord with *The Family Educational Rights and Privacy Act of 1974* (aka the "Buckley Amendment" or "FERPA"), which guarantees certain rights to university students regarding education records.	AA GC	
	13. Enrollment Management	AA	**13.** In Enrollment Management/

	(Financial Aid, the Registrar, and Cashier) implemented a One-Stop Center to centralize student services during peak periods at the start of the fall and spring semesters. 14. Established five Commuter Student Lounges to encourage commuter engagement. 15. Implementation of the Male Retention Initiative, a collaborative between Academic Affairs and Student Affairs, resulted in the establishment of an Office of the Male Initiative, a Male Mentoring Program, a Male Initiative Week of events, a Making of the Bronco Male program, and improved monitoring and tracking of programs in support of male students throughout the campus. 16. Implemented the Career Services Clothes Closet for student internships and job opportunities. 17. Established psychiatric services as part of the Center for Personal Development.	SA AA SA SA SA	Academic Affairs, a Student Services Center is nearing completion and will open in spring 2011. The center will improve student services and operational efficiency by centralizing staff with a variety of skills in a single location. Students who walk in or call will obtain more immediate service and staff will have back-up when needed. **15.** The 2nd Annual Male Initiative Week was held in October 2010. The Male Mentoring Program is in its second year and has increased participants from 12 in 2009-10, the pilot year, to 48 thus far in 2010-11. Institutional Advancement has collaborated with current major donor to provide an endowed gift for operational costs to support this particular male initiative.

OUTCOMES ASSESSMENT: 1.5. 2009-2010

1. Several new initiatives and policies to improve services to students were established in 2009-2010 including health and wellness services and activities, safety training, a one stop center for enrollment, the male retention initiative, and better financial services, the full effects of which have not been utilized by all students. On the Senior Survey, students ranked most services of financial aid, registration, etc. from about 3.1 to 3.2. The data for the Student Satisfaction Survey is not yet available. This data will serve as base line data for improvement.

2. Informational web services, flyers, posters, and continuous encouragement by faculty, staff, and administrators will enable students to be better aware of the new services available to them. Systematic implementation of surveys with wider participation should reveal more comprehensive results in 2010-2011.

MID-YEAR ASSESSMENT: 1.5. 2010-2011

1. Continued efforts are being made to improve services for students in the area of safety with emergency training for staff and the Broken Rail exercise. The new Southeastern North Carolina Nursing Education and Research Center is operational and a request for construction of a new residence hall with private funds has been approved by the Board of Governors, pending state legislative approval.

Priority 1. Initiative 6. Improve Facilities and Technology			
Intended Outcomes	**Accomplishments**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 1. Initiative 6. Improve Facilities and Technology. FSU will engage in continuous improvements of facilities and technology to strengthen effectiveness and efficiency of administrative processes and improve student learning, engagement, and satisfaction, while exercising fiscal responsibility and promoting sustainability and conservation of natural resources. **(UNCT 4.1.1, 4.2.3, 4.6.1,**	**1.6.** 1. Comprehensive assessment of institutional effectiveness with regard to the operation of all aspects of the university continues for SACS reaccreditation the spring of 2011. 2. Deployed 3-D projection-enabled classroom and 13 other smart classrooms—bringing the total smart classroom number to 63 this year which represents 59% of classrooms as smart classrooms. 3. ITTS replaced and upgraded desktop computers and laptop computers for 102 faculty and 90 staff during this year at a cost of $245,000. 4. By maintaining currency and proactive monitoring on the campus network, ITTS achieved network uptime of 99.973%--which relates to approximately a 10 hour downtime for the entire year. 5. Deployed 3-D projection-enabled classroom and 13 other smart classrooms—bringing the total smart classroom number to 63 this year which represents 59% of classrooms as smart	CO All IT IT IT IT	**1.6.**

5.8)	classrooms. 6. Wireless build-out has been initiated with expanding wireless coverage in Rosenthal, Barber, and SBE. 7. Installed added communication features and cameras on the desks of emergency management committee members. 8. The School of Business and Economics Trading Room held its Grand Opening on June 17, 2010. 9. The Telecommunications Center has been upgraded for audio-visual production as part of the Communications program. Also, the radio control room has been upgraded. 10. Capital Projects.18 out of 18 of the higher education bond projects for construction and renovation are now closed and archived. Construction on the new nursing building began in July 2009 and is now 90% complete. 11. Digital Measures database software has been installed for faculty to input information, including their vitas, publications, scholarly research, conference presentations and papers, etc. 12. The Faculty Expertise Search Tool is now available on the FSU website, providing information about FSU faculty and their expertise to both the university community and the public. 13. The Southeastern NC Regional Microanalytical and Imaging Center (SENCR-MIC),	IT IT AA AA IT AA BF IT AA IT AA AA	**9.** The Department of Communications is now a functional unit with new equipment upgrades in the television studio. **10.** The Fayetteville State University Housing Corporation LLC was created to begin a new 350 bed residence hall project. Approval received from General Administration 2/12/11for construction of residence hall and for renovations to Jones Student Center. Forwarded to NC General Assembly for approval of non-appropriated funds. -Board of Governors also approved renewal of current lease of 341 bed University Place Apartments. -FSU held a ribbon-cutting ceremony in December 2011 for a new academic facility, the Southeastern North Carolina Nursing Education and Research Center. The $10 million, 37,000-square-foot building has eight classrooms, two computer labs, three seminar rooms, general offices, study rooms, and a state-of-the-art nursing simulation laboratory. The building houses the Department of Nursing and the Department of Psychology. Final inspection from State

	referred to as the Microprobe Center, which is a joint venture with UNC Pembroke, was formally established on the campus of FSU with a grand opening on January 28, 2010. The center provides cutting-edge technology and is one of only a few in the world.		Construction Office is pending.
	14. A campus-wide parking management plan has been completed.	BF	**14.** A parking management plan has been completed and data is being analyzed for implementation into the Campus Master Plan.
	15. Added redundancy to the BANNER data by implementing data back-up replication at MCNC using Puredisk. Also, established a redundant UNCFSU webserver at MCNC as a back-up webserver in case of failures on campus.	IT	15. The new Department of World Languages and Cultures is operational with new equipment upgrades in the Language Lab.
	16. Athletics renovated the visitors' side of the football field.	AD	**16.** Athletics installed a video score board September 2010, paid for with private donations.

OUTCOMES ASSESSMENT: 1.6. 2009-2010

1. Considerable improvements were made in technology in the classroom, for faculty usage, SMART Classrooms, web services, and significantly, the completion of the Trading Room in the School of Business and Economics and the opening of the Microprobe Center. The latter two will stimulate collaboration with the community and other institutions and expose students to higher levels of learning. **2.** Better marketing is needed to inform students and the public of these accomplishments to increase usage.

MID-YEAR ASSESSMENT: 1.6. 2010-2011

1. A great number of improvements in classroom space and in technology have been made this fall which includes the 37,000-square-foot nursing building with eight classrooms, two computer labs, three seminar rooms, general offices, study rooms, and a state-of-the-art nursing simulation laboratory. The SBE Trading Room had its grand opening, new and upgraded equipment in the Telecommunications center, new upgrades in the Language Lab, and the new video score board on the Athletic Field have been widely used by students.

PRIORITY 2: ECONOMIC TRANSFORMATION

Priority 2: Economic Transformation. FSU will be a leader in the economic transformation of the southeastern region of North Carolina by conducting needs assessments, researching trends, establishing community partnerships, serving as an information resource, and evaluating the needs for new academic programs.
UNC-Tomorrow Reference 4.3 Our Children and Their Future: Improving Public Education 4.4 Our Communities and Their Economic Transformation 4.6 Our Environment 4.7 Our University's Outreach and Engagement
Unit Key: CO= Chancellor's Office; BT=Board of Trustees; CS= Chief of Staff; AA=Academic Affairs; SA=Student Affairs; GC=General Counsel; BF=Business and Finance; IA=Institutional Advancement; IT=Information Technology; AD=Athletics Director

Priority 2. Initiative 1. Conduct Economic Transformation Needs Assessments

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 2. Initiative 1. Conduct Economic Transformation Needs Assessments. FSU will conduct economic transformation needs assessments for the Southeastern region of North Carolina. **(UNCT 4.4.2, 4.4.5, 4.6.1)**	**2.1**. 1. Research-The Economic Impact of BRAC. Dr. Assad Tavakoli, Mr. Floyd Shorter, and Dr. Pamela Jackson published a study on "The Economic Impact of BRAC on the Eleven Member Counties: Bridging the Gap for Economically Disadvantaged Populations." Less than 25 percent of the disadvantaged population had attended college. Without additional education and/or training, these workers will not qualify for the majority of projected BRAC employment opportunities. Only three counties have a sizeable percentage of disadvantaged workers currently capable of performing work requiring professional and/or technical skills. Study results were distributed throughout the eleven counties of the BRAC Regional Task Force.	AA CO	**2.1.** **1.** In the School of Business and Economics Veterans Business Outreach Center, 100 clients have been served. Survey results indicate 100 percent reported satisfaction with the quality of services offered. -The School of Business and Economics is partnering with BRAC to launch a Vet- to-Ag initiative that is intended to increase veteran participation in agricultural based business ventures. 2. Dr. Edward P. Stringham is the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies. Several of his papers since August 2010 were recently listed on SSRN's Top Ten download list including "The Rise of Government Law Enforcement in England", "Repelling States: Evidence from Upland Southeast Asia", and "Common Law and Economic

	2. Dr. Inder Nijhawan and Dr. Carolyn Jewell collaborate annually with personnel from UNCP and UNCW to keep current *North Carolina's Southeast Regional Data Book* which is distributed throughout the region and the state. 3. Four FSU faculty members were paired with Kenan Fellows to serve as Research Mentors to K-12 science teachers during a 5-year externship period. 4. The School of Business and Economics will assist the Fayetteville and Cumberland County Chamber of Commerce with an audit of their funding sources.	AA AA AA	Efficiency", and others. He has presented economics workshops for the faculty, students, and general public, utilizing the new trading room. 3. In the School of Business and Economics, the Center for Economic Education has held several workshops where a total of 85 public school teachers from across southeastern NC learned how to incorporate economics into their social studies courses. An evaluation was administered and results will be analyzed during the spring 2011 semester.

OUTCOMES ASSESSMENT: 2.1. 2009-2010

1. FSU provides valuable data for analysis in the Southeastern Region of North Carolina through the work of faculty on the regional data book. The BRAC study is informative of the work that needs to be done to create the trained personnel needed for the massive influx of soldiers.
2. Communication of findings to significant agencies and institutions and collaboration with these units could greatly benefit the region while providing learning experiences for our students.

MID-YEAR ASSESSMENT: 2.1. 2010-2011

1. Work on the Vet- to-Ag initiative, that is intended to increase veteran participation in agricultural based business ventures, is now underway. More economic education is being done in the public schools.

2. Many of the projects are still in the developmental stages.

Priority 2. Initiative 2. Distribute Trend Data

Intended Outcomes	Accomplishment 2009-2010s	Unit	Mid-Year Accomplishments 2010-2011
Priority 2. Initiative 2. Distribute Trend Data. FSU will research, develop and distribute	**2.2.** 1. Research-The Economic Impact of BRAC. Dr. Assad Tavakoli, Mr. Floyd Shorter, and Dr. Pamela Jackson published a study on "The Economic Impact of BRAC on the Eleven Member Counties: Bridging the Gap for	AA	**2.2.** **1.** Dr. Edward P. Stringham is the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies. Several of his papers since August 2010 were recently listed on SSRN's Top Ten download list including "The Rise of Government

county-level and economic development regional-level unemployment and opportunity trend data for the southeastern region of North Carolina. **(UNCT 4.4.2, 4.6.2)**	Economically Disadvantaged Populations." Less than 25 percent of the disadvantaged population had attended college. Without additional education and/or training, these workers will not qualify for the majority of projected BRAC employment opportunities. Only three counties have a sizeable percentage of disadvantaged workers currently capable of performing work requiring professional and/or technical skills. Study results were distributed throughout the eleven counties of the BRAC Regional Task Force. 2. Dr. Inder Nijhawan and Dr. Carolyn Jewell collaborate annually with personnel from UNCP and UNCW to keep current *North Carolina's Southeast Regional Data Book* which is distributed throughout the region and the state. 3. The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville Futures II Project, and five faculty members chair committees which includes the All-American Center for Workforce Innovation.	AA CO CS AA	Law Enforcement in England", "Repelling States: Evidence from Upland Southeast Asia", and "Common Law and Economic Efficiency", and others. He has presented economics workshops for the faculty, students, and general public, utilizing the new trading room.

OUTCOMES ASSESSMENT: 2.2. 2009-2010

1. FSU provides valuable data for analysis in the Southeastern Region of North Carolina through the work of faculty on the regional data book. The BRAC study is informative of the work that needs to be done to create the trained personnel needed for the massive influx of soldiers.

2. The outcome of the work done on the Greater Fayetteville Futures II Project should help FSU and other institutions in designing academic degree programs and minors to make students more marketable.

MID-YEAR ASSESSMENT: 2.2. 2010-2011

1. The Trading Room is now available for training purposes.

2. Projects are still in the planning stage with progress reports pending.			
Priority 2. Initiative 3. Establish Community Partnerships			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 2. Initiative 3. Establish Community Partnerships. FSU will establish economic transformation community partnerships and strengthen existing collaborations. **(UNCT 4.4.1, 4.4.3, 4.4.5, 4.7.2)**	**2.3.** 1. Minority College Relations Program, in collaboration with U. S. Army Special Operations Command (USASOC), provided 29 FSU students the opportunity to gain paid practical experience in their field of study by working along with military and civilian professionals under the Student Educational Employment Program. Twenty four of these students will graduate in 2010. Spaces have been allotted for 40 students.	SA	**2.3.** **1.** Continuous recruitment for student interns is underway with open acceptance of applications.
	2. The Black Executive Exchange Program (BEEP) executives conducted panel discussions, an etiquette dinner, and classroom visitations March 16-18, 2010 to help students prepare for the world of work. Fayetteville State University (FSU) was awarded The Calvin Darden, Sr. Campus of the Year Award by BEEP at the 41st Annual Leadership Conference in Ft. Lauderdale, Florida, June 7-11, 2010.	SA	**2.** During the BEEP visit 2009, the executives interacted with over 1000 students in 32 different class sessions; and countless other students in the Panel Discussions, Etiquette Dinner and Welcome Reception. The Spring 2011 program is planned for March 15-17, 2011.
	3. The General Hugh Shelton Leadership Challenge, engaged 28 rising freshmen, sophomore, junior, and senior high school students in a summer camp (July 18-23) based on Shelton's cornerstones of values-based leadership which include honesty, integrity, compassion, diversity, and social	SA	**3.** Scheduled for Summer 2011 pending budget approval.

	responsibility. 4. FSU became a member of the North Carolina Campus Compact which is a coalition of colleges and universities in the state and the U.S. for the purpose of strengthening service learning opportunities for students, civic engagement, community partnerships, and creating more civic-minded graduates. FSU also became a member of AmeriCorps VISTA. 5. Dr. Curtis Charles, Assoc. Vice Chancellor for Academic Affairs has been appointed Interim Director of the Center for Defense and Homeland Security at FSU BRAC Initiatives. Dr. Curtis Charles, Assoc. Vice Chancellor for Academic Affairs has been appointed Interim Director of the Center for Defense and Homeland Security at FSU, which will be a major collaborative effort with the U.S. Department of Defense, Fayetteville Technical Community College and other area community colleges, some member UNC institutions, BRAC RTF, and Fort Bragg. 6. The School of Education led the effort of FSU's participation in the national project, "United We Serve" and provided such as tutoring for students, professional development workshops for teachers, and a tobacco cessation and prevention seminar. 7. The Institute for Community	AA CO AA AA	4. In the Department of Communication, five MOUs for student internships were established with such organizations as the Fayetteville Observer, Center for Economic Development, Parks Chapel Church, and Up & Coming news magazine. 5. The Department of Performing and Fine Arts has implemented several partnerships: - Artists-in-Residence, *Imani Winds*, are coaching two public school chamber ensembles during their residency. Additionally, they have given 4 public school presentations. - Art faculty are involved with continuing education programs which are being created to provide education in the arts for adults and K-12 students. - Fine Art Series guest artists have provided 3 free workshops for the community. - Theater presented its first Saturday on Stage for high school theater students.

	Justice was expanded based on additional grant funding to include Service Learning. Through its efforts, FSU offered 10 service learning classes in spring 2010.	AA	
	8. The School of Business and Economics received a grant award of $150,000 per year for 5 years from the U.S. Small Business Administration to establish a Veteran Business Outreach Center.	AA	**8.** In the School of Business and Economics Veterans Business Outreach Center, 100 clients have been served. Survey results indicate 100 percent reported satisfaction with the quality of services offered. -The School of Business and Economics is partnering with BRAC to launch a Vet- to-Ag initiative that is intended to increase veteran participation in agricultural based business ventures.
	9. The SBE Center for Entrepreneurship co-hosted the First Annual Green and Sustainability Business Conference in Cumberland County, in collaboration with PWC, Sustainable Sandhills, and the Chamber of Commerce, to discuss best green practices.	AA	9. The Entrepreneurship Leadership Institute was held in October 2010 that included 4 speakers including Sam Duncan, CEO of Office Max, the Fayetteville Mayor and the Cumberland County Commission Chair with 150 persons in attendance.
	10. In fall 2009, FSU Athletics established and hosted the first Two Rivers Classic football game and related events as a community partnership with UNC Pembroke in Robeson County. The classic is a four year contractual agreement.	AD	
	11. The Southeastern NC Regional Microanalytical and Imaging Center (SENCR-MIC), in collaboration with UNCP will offer opportunities for business partnerships in the use of the Microprobe.	AA	11. In the School of Business and Economics, the Center for Economic Education has held several workshops where a total of 85 public school teachers from across southeastern NC learned how to incorporate economics into their social studies courses. An evaluation was administered and results will be analyzed during the spring 2011 semester.
	12. Two business ventures moved from the Small Business Center into their own buildings—one in dry cleaning and one in group home services.	AA	

	13. The School of Business and Economic Entrepreneurship Institute hosted a Youth Entrepreneurship Program for high school students in Cumberland County at the Doubletree Hotel. 14. The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville Futures II Project, and five faculty members chair committees which includes the All-American Center for Workforce Innovation.	AA CO CS AA	**13.** The 2nd Annual Youth Entrepreneurship Conference was held in November 2010 that included 8 speakers with 630 persons in attendance, a 100% increase in attendance from the previous year. 14. Athletics hosted the Cumberland County High School football jamboree August 2010 and the Fayetteville Parks and Recreation youth football championship.

OUTCOMES ASSESSMENT: 2.3. 2009-2010

1. Mechanisms are in place for expansive entrepreneurial partnerships in the region, state, and nation through the Microprobe Center and the Center for Defense and Homeland Security. Students will have greater opportunities for experiential based learning and income through Black Executive Exchange Program (BEEP), the North Carolina Compact, and the Minority College Relations Program in collaboration with U. S. Army Special Operations Command (USASOC).
2. The challenge is to expand the number of students and faculty participating in these programs.

MID-YEAR ASSESSMENT: 2.3. 2010-2011

1. Entrepreneurial Partnerships continue to grow. Significantly, this has led to partnerships in the arts and in communications for student internships.

Priority 2. Initiative 4. Pursue a Leadership Role in the BRAC Initiative

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 2. Initiative 4. Pursue a Leadership Role in the BRAC Initiative. FSU will promote economic development in the Sandhills region of the	**2.4.** 1. Dr. Curtis Charles, Associate Vice Chancellor for Academic Affairs, has been serving as the lead FSU representative with BRAC. FSU hosted regional meetings. Dr. Charles has also been appointed Interim Director of the Center for Defense and Homeland Security at FSU. 2. The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville	CO AA CO CS	**2.4** **1.** Dr. Curtis Charles, Associate Vice Chancellor for Academic Affairs, continues to serve as the lead FSU representative with BRAC and Interim Director of the Center for Defense and Homeland Security at FSU. 2. The Entrepreneurship Leadership Institute was held in October 2010 that included 4 speakers including Sam Duncan, CEO of Office Max, the

state by serving as an information, coordination, and integration resource for UNC University System institutions in implementing BRAC. **(UNCT 4.4.1. 4.4.3, 4.4.4, 4.4.5)**	Futures II Project and five faculty members chair major committees. 3. A project is underway with the City of Fayetteville, PWC, Sustainable Sand Hills, and Fort Bragg to develop the Millennium Campus for Sustainability. Its focus will be energy and water sustainability. 4. Greg Taylor of the FSU SBTDC became Chair of the BRAC Regional Task Force. 5. Dr. Marsha McLean of the Academic Affairs Provost Office is a founding member and serves on the board of the newly formed Fayetteville Public Relations Alliance, an outgrowth of the Greater Fayetteville Futures II Project.	AA CO AA BF CO AA AA	Fayetteville Mayor and the Cumberland County Commission Chair with 150 persons in attendance. 3. Dr. Edward P. Stringham is the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies. Several of his papers since August 2010 were recently listed on SSRN's Top Ten download list including "The Rise of Government Law Enforcement in England", "Repelling States: Evidence from Upland Southeast Asia", and "Common Law and Economic Efficiency", and others. He has presented economics workshops for the faculty, students, and general public, utilizing the new trading room.

OUTCOMES ASSESSMENT: 2.4. 2009-2010

1. FSU has been an active participant in the BRAC Initiative and has negotiated its position as the headquarters for the Center for Defense and Homeland Security and the Millennium Campus for Sustainability. Greg Taylor has become the new Chair BRAC/RTF.

2. These initiatives will be ongoing for the next three years. Continued collaboration in the region and efforts to secure private and federal funding will be essential to the success of these projects.

MID-YEAR ASSESSMENT: 2.4. 2010-2011

1. The Center for Defense and Homeland Security is actively in the planning stage and involves community agencies, Fort Bragg, and other educational institutions.

Priority 2. Initiative 5. Share Innovation and Entrepreneurship Best Practices

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011

Priority 2. Initiative 5. Share Innovation and Entrepreneurship Best Practices. FSU will lead in economic transformation by sharing new innovations and best practices in entrepreneurship. **(UNCT 4.4.1. 4.4.3, 4.7.4)**	**2.5.** 1. Budget adjustments, of a more than 5% reversion by the state, resulted in faculty and staff reductions, and reduced expenditures for supplies, travel, and services. The total number of employees was reduced from 1,000 to 900.	CO BF	**2.5.**
	2. On November 21, 2010, the School of Business and Economic Entrepreneurship Institute hosted a Youth Entrepreneurship Program for high school students in Cumberland County at the Doubletree Hotel.	AA	**2.** The 2nd Annual Youth Entrepreneurship Conference was held in November 2010 that included 8 speakers with 630 persons in attendance, a 100% increase in attendance from the previous year.
	3. Two business ventures moved from the Small Business Center into their own buildings—one in dry cleaning and one in group home services.	AA	3. The Entrepreneurship Leadership Institute was held in October 2010 that included 4 speakers including Sam Duncan, CEO of Office Max, the Fayetteville Mayor and the Cumberland County Commission Chair with 150 persons in attendance.
	4. The Black Executive Exchange Program (BEEP). March 16-18, 2010 BEEP executives conducted panel discussions, an etiquette dinner, and classroom visitations in order to help students prepare for the world of work. FSU was awarded The Calvin Darden, Sr. Campus of the Year Award by BEEP "in recognition of the Extraordinary Relationship Between BEEP and Your University That Has Resulted In Growth And Expansion Of The Program," at the 41st Annual Leadership Conference in Ft. Lauderdale, Florida, June 7-11, 2010.	SA	4. During the BEEP visit, the executives interacted with over 1000 students in 32 different class sessions; and countless other students in the Panel Discussions, Etiquette Dinner and Welcome Reception. The Spring 2011 program is planned for March 15-17, 2011 5. In the School of Business and Economics, the Center for Economic Education has held several workshops where a total of 85 public school teachers from across southeastern NC learned how to incorporate economics into their social studies courses. An evaluation was administered and

	5. FSU Students in Free Enterprise (SIFE) Team, comprised of undergraduate business students, won the Regional Championship and was invited to the national championship. FSU MBA Team finished in 1st place at the Opportunity Funding Corporation (OFC) Venture Challenge Business Plan Competition and was also the.	AA	results will be analyzed during the spring 2011 semester.
	6. The Career Services Clothes Closet for internships and job opportunities provides proper clothing for students during the interview process.	SA	6. The Clothes Closet continues to serve as a resource for students who are participating in internships, career fairs and university events.
	7. The School of Business and Economics received $25,000 seed money from Bank of America to start an Entrepreneurship Boot Camp for the Wounded Warriors.	AA	**7.** Entrepreneur Boot Camp was held by the Veteran's Business Outreach Center, Feb. 4, 2011.
	8. ITTS partnered with Fayetteville Metropolitan Housing Authority and secured a federal grant for 1.1 million dollars—to establish a Public Computer Center that will educate the vulnerable population in the use of Internet and other technologies. The center is being established for opening on Aug 16th, 2010.	IT	
	9. The School of Business and Economics Trading Room was completed with a Grand Opening held on June 17, 2010.	AA	**9.** Dr. Edward P. Stringham is the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies. Several of his papers since August 2010 were recently listed on SSRN's Top Ten download list including "The Rise of Government Law Enforcement in England", "Repelling States: Evidence from

			Upland Southeast Asia", and "Common Law and Economic Efficiency", and others. He has presented economics workshops for the faculty, students, and general public, utilizing the new trading room.

OUTCOMES ASSESSMENT: 2.5. 2009-2010

1. The success of MBA students in winning First Place in the Venture Challenge for the Best Written Business Plan, the Youth Entrepreneurship Program for high school students and the activities of the Small Business Center are some of the ways we share best practices in entrepreneurship.

2. Greater prospects for educating more of our students and the general public in entrepreneurship will be demonstrated through the public computer center for the general public, the Entrepreneurship Boot Camp for the Wounded Warriors, and the Trading Room which will have training and live participation in the stock market.

MID-YEAR ASSESSMENT: 2.5. 2010-2011

1. Best practices in entrepreneurship are being shared at all levels –from the corporate level to basic classroom theory, from research to actual practice, and with public school students, veterans, corporate managers, the general public, and FSU students.

PRIORITY 3: INTELLECTUAL AND CULTURAL CENTER

Priority 3: Intellectual and Cultural Center:
FSU will be an intellectual and cultural center for Cumberland County and the southeastern region of North Carolina by sustaining a climate of excellence through the utilization of best practices in the performing and fine arts.

UNC Tomorrow Reference:
4.3 Our Children and Their Future
4.4 Our Communities and Their Economic Transformation
4.7 Outreach and Engagement
5.7 Collaboration

Unit Key: CO= Chancellor's Office; BT=Board of Trustees; CS= Chief of Staff; AA=Academic Affairs; SA=Student Affairs; GC=General Counsel; BF=Business and Finance; IA=Institutional Advancement; IT=Information Technology; AD=Athletics Director

Priority 3. Initiative 1 Enhance Culture and Education

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 3. Initiative 1. Enhance Culture and	**3.1.** 1. As part of the Fine Arts Series, several cultural programs were held and made available to the	AA	**3.1** **1.** The Fine Arts Series and the Chancellor's Distinguished Speakers Series have attracted larger

Education. FSU will be the foremost cultural and educational center in the southeastern region of North Carolina, accessible to the community on and off campus. (**UNCT 4.4.4, 4.4.5, 4.7.4)**	public, including the opera "Candide," four plays, the children's theater, several art exhibits on campus and at the Fayetteville Arts Council, performances by the Jazz Ensemble and Concert Band, the University Concert Choir programs, and a performance of God's Trombones at Fourth Friday Downtown Fayetteville.		audiences from the community and the campus. The brochure advertising the series won an award for its composition. Thirty-eight events have taken place out of the fifty-four events posted. Performances include the Imani Winds, Lalo Davita and Friends: A Salsa Band, the Fayetteville Symphony Orchestra; plays such as "The Diviners" and "Fences"; Frameless: New Mexico Printmakers and several other art exhibits.
	2. The Chancellor's Speaker's Series included Dr. David Driskell, an artist and scholar; "A New Face of Race: A Community Discussion" with panelist Dr. Derrick Darby, Dr. Ida M. Fisher, Mr. Gene Nichols, and Dr. Nicole Lucas; Rabbi Alysa Stanton; and Mr. Tim Reid with his documentary on *Blacks in the Military*.	CO CS	**2.** The Chancellor's Speaker's Series included Dr. Alvin Poussaint, Dr. Alex Kotlowitz, Judith Jamison, and Carlotta Walls LaNier, one of the Little Rock Nine, all of which drew large audiences, and included book signings.
	4. Lectures and presentations were held by the Department of Government and History, Department of Social Work, Department of Sociology, Department of English and Foreign Languages, and the Martin Luther King Celebration from the Department of the Performing and Fine Arts.	AA	**4.** The opening program for black history Month featured Rev. Aaron Johnson, a noted local activist in the Civil Rights movement, whose presentation drew tears from the audience. Over 800 people were in attendance. -Lectures and presentations were held by the Department of Government and History, Department of Social Work, Department of Sociology, Department of English and Foreign Languages, and the Martin Luther King Celebration from the Department of the Performing and Fine Arts.
	5. Of students surveyed, 85% of First Year Students and 62% of Seniors attended cultural events (i.e. art exhibits, plays, dances).	SA	
	6. Of students surveyed, 91% of First Year Students and 83%	SA	

	percent of Seniors participated in campus events and activities. 7. Student Affairs conducted a number of improvement activities for students such as the Health Fair, Coca Cola RAIN Initiative, Thurgood Marshall Conference, Dress for Success Wednesday's, Stand and Deliver Conference: Fonzworth Bentley -Advance your Swagger, and Dangerously in Love – HIV/AIDS Prevention. 7. The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville Futures II Project and five **f**aculty members chair major committees which includes the Murchison Road Corridor development project.	SA CO CS AA	5. The Fulbright Foreign Language Teacher Assistants (FLTAs) visited Cumberland County Schools during International Education Week reaching over 1,360 students. 6. Extended education is being provided through The Community School of the Arts (CSA), which is an initiative created by the FSU Department of Performing and Fine Arts to make quality instruction available in the area of the arts by professional instructors Courses are available in 4-week, 8-week, and 16-week sessions throughout the year. Classes are taught by FSU professors and other qualified art professionals from the community in the areas of Jazz, Violin, Suzuki Method, Viola, Cello, Bass, Piano, and Dance.

OUTCOMES ASSESSMENT: 3.1. 2009-2010

1. FSU offered a variety of cultural events during the year which were open to the general public as well as the campus. Various activities also involved special sessions for public school children.
2. Incentives and better marketing are needed to improve the attendance by the campus family and the general public.

MID-YEAR ASSESSMENT: 3.1. 2010-2011

1. Better marketing and a polished brochure "Ovation" all contributed to increasing the attendance at campus events by the campus and the general public. Now in addition to the Fayetteville Symphony Concerts being held at FSU, the North Carolina Symphony will hold its Concerts here beginning fall 2011.

Priority 3. Initiative 2. Partner with the Community and Public Schools

Intended Outcomes	Accomplishments	Unit	Mid-Year Accomplishments 2010-2011
Priority 3. Initiative 2. Partner with the Community and Public Schools.	**3.2.** 1. Academic Affairs completed dual enrollment programs with FTCC in the areas of Biotechnology, Psychology, Mathematics, and Nursing. 2. There were 46 graduates of	CO AA	**3.2.** **2.** There were 13 CCECHS

FSU faculty, students, and staff will serve as catalysts for change in partnership with the community and public schools through outreach programs. (UNCT 4.3.3, 4.3.4)	Cross Creek Early College who garnered over a million dollars in scholarships. Eleven (11) of these students will attend FSU in the fall.	CO AA	graduates who attended FSU in fall 2010.
	3. FSU renewed the Memorandum of Agreement with Cumberland County Schools to continue the Cross Creek Early College High School on the campus of FSU.	CO AA	**3.** FSU is in the process of planning a 2nd early college high school with Cumberland County Schools—the Cumberland International Early College High School—which is to be implemented in fall 2011.
	4. The General Hugh Shelton Leadership Challenge, engaged 28 rising freshmen, sophomore, junior, and senior high school students in a summer camp (July 18-23) based on Shelton's cornerstones of values-based leadership which include honesty, integrity, compassion, diversity, and social responsibility.	SA	5. Math-Science Education Center (MSEC): - Four (4) sessions have been held for mathematics and science teachers, including information and work sessions for parents. - "Get the Math" sessions to be held for mathematics teachers on February 26, 2011, estimating 100 in attendance. - Pre-College Program-Saturday Academy is serving approximately 150 students in fall 2010 compared to 189 students for full-year 2009-10. Additional students are expected to participate in spring 2011, increasing the total number.
	5. In the area of extended education, there was an 18.4% increase in distance education course enrollment in fall 2009.	AA	**5.** Extended education is being provided through The Community School of the Arts (CSA), which is an initiative created by the FSU Department of Performing and Fine Arts to make quality instruction available in the area of the arts by professional instructors Courses are available in 4-week, 8-week, and 16-week sessions throughout the year. Classes are taught by FSU professors and other qualified art professionals from the community in the areas of Jazz, Violin, Suzuki Method, Viola, Cello, Bass, Piano,

			and Dance.
	6. The School of Education led FSU's efforts for participation in the national project, United We Serve. Several faculty and staff members volunteered at elementary and high schools in Cumberland County providing services such as tutoring sessions, professional development workshops for teachers, and a tobacco cessation and prevention seminar.	AA	**6.** In the School of Education, several activities occurred in fall 2010 to support the community and public schools: • The MSEC offered 7 STEM workshops for students in Grades 8-12. 180 students participated. • 4 workshops were offered to 40 teachers. • 15 parents were involved in 5 PIE activities. • The American Education Week activity held in November 2010 was successful and well attended. Survey results are not yet analyzed.
	7. The School of Education held a two-day Excellence in Teaching Institute in spring 2010 which involved the public schools as presenters and attendees.	AA	7. In the School of Business and Economics, the Center for Economic Education has held several workshops where a total of 85 public school teachers from across southeastern NC learned how to incorporate economics into their social studies courses. An evaluation was administered and results will be analyzed during the spring 2011 semester.
	8. The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville Futures II Project and five faculty members chair major committees.	CO CS AA	8. The Fulbright Foreign Language Teacher Assistants (FLTAs) visited Cumberland County Schools during International Education Week reaching over 1,360 students.
	9. As part of the Fine Arts Series, several cultural programs were held and made available to the public, including the opera "Candide," four plays, the children's theater, several art exhibits on campus and at the Fayetteville Arts Council,	AA	**9.** The Fine Arts Series and the Chancellor's Distinguished Speakers Series have attracted larger audiences from the community and the campus. The brochure advertising the series won an award for its composition. Thirty-eight events have taken place out of the

	performances by the Jazz Ensemble and Concert Band, the University Concert Choir and a performance of God's Trombones at Fourth Friday Downtown Fayetteville.		fifty-four events posted. Performances include the Imani Winds, Lalo Davita and Friends: A Salsa Band, the Fayetteville Symphony Orchestra; plays such as "The Diviners" and "Fences"; Frameless: New Mexico Printmakers and several other art exhibits. - The Chancellor's Speaker's Series included Dr. Alvin Poussaint, Dr. Alex Kotlowitz, Judith Jamison, and Carlotta Walls LaNier, one of the Little Rock Nine, all of which drew large audiences, and included book signings.
	10. In 2009-2010 Football and Women's Basketball won CIAA Divisional Championships, and participated in the NCAA Regional Playoffs, garnering regional and national recognition. -Head Football Coach Kenny Phillips was named Coach of the Year by the CIAA Conference, Pigskin Organization, and 100% Wrong Club. -Student-athlete Austin Turner was recognized as Special Teams Player of the Year by the CIAA Conference and the Pigskin Organization. -The bowling team was the CIAA Western Division Champions and Head Bowling Coach Robert Henderson was recognized as Coach of the Year by the CIAA Conference. -The Golf Team was recognized for having the Highest GPA Award by the CIAA Conference.	AD	**10.** Men's Basketball team partners with JW McLuchlin Elementary School to establish new mentoring program "Young Men of Distinction." -Collaborated with Parks and Recreation to host youth football championship. -Collaborated with Cumberland County public schools to host high school football jamboree.

	-Adrian Ferguson was recognized as Sports Information Director of the Year by the CIAA Conference.		
	11. The Institute for Community Justice was expanded as the Center for Community Justice and Service Learning. This unit developed 3 service-learning resource guides, held a course development workshop for faculty, assisted community organizations, and assisted faculty members in offering 14 service learning courses, resulting in 201 students completing 1,899 hours of service.	AA	**11.** Center for Community Justice & Service Learning (CCJS&L) - From July 1 to December 31, 2010, 183 students participated in service learning in 16 different classes among 9 disciplines. Collectively, they completed 1,762 hours of service. - In Spring 2011, 17 service learning classes in 10 disciplines are underway. - In January 2011, 172 students participated in the MLK Challenge Day of Service coordinated by the FSU VISTA volunteer.
	12. Public Computer Center. ITTS partnered with Fayetteville Metropolitan Housing Authority and secured a federal grant for $1.1 million to establish a Public Computer Center that will educate the vulnerable population in the use of the Internet.	IT	
	13. The Equal Opportunities Centers Programs helped over 1,800 high school seniors, high school dropouts, and high school graduates, as well as, college dropouts to make career choices and set educational Initiatives. These clients came from the counties of Cumberland, Harnett, Hoke, Robeson, and Sampson.	AA	**13.** EOC: As of January 2011, 989 participants of which 414 (41.86%) have applied for admission to post-secondary education.
	14. Career Planning and Services hosted the Career Fair and Teachers Job Fair. Methodist University and UNCP also participated.	SA	**14.** In the 2010-11 Academic Year attendees at career fairs held by Office of Career Services were as follows: Career Fair-147 , Graduate and Professional Fair-200 Volunteer Fair =150
	15. FSU collaborated with the YMCA in the use of our Olympic	AD	

	size swimming pool for training and competition.		Total of 497 student participants. -Additionally Career Services is utilizing the *Student Voice* with generated surveys to assess learning and programming outcomes. -The Office of Career Services, in conjunction with Dr. Patricia Russell-McCloud and the Johnson & Johnson Company provided an opportunity for students to interview for internships and full-time employment opportunities. Thirty – two (32) students competed and four (4) were selected to travel to Atlanta, GA to further interview. One (1) student was selected for a full-time position beginning in June 2011. -80 students participated in fall 2010 internship opportunities at USASOC/Fort Bragg Program, Walt Disney World College Program etc. 16. In the Department of Communication, five MOUs for student internships were established with such organizations as the Fayetteville Observer, Center for Economic Development, Parks Chapel Church, and Up & Coming news magazine.

OUTCOMES ASSESSMENT: 3.2. 2009-2010

1. The University expanded collaborations with memorandums of agreement with community colleges and Cumberland County Schools, expanded the Center for Public Justice to include Service Learning, joined United We Serve, partnered with Greater Fayetteville Futures II, and partnered with the Fayetteville Housing Authority for a Public Computer Center.

2. Participating in these collaborations and many others, FSU will continue to expand its outreach. FSU offers the public and its students a variety of learning experiences, service learning, and educational and cultural opportunities.

MID-YEAR ASSESSMENT: 3.2. 2010-2011

1. FSU continues to expand collaborations and memorandums of understanding with educational institutions in North Carolina and abroad. The number of students participating in service learning activities and internships has increased. Services with the public schools have also expanded.

Priority 3. Initiative 3. Enhance Marketing and Communication			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 3. Initiative 3. Enhance Marketing and Communication. FSU will effectively communicate and market programs and events in a timely and efficient manner. (UNCT 4.7.1, 4.7.2, 4.7.4)	**3.3.** 1. In spring 2009, a series of advertisings to promote Academic Affairs faculty, The Fine Arts Series, and the Chancellor's Distinguished Speakers Series were placed in the *Fayetteville Observer* Weekender section, including Summer School 2010, faculty award winning author Weatherford, Microprobe Center, the Graduate School, and Open House.	IA AA	**3.3** **1.** In the Department of Performing and Fine Arts, marketing materials (e.g. departmental and Ovation! brochures) were created. An improved website, along with use of social media, was developed. These activities along with advertising have resulted in increased attendance at all Fine Art Series events. Average attendance, based on seating capacity of Seabrook Auditorium, has been 60%. -Fine Arts Series Magazine "Ovation!" produced and won a national CASE Award.
	2. Several videos that featured academic programs were produced and posted on the FSU website, including the Microprobe Center, science programs, Student study abroad, the Career Fair, MLK Day of Service, and building renovations.	IA AA SA BF	**2.** Find It on Demand/FSU on Demand has been introduced on Time-Warner Cable. -The Office of Public Relations has increased its media database from approximately 50 news agencies and reporters to more than 3,000 worldwide. This increase in the media database allows the office to strategically send press releases to reporters at specific media outlets based on their areas of expertise.
	3. Dr. Valeria Fleming was honored for 50 years of service to FSU. A Science Professional Round-up Panel discussion, a luncheon and a Banquet were held for her outstanding achievements.	CO IA AA	
	4. Institutional Advancement worked to better coordinate all marketing and communication efforts through the establishment of a campus-wide marketing committee. More school and college brochures were produced, more ads were placed promoting	IA IT	**4.** Academic Affairs collaborated with the Office of Public Relations to strengthen information to the public on academic programs and faculty. Several faculty were featured as subject matter experts and on television or radio, including Artists-in-Residence Imani Winds (PFA), Dr. Edward Stringham

	academic programs and our FSU Homepage was enhanced via a new design, higher quality photos, the addition of our publications on-line and more news and information.		(SBE), Dr. Michael DeValve (Criminal Justice), and Dr. Doreen Hilton (Psychology). Marketing has completed 187 marketing projects, assisting 27 departments or entities.
	5. The *FS&U* magazine was enhanced and the *Bronco Bulletin* was enhanced to a Digital Edition.	IA	**5.** Email database completed for electronic communications. University newsletter re-designed for electronic dissemination.
	6. Implementation of Astra, which is an Online Events Management System, scheduled 90% of all campus events, programs, and meetings for internal and external requests for use of campus facilities.	IA SA	**6.** Assisted with 54 special events, assisting 11 departments or campus entities through Astra.
	7. Reactivation of *The Voice*, student newspaper, in collaboration with Academic Affairs and Student Affairs.	SA AA	**7.** For Fall 2010 the BRONCO Voice had **5** print editions. Four were 12-page editions and one was a 16-page edition.
	8. Contracting with a private firm, FSU plans to develop a new brand and marketing image for 2010-2011.	IA	**8.** Initial phase of Zone 5 Integrated Marketing Study completed.

OUTCOMES ASSESSMENT: 3.3. 2009-2010

1. The establishment of a campus-wide marketing committee, the implementation of Astra, redesign of the FSU Home page with news and photos, enhancement of and wider distribution of FS&U magazine, and television and newspaper ads have given FSU wider exposure this year.

2. The need for a greater presence in the region should result from the plans to develop a new branding and marketing image in 2010-2011.

MID-YEAR ASSESSMENT: 3.3. 2010-2011

1. Expansion of advertisement in various forms of media has given greater visibility to FSU. The Fine Arts Series booklet "Ovation" won a national CASE Award. Several faculty members have been featured as subject matter experts on television, the radio and in the newspaper.

2. The new branding image has not materialized.

Priority 3. Initiative 4. Set the Standards for International Programming			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 3. Initiative 4. Set the Standards for International Programming. FSU will set the standard for cultural and social events, especially with international foci by partnering with surrounding communities, sharing values, initiatives and vision. (UNCT 4.4.2, 4.4.4, 4.7.4)	**3.4.** 1. As part of the Fine Arts Series, several cultural programs were held and made available to the public, including the opera "Candide," four plays, the children's theater, several art exhibits on campus and at the Fayetteville Arts Council, Martin Luther King Celebration and Day of Service, performances by the Jazz Ensemble and Concert Band, the University Concert Choir, a performance of God's Trombones at Fourth Friday Downtown Fayetteville, an exhibit on Aids and Ethiopia and collaborated with the African American Master's Art Exhibit at Fayetteville Arts Council .	AA	3.4 **1.** The Fine Arts Series and the Chancellor's Distinguished Speakers Series have attracted larger audiences from the community and the campus. The brochure advertising the series won an award for its composition. Thirty-eight events have taken place out of the fifty-four events posted. Performances include the Imani Winds, Lalo Davita and Friends: A Salsa Band, the Fayetteville Symphony Orchestra; plays such as "The Diviners" and "Fences"; Frameless: New Mexico Printmakers and several other art exhibits. 2. The Chancellor's Speaker's Series included Dr. Alvin Poussaint, Dr. Alex Kotlowitz, Judith Jamison, and Carlotta Walls LaNier, one of the Little Rock Nine, all of which drew large audiences, and included book signings. 3. The Nigerian Independence Gala was held and had approx. 200 guests. Lalo Davila and Friends: A Salsa Band featuring a Latin percussionist was part of the Fine Arts Series. They performed a mix of African, Spanish, Cuban, and Puerto Rican music.
	2. Four Foreign Language Teaching Assistants, through the Fulbright Scholars Program, taught language courses: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yourba; and	AA	**2.** Three Fulbright Language Teaching Assistants are teaching courses this year: Ms. Bedour Al-Damkhi of Kuwait, Arabic; Mr. David Otieno of Kenya, Kiswahili; and Mr. De Chen of China, Chinese.

	DiWu of China, Chinese. They also volunteered in the public schools. A reception was held for the students.		- The Fulbright Foreign Language Teacher Assistants (FLTAs) visited Cumberland County Schools during International Education Week reaching over 1,360 students.
	3. Six students from East China University of Science and Technology are attending FSU this year to complete degrees in mathematics and computer science.	AA	
	4. Celine Charron from Université de Technologie de Compiègne (UTC), France, completed a one month internship at Fayetteville State University from January 19 to February 17, 2010. She edited French materials in CAN8, provided assistance to French classes, and tutored students in the use of CAN8 in the language lab.	AA	
	5. 32 Students competed for the Coca Cola RAIN Initiative. Two were selected to travel to South Africa.	SA	
	6. Of students surveyed, 85% of First Year Student attended a cultural event and 62% seniors attended cultural events. (i.e. art exhibits, plays, dances.	SA	
	7. Our international faculty and staff held an International Fair in the Student Center and the university participated in the International Festival for the city of Fayetteville.	CO AA	**7.** FSU Fulbright FLTAs kicked-off the 31st Annual International Folk Festival 2010 at 4th Friday. Visiting Fulbright Scholars from Kuwait, China, and Kenya led a panel discussion about their life. experiences and what America means to them. September 24, 2010.
	8. The Chancellor and Chief of Staff serve on the leadership team for the Greater Fayetteville Futures II Project and five faculty members chair major committees	CO CSA AA	8. Fayetteville State University (FSU) is among six North Carolina

	which includes cultural and recreational opportunities for the public.		institutions that supported The Samuel Dalembert Foundation (SDF), an international 501(c) (3) nonprofit charitable organization, by helping earthquake ravaged Haiti and sending French language books to a new library being built in Haiti's Central Plateau.
	9. Seven Memorandums of Understanding were signed between FSU and international higher education institutions, including: University of the Western Cape (Cape Town, South Africa); St. George's University, Limited (Grenada); State Higher Vocational School in Krosno (Poland); University of Dar Es Salaam Fine and (China) for Elementary Education and English; Institute of Online Education at Beijing Foreign Studies University (China); and Hebei Normal University (China).	CO AA	**9.** A Letter of Intent between the FSU Department of Biology and St. George's University School of Medicine in Grenada, West Indies has been signed by the FSU Chancellor and is awaiting signature from St. George's.

OUTCOMES ASSESSMENT: 3.4. 2009-2010

1. Some inroads have been made in the international arena for cultural programs in addition to the Fine Arts Series and Chancellor's Speaker's programs. Memorandums of understanding among universities in China, Poland, and Africa will increase the number of international students at FSU.
2. The number of international cultural events can be increased through utilization of our diverse faculty and student body. To increase attendance at public events, greater marketing will be needed.

MID-YEAR ASSESSMENT: 3.4. 2010-2011

1. The number of international events and participation of FSU students, faculty, and staff has expanded. Improved advertisement and faculty input has increased the audience for campus events. The Fulbright Teaching Assistants have worked in community events, public schools, and taught language courses on campus. Current international MOU's now extend to Grenada, West Indies.

PRIORITY 4: LEADERS AND GLOBAL CITIZENS

Priority 4: Leaders and global citizens:
FSU will distinguish itself in the preparation of leaders in all disciplinary fields who will compete successfully in the global economy and who will demonstrate 21st century global competencies.

UNC Tomorrow Reference: 4.1 Our Global Readiness 4.2 Our Citizens and Their Future: Access to Higher Education 4.3 Our Children and Their Future 4.7 Our University's Outreach and Engagement
Unit Key: CO= Chancellor's Office; BT=Board of Trustees; CS= Chief of Staff; AA=Academic Affairs; SA=Student Affairs; GC=General Counsel; BF=Business and Finance; IA=Institutional Advancement; IT=Information Technology; AD=Athletics Director

Priority 4. Initiative 1. Promote International and Intercultural Education			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 4. Initiative 1. Promote International and Intercultural Education. FSU will develop its academic programs, faculty, and staff to promote leadership, international and intercultural education, understanding and global competence. **(UNCT 4.1.1, 4.3.3)**	**4.1.** 1. Global competencies are included in the course syllabi for the majority of courses at FSU. 2. World language and cultural resources are available at the FSU Foreign Language Laboratory. 3. B.A. degree in Intelligence Studies was approved by the UNC Board of Governors in fall 2009. A master's degree in International Studies has been developed and is ready for approval. 4. Department of English and Foreign Languages was divided into the Department of English and the Department of World Languages and Cultures; 5. The Global Scholars Honors Program was developed to enable students to participate in internships with leading organizations in business, government, and public service; to serve as scholar assistants with leading faculty in their field of study; to participate in student-to-student leadership mentoring; and	AA AA AA AA AA	**4.1.** 1. The International Education Center submitted the Fulbright Scholar in Residence application and has been approved to receive the award for 2011-2012 academic year. **4.** The Department of World Languages and Cultures is operational with updated equipment and media for the Language Lab. **5.** Currently, one FSU student is studying at the partner institution, Inner Mongolia Normal University, China on a yearlong scholarship. -. IEC is currently working with the Honors Program to select students for the 2011 Summer Study Abroad to Kenya. -. The Summer 2011 Study Abroad

	to do international travel and research. Twenty (20) global scholars and three (3) faculty members participated in a 4-week study abroad trip to Madrid, Spain to study at the University of Extremadura and took several field trips.		to Poland is currently in the process of being finalized and students are being selected for the program. -A Different World: Journey to Success was held in conjunction with Career Services providing presentations to encourage students to study abroad. -The UNCEP Director visited FSU and met with 135 students regarding the advantages of studying abroad. -A Boren Scholarship Opportunity Webinar and Information Session was held for FSU students.
	6. Seven Memorandums of Understanding were signed between FSU and international higher education institutions, including: University of the Western Cape (Cape Town, South Africa); St. George's University, Limited (Grenada); State Higher Vocational School in Krosno (Poland); University of Dar Es Salaam Fine and Performing Arts Department (Africa); Inner Mongolia Normal University (China); Baotou Teachers' College (China) for Elementary Education and English; Institute of Online Education at Beijing Foreign Studies University (China); and Hebei Normal University (China).	CO AA	**6.** A Letter of Intent between the FSU Department of Biology and St. George's University School of Medicine in Grenada, West Indies has been signed by the FSU Chancellor and is awaiting signature from St. George's. - The FSU Foundation provided support for a faculty/staff trip to identify opportunities in India related to student recruitment and other potential partnerships.
	7. Implementation of the Male Retention Initiative through collaboration between Academic Affairs and Student Affairs resulted in the establishment of an	SA AA	**7.** The 2nd Annual Male Initiative Week was held in October 2010. The Male Mentoring Program is in its second year and has increased participants from 12 in 2009-10, the

	Office of the Male Initiative, a Male Mentoring Program, a Male Initiative Week of events, a Making of the Bronco Male program, and improved monitoring and tracking of programs in support of male students throughout the campus.		pilot year, to 48 thus far in 2010-11. Institutional Advancement has collaborated with current major donor to provide an endowed gift for operational costs to support this particular male initiative.
	8. The Chancellor, Deans from the College of Arts and Sciences, School of Business and Economics, and School of Education, along with the Director of the International Education Center visited various colleges, universities, and institutes in China with which FSU has partnerships and agreements.	CO AA	
	9. Four Foreign Language Teaching Assistants, through the Fulbright Scholars Program, taught language courses: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yourba; and DiWu of China, Chinese. They also volunteered in the public schools. A reception was held for the students.	AA	**9.** Three Fulbright Language Teaching Assistants are teaching courses this year: Ms. Bedour Al-Damkhi of Kuwait, Arabic; Mr. David Otieno of Kenya, Kiswahili; and Mr. De Chen of China, Chinese.
	10. Six students from East China University of Science and Technology are attending FSU this year to complete degrees in mathematics and computer science.	AA	10. Fayetteville State University (FSU) is among six North Carolina institutions that supported The Samuel Dalembert Foundation (SDF), an international 501(c) (3) nonprofit charitable organization, by helping earthquake ravaged Haiti and sending French language books to a new library being built in Haiti's Central Plateau.
	11. Celine Charron from Université de Technologie de Compiègne (UTC), France, completed a one month internship at Fayetteville State University from January 19 to February 17, 2010. She edited French materials	AA	

	in CAN8, provided assistance to French classes, and tutored students in the use of CAN8 in the language lab. 12. Thirty-two Students competed for the Coca Cola RAIN Initiative. Two were selected to travel to South Africa. 13. Master of Social Work. Dr. Terri Moore-Brown and Dr. Delma Jackson accompanied nine (9) Master of Social Work students to Dar es Salaam, Tanzania for three weeks of summer study. At the University of Dar es Salaam, they took a course entitled, "Community Development" and toured two villages. Students were required to write a paper and will present their papers at the FSU Department of Social Work Lecture Series during the 2010 fall semester. The MSW was approved for reaccreditation by the Council on Social Work Education (CSWE).	SA AA	

OUTCOMES ASSESSMENT: 4.1. 2009-2010

1. The faculty is involved in the establishment of global competencies through new academic programs in Intelligence Studies and International Studies, inclusion of global competencies in course syllabi, involving students in world travel, development of the World language and cultural resources area in the Language Lab and implementation of the Global Scholars Program. Leadership skills are being developed in several ways including the Male Initiative, the General Shelton Leadership Academy, the Global Scholars Program, and through student organizations.
2. Continued involvement of faculty and students in global activities should increase as these new academic programs and initiatives are implemented.

MID-YEAR ASSESSMENT: 4.1. 2010-2011

1. Involvement of faculty, students, and administration in global activities has increased and expanded to other countries on the globe. Students and faculty will be able to travel and study in Poland, Kenya, and Grenada.

Priority 4. Initiative 2. Develop International and Leadership, Value-Added Programs			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 4. Initiative 2. Develop International and Leadership Value-Added Programs. FSU will develop internationally-focused and leadership-focused, value-added programs and activities to promote international and intercultural education, understanding, global competence and leadership skills for students. **(UNCT 4.1.2, 4.2.1, 4.3.3, 4.7.1)**	**4.2.** 1. Students serving as Chancellor for a Day for 2009-2010 included Cortney Slaughter, senior English major, September 2009; Kristy Mitchell, junior mathematics major, November 2009; Stephen Pennink, senior finance major, February 2010; and April 2010 was Elijah Davis criminal justice major. 2. Implementation of the Male Retention Initiative, collaboration between Academic Affairs and Student Affairs, resulted in the establishment of an Office of the Male Initiative, a Male Mentoring Program, a Male Initiative Week of events, a Making of the Bronco Male program, and improved monitoring and tracking of programs in support of male students throughout the campus. 3. The Global Scholars Honors Program was developed to enable students to participate in internships with leading organizations in business, government, and public service; to serve as scholar assistants with leading faculty in their field of study; to participate in student-to-student leadership mentoring; and to do international travel and research. Twenty (20) students and 3 faculty members participated in a 4-week study abroad trip to Spain including Madrid and Caceres, several other	CO SA AA AA	**4.2.** **1.** Students serving as Chancellor for a Day for 2010-2011 included L'Asia Brown, senior communications major, September 2010; Dominiqua Fritts, junior criminal justice major, November 2010; and Jazmin Henry, senior, business administration major, February 2011 **2.** The 2nd Annual Male Initiative Week was held in October 2011. The Male Mentoring Program is in its second year and has increased participants from 12 in 2009-10, the pilot year, to 48 thus far in 2010-11. Institutional Advancement has collaborated with current major donor to provide an endowed gift for operational costs to support this particular male initiative. 3. The UNCEP Director visited FSU and met with 135 students regarding the advantages of studying abroad. -A Boren Scholarship Opportunity Webinar and Information Session was held for FSU students. -IEC is currently working with the Honors Program to select students for the 2011 Summer Study Abroad to Kenya. -The Summer 2011 Study Abroad

	field trips, and study at the University of Extremadura.		to Poland is currently in the process of being finalized and students are being selected for the program.
	4. Dr.Terri Moore-Brown and Dr .Delma Jackson accompanied nine Master of Social Work students to Dar es Salaam, Tanzania for three weeks of summer study.	AA	-Currently, one FSU student is studying at the partner institution, Inner Mongolia Normal University, China on a yearlong scholarship.
	5. The Chancellor and Deans from the College of Arts and Sciences, School of Business and Economics, and School of Education, along with the Director of the International Education Center, visited various colleges, universities, and institutes in China with which FSU has partnerships and agreements.	CO AA	5. The International Education Center submitted the Fulbright Scholar in Residence application and has been approved to receive the award for the 2011-2012 academic year.
	6. The Black Executive Exchange Program (BEEP). March 16-18, 2010 BEEP executives conducted panel discussions, an etiquette dinner, and classroom visitations in order to help students prepare for the world of work.	SA	**6.** During the BEEP visit, the executives interacted with over 1000 students in 32 different class sessions; and countless other students in the Panel Discussions, Etiquette Dinner and Welcome Reception. The Spring 2011 program is planned for March 15-17, 2011
	7. Implementation of the Career Services Clothes Closet for internships and job opportunities.	SA	**7.** The Ribbon cutting ceremony and unveiling of the donor recognition wall took place during the 09/10 AY. The clothes Closet continues to serve as a resource for students who are participating in internships, career fairs and university events.
	8. The General Hugh Shelton Leadership Challenge, engaged 28 rising freshmen, sophomore, junior, and senior high school students in a summer camp (July 18-23) based on Shelton's cornerstones of values-based leadership which include honesty, integrity, compassion, diversity, and social responsibility.	SA	
	9. Four Foreign Language		**9.** Three Fulbright Language

	Teaching Assistants, through the Fulbright Scholars Program, taught language courses: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yourba; and DiWu of China, Chinese. These courses can be taken by faculty and students.	AA	Teaching Assistants are teaching courses this year: Ms. Bedour Al-Damkhi of Kuwait, Arabic; Mr. David Otieno of Kenya, Kiswahili; and Mr. De Chen of China, Chinese.
	10. Student Affairs offered a variety of personal and leadership development activities--SGA - Dress for Success Wednesdays; Career Services Workshops; and the Center for Personal Development's activities for personal growth.	SA	
	11. Minority College Relations Program, in collaboration with U. S. Army Special Operations Command (USASOC), provided 29 FSU students the opportunity to gain paid practical experience in their field of study by working along with military and civilian professionals under the Student Educational Employment Program.	SA	**11.** Continuous recruitment for student interns is underway with open acceptance of applications. 12. The Office of Career Services in conjunction with Dr. Patricia Russell-McCloud and the Johnson & Johnson Company provided an opportunity for students to interview for internships and full-time employment opportunities. Thirty –two (32) students competed and four (4) were selected to travel to Atlanta, GA to further interview. One (1) student was selected for a full-time position beginning in June 2011.
	12. FSU-RISE Scholars and NCLSAMP Scholars participated in summer research internships in agencies such as the Signal Laboratory at Methodist Research Institute in Indianapolis, Indiana; Neuroscience Institute at Duke University, National Science Foundation REU Program at the University of GA; Argonne National Laboratory; and UNC-Chapel Hill SPIRE Summer Program.	AA	
	13. FSU Health Careers Opportunities Program (HCOP),	AA	

	in partnership with UNC Chapel Hill**,** provided opportunities for 80 disadvantaged FSU students to enhance their academic preparation, engage in professional development workshop, participate in career exploration trips and recruitment fairs, prepare for admissions tests for graduate and professional health schools, and to participate in summer research internships and enrichment programs.		
	14. The Teacher Education Summer Accelerated Program (TESAP) was held again in summer 2009. Of the 109 students enrolled, fifty-six (56) students graduated/completed licensure requirements ahead of schedule in 2009-2010. Also, thirteen (13) NCTEACH students completed their professional component which consisted of 18 credit hours.	AA	
	15. There were ten (10) Army ROTC and seven (7) Air Force ROTC Officers commissioned.	AA	

OUTCOMES ASSESSMENT: 4.2. 2009-2010

1. Value-added programs such as Chancellor for a Day, BEEP, Global Scholars, the Male Retention Initiative, Study Abroad, the Student Government Association and its projects, enabled students to improve their personal development and leadership skills.

2. The major task is to increase the number of students involved in these activities.

MID-YEAR ASSESSMENT: 4.2. 2010-2011

1. The number of students involved in valued-added programs has increased as well as the number of sessions to get them involved.

2. Continued recruitment for these initiatives must be an on-going process.

Priority 4. Initiative 3. Increase International Partnerships			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**

Priority 4. Initiative 3. Increase International Partnerships. FSU will increase its international partnerships with universities and organizations outside the United States of America to provide opportunities for collaborative research, teaching, internships, service learning, and field experiences for students, faculty, staff and administrators . **(UNCT 4.1.3, 4.7.1, 4.7.4)**	**4.3.** 1. Seven Memorandums of Understanding were signed between FSU and international higher education institutions, including: University of the Western Cape (Cape Town, South Africa); St. George's University, Limited (Grenada); State Higher Vocational School in Krosno (Poland); University of Dar Es Salaam Fine and Performing Arts Department (Africa); Inner Mongolia Normal University (China); Baotou Teachers' College (China) for Elementary Education and English; Institute of Online Education at Beijing Foreign Studies University (China); and Hebei Normal University (China).	CO AA	**4.3** **1.** A Letter of Intent between the FSU Department of Biology and St. George's University School of Medicine in Grenada, West Indies has been signed by the FSU Chancellor and is awaiting signature from St. George's. -The FSU Foundation provided support for a faculty/staff trip to identify opportunities in India related to student recruitment and other potential partnerships.
	2. Four Foreign Language Teaching Assistants, through the Fulbright Scholars Program, taught language courses: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yourba; and DiWu of China, Chinese.	AA	**2.** Three Fulbright Language Teaching Assistants are teaching courses this year: Ms. Bedour Al-Damkhi of Kuwait, Arabic; Mr. David Otieno of Kenya, Kiswahili; and Mr. De Chen of China, Chinese.
	3. Twenty (20) students and 3 faculty members participated in a 4-week study abroad trip to Madrid, Caceres, and studied at the University of Extremadura.	AA	**3.** Students are now being selected for summer study in Poland and Kenya for summer 2011.
	4. During June 3-24, 2010, two social work faculty members and six Master of Social Work students traveled to Tanzania to meet and work with faculty and undergraduate and graduate students from the University of Dar es Salaam, and the Institute of Social Work. Students took a three week course entitled, Community Development at the University of	AA	

	Dar es Salaam as well as toured two villages. They had to write a research paper which will also be presented at FSU. 5. The Chancellor, Deans from the College of Arts and Sciences, School of Business and Economics, and School of Education, along with the Director of the International Education Center, visited various colleges, universities, and institutes in China with which FSU has partnerships and agreements.	CO AA	

OUTCOMES ASSESSMENT: 4.3. 2009-2010

1. FSU has entered into seven new memorandums of agreement with schools spanning three continents. Students, faculty, and administrators did official study and travel abroad.

2. Expansion of agreements with other countries, increased enrollment of international students, and a greater increase in the number of exchanges of FSU faculty and students should occur.

MID-YEAR ASSESSMENT: 4.3. 2010-2011

1. Expansion of agreements with other countries has occurred and a greater number of students should be studying abroad this summer.

2. Efforts to increase enrollment of international students on campus are underway with schools in India and could be developed with schools in South America.

PRIORITY 5: COLLABORATIONS AND PARTNERSHIPS

Priority 5: Collaborations and Partnerships:
FSU will increase access to education, research, scholarship, and service in North Carolina through expanded partnerships and collaborative efforts with governmental and non-governmental organizations and agencies.

UNC Tomorrow Reference:

4.1 Our Global Readiness
4.2 Our Citizens and Their Future: Access to Higher Education
4.3 Our Children and Their Future: Improving Public Education
4.5 Our Health
4.7 Outreach and Engagement
5.3 UNC should lead the campuses in a refinement of the tenure promotion, and incentive system
5.7 UNC should encourage interdisciplinary and inter-institutional collaboration

Unit Key: CO= Chancellor's Office; BT=Board of Trustees; CS= Chief of Staff; AA=Academic Affairs; SA=Student Affairs; GC=General Counsel; BF=Business and Finance; IA=Institutional Advancement; IT=Information Technology; AD=Athletics Director

Priority 5. Initiative 1. Expand Collaborations and Partnerships

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 5. Initiative 1. Expand Collaborations and Partnerships. FSU will expand collaborations and partnerships with international, national, regional, and state entities, as well as among all units on campus. **(UNCT 4.3.3, 4.3.4, 4.3.5)**	**5.1.** 1. Seven Memorandums of Understanding were signed between FSU and international higher education institutions, including: University of the Western Cape (Cape Town, South Africa); St. George's University, Limited (Grenada); State Higher Vocational School in Krosno (Poland); University of Dar Es Salaam Fine and Performing Arts Department (Africa); Inner Mongolia Normal University (China); Baotou Teachers' College (China) for Elementary Education and English; Institute of Online Education at Beijing Foreign Studies University (China); and Hebei Normal University (China).	CO AA	**5.1.** 1. A Letter of Intent between the FSU Biology Department and St. George's University School of Medicine in Grenada, West Indies has been signed by the FSU Chancellor and is awaiting signature from St. George's.
	2. Four Foreign Language Teaching Assistants, through the Fulbright Scholars Program, taught language courses: Diana Awuor of Kenya, Swahili; Olfa Gafsi of Tunisia, Arabic; Folake Oyedepo of Nigeria, Yourba; and DiWu of China, Chinese. They also did voluntary work for the public schools.	AA	2. Three Fulbright Language Teaching Assistants are teaching courses this year: Ms. Bedour Al-Damkhi of Kuwait, Arabic; Mr. David Otieno of Kenya, Kiswahili; and Mr. De Chen of China, Chinese.
	3. Six students from East China University of Science and Technology are attending FSU this year to complete degrees in mathematics and computer science.	AA	
	4. Celine Charron from Université de Technologie de Compiègne (UTC), France, completed a one month internship at Fayetteville State University from January 19	AA	

	to February 17, 2010. She edited French materials in CAN8, provided assistance to French classes, and tutored students in the use of CAN8 in the language lab. 5. Increased by 10% the number of internships or cooperative experiences available to FSU students. Career Services made internships available in local, regional and national organizations such as the City of Fayetteville Information Technology Department, Walt Disney World College Program, and National Urban League.	SA	**5.** The Office of Career Services hosts four (4) career fairs each year: the fall Career and Cooperative Education fair, the volunteer Services Fair, the Graduate and Professional School Fair and the Spring Career and Cooperative Education Fair. All of the fairs are growing in size and increasing student participation. The Spring 2011 Career and Cooperative Education Fair is being planned for March 17, 2011. 6. The Office of Career Services in conjunction with Dr. Patricia Russell-McCloud and the Johnson & Johnson Company provided an opportunity for students to interview for internships and full-time employment opportunities. Thirty –two (32) students competed and four (4) were selected to travel to Atlanta, GA to further interview. One (1) student was selected for a full-time position beginning in June 2011. Other internship opportunities are also provided via the USASOC/Fort Bragg Program, Walt Disney World college Program etc. Students are also sent targeted messages about opportunities based on demographics. 7. In the Department of Communication, five MOUs for student internships were established with such organizations as the Fayetteville Observer, Center for

			Economic Development, Parks Chapel Church, and Up & Coming news magazine. 8. 25 Moves provided to Career Services, SBE, and Performing & Fine Arts Departments for internship/job opportunities. Advisory Board Cultivation - SBE and College of Arts & Sciences
	6. The Minority College Relations Program in collaboration with U. S. Army Special Operations Command (USASOC) provided internships for 29 FSU students to gain paid, practical experience, in their field of study, by working along with military and civilian professionals.	SA	**6.** Continuous recruitment for student interns is underway with open acceptance of applications.
	7. 76% of First Year Students said they plan to participate in an Internship experience and 39% of Seniors surveyed reported they had completed an Internship.	SA	
	8. FSU and UNCP are partners for research and outreach with The Southeastern NC Regional Microanalytical and Imaging Center (SENCR-MIC), or the Microprobe Center.	AA	
	9. Dual enrollment agreements were established with Fayetteville Technical Community College for the RN-to-BSN program, Psychology, Applied Science in Biotechnology, Mathematics, and Online Degree Completion programs at FSU, enabling a seamless transfer to FSU.	AA	

	10. A dual enrollment agreement was established with Davidson Co. Community College for students with an Associate's in Arts degree, enabling a seamless transfer to FSU.	AA	
	11. FSU renewed its agreement with Cumberland County Schools for continued operation of Cross Creek Early High School.	CO AA	**11.** FSU is in the process of planning a 2nd early college high school with Cumberland County Schools—the Cumberland International Early College High School—which will be implemented in fall 2011.
	12. The MSW Program at Fort Sam Houston received approval from SACS.	AA	
	13. The School of Business and Economics in collaboration with NC State University is offering distance education courses at the Gateway Technology Center in Rocky Mount.	AA	
	14. FSU collaborated with the YMCA in the use of our Olympic size swimming pool for training and competition.	AD	**14.** Athletics collaborated with Fayetteville Parks and Recreation to host the youth football championship and with Cumberland County public schools to host the high school football jamboree.
	15. The School of Business and Economics received a grant of $150,000 per year for 5 years from the U.S. Small Business Administration to establish a Veteran Business Outreach Center.	AA	**15.** In the School of Business and Economics Veterans Business Outreach Center, 100 clients have been served. Survey results indicate 100 percent reported satisfaction with the quality of services offered.
	16. The SBE Center for Entrepreneurship co-hosted the First Annual Green and Sustainability Business Conference in Cumberland County, in collaboration with PWC, Sustainable Sandhills, and the Chamber of Commerce, to	AA	-The School of Business and Economics is partnering with BRAC to launch a Vet- to-Ag initiative that is intended to increase veteran participation in agricultural based business ventures.

	discuss best green practices. 17. FSU became an AmeriCorps VISTA member, which is in conjunction with the NC Campus Compact membership. 18. FSU is the lead institution for BRAC Regional Task Force and will host the Center for Defense and Homeland Security. 19. The Equal Opportunities Centers Programs helps high school seniors, high school dropouts, graduates, and college dropouts to make career choices and set educational goals. EOC helps over 1800 clients in five counties (Cumberland, Harnett, Hoke, Robeson, and Sampson) each year.	AA CO AA AA	**19.** EOC: As of January 2011, 989 participants of which 414 (41.86%) have applied for admission to post-secondary education.

OUTCOMES ASSESSMENT: 5.1. 2009-2010

1. FSU has made great strides in expanding collaborations and partnerships with international, national, regional, and state entities, as well as among some units on campus.

2. Greater marketing will keep faculty, staff, students and the community abreast of the many collaborative initiatives established at FSU and should encourage new and continued participation by all entities involved.

MID-YEAR ASSESSMENT: 5.1. 2010-2011

1. Opportunities for students to learn about professional career, graduate study, and internships have been expanded by Career Services and academic departments. The success of the Cross Creek High School has resulted in the establishment of the Cumberland International Early College High School.

Priority 5. Initiative 2. Increase Collaboration in Research and Scholarship

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011

Priority 5. Initiative 2. Increase Collaboration in Research and Scholarship. FSU will expand collaborations and partnerships that will increase participation in high quality research and scholarship. **(UNCT 4.7.1, 5.3, 5.7)**	**5.2.** 1. Through SENCR-MIC and use of the microprobe, FSU has collaborated with other UNC institutions (UNC-Pembroke, NC State University, UNC-Chapel Hill, and UNC-Charlotte); with international institutions (Stockholm University and Mid-Sweden University); with Texas Christian University, and organizations such as NC Geological Survey, NC State Bureau of Investigation, and the NC Museum of Natural Sciences. 2. Collectively, the faculty published 92 refereed journal articles, 5 non-refereed articles, and 13 books, 13 book chapters, participated in 51 conference proceedings, and made 55 other intellectual contributions. 3. Faculty Service: Collectively, the faculty provided a grand total of 625 professional and public or community service activities; specifically, (a) 320 professional service activities at the international (144), national (102), state (9), regional (32), and local (33) levels, and (b) 305 public/community service activities at the international (8), national (6), state (12), regional (72), and local (207) levels as documented in Digital Measures. 4. A collaborative with UNC-Chapel Hill (UNC-CFAR CODE Office) to develop prevention education and outreach efforts to combat the spread of HIV was spearheaded by Dr. Maurice Mongkuo and Dr. Rollinda	AA AA AA AA	**5.2.** **1.** In January 2011, the SENCR-MIC Advisory Council submitted a report with several operating and financial recommendations, providing a one-year outlook. 2. Plans are underway to hire a Senior Research Officer in spring 2011. Members of the Research Council have been appointed.

	Thomas. 5. Three programs in the STEM areas sponsored by NSF which promote professor-student collaborative research are RISE (Research Initiative for Scientific Enhancement), NCLSAMP (North Carolina Louis Stokes Alliance for Minority Participation), and Optimum. Students present their research at state and national meetings. Summer workshops were held for public school children. 6. FSU-RISE Scholars and NCLSAMP Scholars participated in summer research internships in agencies such as the Signal Laboratory at Methodist Research Institute in Indianapolis, Indiana; Neuroscience Institute at Duke University, National Science Foundation REU Program at the University of GA; Argonne National Laboratory; and UNC-Chapel Hill SPIRE Summer Program, to name a few. 7. FSU SIFE Team, comprised of undergraduate business students, won the Regional Championship and was invited to the national championship. 8. FSU MBA Team finished in 1st place at the Opportunity Funding Corporation (OFC) Venture Challenge Business Plan Competition and was also the recipient of the "Best Written Business Plan" award.	AA AA AA AA	

OUTCOMES ASSESSMENT: 5.2. 2009-2010

1. The faculty was very productive in publishing 103 items, participated in over 320 other professional activities, and 302 community service projects, despite budget cuts. The SENCR-MIC offers collaboration with FSU and UNCP faculty in specialized research projects. Students in the STEM projects have a number of opportunities for research at FSU, for participation in

national conferences, and in summer internships with federal agencies. FSU's MBA team has won four of the six annual competitions sponsored by OFCVC for the best written business plan.
2. The university should seek to engage more students in collaborative research. Wider marketing of existing ventures such as the SENCR-MIC should greatly increase research and collaboration.

MID-YEAR ASSESSMENT: 5.2 2010-2011
1. No measurable data has been submitted.

Priority 5. Initiative 3. Collaborate for Service, Service Learning, and Outreach Activities			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 5. Initiative 3. Collaborate for Service, Service Learning, and Outreach Activities. FSU will expand national, regional, and state-wide partnerships and collaborations to increase access to service, service learning, and outreach activities. **(UNCT 4.1.2, 4.7.1, 4.7.2, 4.7.4, 5.7)**	**5.3**. 1. Minority College Relations Program in collaboration with U. S. Army Special Operations Command (USASOC) offered students attending minority universities the opportunity to gain paid, practical experience, in their field of study, by working along with military and civilian professionals under the Student Educational Employment Program. FSU had 29 interns in the program. Twenty four of these students will graduate in 2010.	SA	5.3. **1.** Continuous recruitment for student interns is underway with open acceptance of applications.
	2. The Black Executive Exchange Program (BEEP). March 16-18, 2010 BEEP executives conducted panel discussions, an etiquette dinner, and classroom visitations in order to help students prepare for the world of work.	SA	**2.** During the BEEP visit, the executives interacted with over 1000 students in 32 different class sessions; and countless other students in the Panel Discussions, Etiquette Dinner and Welcome Reception. The Spring 2011 program is planned for March 15-17, 2011.
	3. The Career Services Clothes Closet for internships and job opportunities was established to provide the appropriate dress for students.	SA	**3.** The Ribbon cutting ceremony and unveiling of the donor recognition wall took place during the 09/10 AY. The clothes Closet continues to serve as a resource for students who are participating in

			internships, career fairs and university events.
	4. The Institute for Community Justice was expanded as the Center for Community Justice and Service Learning. The Center was developed to provide a vehicle for promoting student development in the area of ethics and civic engagement, for achieving the FSU strategic priority to collaborate for service, service learning and outreach, and for fulfilling our mission as an engaged university.	AA	**4.** Center for Community Justice & Service Learning (CCJS&L) - From July 1 to December 31, 2010, 183 students participated in service learning in 16 different classes among 9 disciplines. Collectively, they completed 1,762 hours of service. - In Spring 2011, 17 service learning classes in 10 disciplines are underway. - In January 2011, 172 students participated in the MLK Challenge Day of Service coordinated by the FSU VISTA volunteer.
	5. Athletics partnered with and provided volunteer services which included grandparent's day, Special Olympics, Can Drive with OSA, volunteered at Bill Hefner Elementary, and Reading Day at Albemarle Elementary.	AD	**5.** The Football Team spoke to Ashley Elementary about the "Importance of Education".
	6. Faculty Service: Collectively, the faculty provided a grand total of 625 professional and public/community service activities; specifically, (a) 320 professional service activities at the international (144), national (102), state (9), regional (32), and local (33) levels, and (b) 305 public/community service activities at the international (8), national (6), state (12), regional (72), and local (207) levels as documented in Digital Measures.	AA	6.. Entrepreneurship Center: - The Entrepreneurship Leadership Institute was held in October 2010 that included 4 speakers including Sam Duncan, CEO of Office Max, the Fayetteville Mayor and the Cumberland County Commission Chair with 150 persons in attendance. - The 2nd Annual Youth Entrepreneurship Conference was held in November 2010 that included 8 speakers with 630 persons in attendance.
	7. Fraternities, sororities, academic organization, and other social clubs tutor public school children, organized food drives, raised	SA	7. Math-Science Education Center (MSEC): - Four (4) sessions have been held for mathematics and science teachers, including information and work sessions for parents. - "Get the Math" sessions to be held for mathematics teachers on

	money for cancer research, the heart fund, and other charitable causes.		February 26, 2011, estimating 100 in attendance. - Pre-College Program-Saturday Academy is serving approximately 150 students in fall 2010 compared to 189 students for full-year 2009-10. Additional students are expected to participate in spring 2011, increasing the total number. 8. Special Programs: - EOC: As of January 2011, 989 participants of which 414 (41.86%) have applied for admission to post-secondary education. 9. SAACs held Breast Cancer Awareness game, can food drive, and a toy drive.

OUTCOMES ASSESSMENT: 5.3. 2009-2010

1. USASOC, BEEP, and the Center for Community Justice and Service Learning provide students with the opportunity to work with people from various walks of life. They have participated in many activities on a voluntary basis and some gained income for their efforts. Many faculty members have been engaged in community services.

2. Wider participation and documentation by faculty, staff, and students of service activities are needed.

MID-YEAR ASSESSMENT: 5.3 2010-2011

1. Greater use of surveys and measures to track usage of services have been employed. Career Services, the School of Business and Economics, and the Center for Community Justice and Service Learning have greatly increased service learning opportunities for our students.

Priority 5. Initiative 4. Collaborate to Support Academic Achievement and Experiential Learning

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 5. Initiative 4. Collaborate to Support Academic Achievement and Experiential	**5.4**. 1. Student Internships: In 2009-2010, 446 students participated in internships (College of Arts and Sciences – 240; School of Business and Economics - 24; School of Education - 134; Career Services – 48). A wide range of internships	AA SA	5.4 **1.** The Office of Career Services hosts four (4) career fairs each year: the fall Career and Cooperative Education fair, the volunteer Services Fair, the Graduate and Professional School Fair and the Spring Career and

Learning. FSU will expand collaborations and partnerships to support academic achievement and provide students with on-the-job training experiences. **(UNCT 4.2.1, 4.2.5, 4.2.6, 4.7.2)**	took place locally, regionally, in-state, and nationally, including Fort Bragg Army Base, Museum of Cape Fear, Cumberland County Health Department, City of Fayetteville, Walt Disney World College Program, Internal Revenue Service, and Department of Transportation. 76% of First Year Students said they plan to participate in an Internship experience and 39% of Seniors surveyed reported they had completed an Internship.		Cooperative Education Fair. All of the fairs are growing in size and increasing student participation. The Spring 2011 Career and Cooperative Education Fair is being planned for March 17, 2011. The Office of Career Services in conjunction with Dr. Patricia Russell-McCloud and the Johnson & Johnson Co. provided an opportunity for students to interview for internships and full-time employment opportunities. Thirty –two (32) students competed and four (4) were selected to travel to Atlanta, GA to further interview. One (1) student was selected for a full-time position beginning in June 2011. Other internship opportunities are also provided via the USASOC/Fort Bragg Program, Walt Disney World college Program etc.
	2. There were 48 graduates in the second senior class of FSU's Cross Creek Early College High School. Of these, 11 will come to FSU in the fall.	AA	**2.** Thirteen of the 48 June graduates of Cross Creek Early College High School enrolled in FSU in fall 2010.
	3. Minority College Relations Program in collaboration with U. S. Army Special Operations Command (USASOC) offered students attending minority universities the opportunity to gain paid, practical experience, in their field of study, by working along with military and civilian professionals under the Student Educational Employment Program. FSU had 29 interns in the program. Twenty four of these students will	AA SA	**3.** Continuous recruitment for student interns is underway with open acceptance of applications. 4. The Department of Communications has expanded internships with local firms such as the Fayetteville Observer and local radio and television stations.

	graduate in 2010. 4. Initiated an internship program to provide real-life experience for ORACLE Developer certification students in School of Business. Three students are taking part in the semester long program. 5. Career Services Clothes Closet supplied students with proper clothes for internships and job opportunities.	SA AA SA	**5.** The Clothes Closet continues to serve as a resource for students who are participating in internships, career fairs and university events.

OUTCOMES ASSESSMENT: 5.4. 2009-2010

1. Career services has increased by 10% the number of internship opportunities available for students. A career clothes closet, with clothes donated by faculty and merchants, was developed to help students wear the proper dress for job interviews and internships. USASOC will offer 40 positions to FSU students next year.

2. Strides made with internships and agreement with agencies should continue to grow with the outstanding performance of our students.

MID-YEAR ASSESSMENT: 5.4. 2010-2011

1. Career Services has made significant strides in increasing the number of internship opportunities, in preparing students for job fairs and interviews.

PRIORITY 6: FISCAL RESOURCEFULNESS AND SUSTAINABILITY

Priority 6: Fiscal resourcefulness and sustainability:
FSU will maximize use of state and federal funds, expand budgetary resources through grants and contracts, increase scholarships through the FSU Foundation and Annual Fund Drives and promote fiscal and environmental sustainability.

UNC Tomorrow Reference:
4.2 Our Citizens and Their Future: Access to Higher Education
4.6 Our Environment
5.6 Efficiency
5.8 Accountability

Unit Key: CO= Chancellor's Office; BT=Board of Trustees; CS= Chief of Staff; AA=Academic Affairs; SA=Student Affairs; GC=General Counsel; BF=Business and Finance; IA=Institutional Advancement; IT=Information Technology; AD=Athletics Director

Priority 6. Initiative 1. Maximize Use of Funds

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 6. Initiative 1. Maximize Use of Funds. FSU will maximize the use of state and federal funds to ensure fiscal sustainability. **(UNCT 5.6, 5.8)**	**6.1.** 1. After having 17 findings in 2006 and 14 in 2007, the 2009 FSU audit contained only one finding-inappropriate system access.	BF	**6.1.** **1.** After having 17 findings in 2006, 14 in 2007, and only one in 2009, the 2010 FSU audit had no findings. The audits of all affiliated agencies were completed in the fall of 2010, enabling an earlier completion of the university audit.
	2. Fiscal resourcefulness: Reduced reliance on part-time adjunct faculty and saved $600K while increasing enrollment by 1.06% as a cost-efficiency measure.	BF	
	3. Total budget allocation from the state was $55,654,964, of which a more than 5% reversion of ($3,611,940) resulted in $52,043,024, faculty and staff reductions, and reduced expenditures for supplies, travel, and services.	BF	
	4. The UNC Financial Improvement and Transformation Project (UNC FIT) continued its focus for audit compliance in the areas of Financial Aid, Contracts and Grants and General Accounting with the introduction of Key Performance Indicators (KPI). Fayetteville State is participating in the project as a member of its Change Advisory Board (CAB) with voting rights to shaping the processing standards that will be used at all UNC campuses.	BF IT	**4.** The UNC Financial Improvement and Transformation Project (UNC FIT) continued its focus for audit compliance in the areas of Financial Aid, Contracts and Grants and General Accounting with the reporting of Key Performance Indicators (KPI's) to General Administration monthly. The areas of accounts receivable and capital assets will be reviewed in the spring of 2011. Fayetteville State is participating in the project as a member of its Change Advisory Board (CAB) with voting rights to shaping the processing standards that will be used at all UNC campuses.
	5. FSU has already realized a cost avoidance of approximately $400K by	IT BF	

	initiating the BANNER hosting project. BANNER and related applications will be hosted at MCNC which will eliminate the need for FSU to change out the hardware this year. 6. The university is upgrading its purchasing system with SCIQUEST software. This effort will provide the university with access to hundreds of higher education supplier catalogs for better control of campus spending and includes on-line shopping, trend reporting and budget management. 7. New application interfaces for Housing, TIAA-CREF, and Fidelity Investments have been implemented to reduce errors in data and processes and to increase turn-around time.	BF IT SA BF	**6.** The university has completed the system testing for the SCIQUEST software. Natural Science department vendor catalogs are available. Central Stores is closing and office supply vendor catalogs are now available on SCIQUEST. A roll out plan has been developed for adding new vendors and other departments. The software provides the university with access to hundreds of higher education supplier catalogs for better control of campus spending and includes on-line shopping, trend reporting and budget management. 5. The university implemented a Banner payroll system in conjunction with a Shared Services Center (SSC) at General Administration. This system replaced the Central Payroll system and allows more control of data and better access for employees. Temporary employees and students were added to the system in the fall of 2010, while permanent employees received their first pay through the system in January of 2011 (allowing for one W-2 at the end of 2011). 6. Business and Finance systems group coordinated campus-wide functional testing of administrative systems now running on the MCNC site. Systems went 'live' on the MCNC site in early August. 7. The off-site SACS review for

			finance was completed successfully. The Eagle project has been replaced on campus with a UNC internal control process review. This will help campus financial managers focus on activities that result in audit compliance.
	8. T2 – A campus traffic management software has been implemented to automate vehicle registration, parking allotment, enforcement, and collection of fees and penalties.	BF	**8.** T2 is fully implemented and individuals are able to register their vehicle via an online registration system, eliminating paper registration. Also, the system is generating emails to those who have outstanding fees due, further reducing the need to send paper bills and statements.
	9. 18 out of 18 of the higher education bond projects for construction and renovation have been completed. Construction on the new nursing building began in July 2009 and is now 90% complete.	BF	**9.** All higher education bond projects were completed and closed out by April 2010. -Construction on the Nursing building is now completed and building is occupied. Final inspection from State Construction Office is pending.
	10. Mobile Telephones Policy was approved in Sept. 2009 to reduce telephone expenditures. This policy established guidelines for approval, procurement, possession, and appropriate use of FSU owned mobile telephones.	GC BF	-The Fayetteville State University Housing Corporation LLC was created to begin a new residence hall project. 10. General Administration approved request for Tuition and Fee increases for 2011-2012 to $4,084 — which represents an 18.3percent increase for in-state residents. Tuition up by $298 and fees up by $335, but still second lowest cost in UNC system.

OUTCOMES ASSESSMENT: 6.1. 2009-2010

1. With budget cuts, FSU has been successful in engaging in many cost cutting activities without sacrificing the quality of education and services.

2. Facing the possibility of further budget cuts for 2010-2011, we will still have to be inventive in the use of funds.

MID-YEAR ASSESSMENT: 6.1. 2010-2011

1. A clean audit with no findings, completion and occupancy of the nursing building, cost

savings with Banner payroll and SCIQUEST demonstrates a high level of efficiency in maximizing the use of state funds,			
Priority 6. Initiative 2. Expand Grants and Contracts			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 6. Initiative 2. Expand Grants and Contracts. FSU will expand budgetary resources through grants, contracts, and grant writing workshops. **(UNCT 4.2.4, 5.6)**	**6.2.** 1. In 2009-2010, FSU received grant awards through sponsored research, programs, contracts, and Title III, totaling $11,621,622, which includes Title III funding of $4,142,369 (Title III), $1,306,578 (CCRA-College Cost Reduction Act), and $500,000 (Graduate Programs). 2. Through SENCR-MIC and use of the microprobe, FSU has collaborated with other UNC institutions (UNC-Pembroke, NC State University, UNC-Chapel Hill, and UNC-Charlotte); with international institutions (Stockholm University and Mid-Sweden University); with Texas Christian University, and organizations such as NC Geological Survey, NC State Bureau of Investigation, and the NC Museum of Natural Sciences. 3. FSU has partnerships with General Dynamics ITES, and General Dynamics OPTARRS II as a subcontractor. 4. <u>Facilities And Administrative (F&A) Costs Policy</u> was revised (July 2009) to clarify the guidelines for which FSU receives reimbursement of Facilities and Administrative	AA AA BF GC BF	**6.2.** **1.** Grants received in the School of Business and Economics included a USDA AFRI Grant $369,000, Sam's Club Environmental Sustainability Grant $1,000, and Campbell's Lets Can Hunger Challenge Grant $500. 2. Dr. Edward P. Stringham is the Lloyd V. Hackley Endowed Chair for Capitalism and Free Enterprise Studies. Several of his papers since August 2010 were recently listed on SSRN's Top Ten download list including "The Rise of Government Law Enforcement in England", "Repelling States: Evidence from Upland Southeast Asia", and "Common Law and Economic Efficiency", and others. He has presented economics workshops for the faculty, students, and general public, utilizing the new SBE Trading Room.	

	(F&A) costs, which are sometimes referred to as indirect costs or overhead receipts and are related to the awarding of grants and contracts to FSU. This policy outlines how the funds will be used.	AA	
	5. The Department of Police and Public Safety received a $7,000 award from the North Carolina Governor's Crime Commission for Training and Equipment for a Rape Aggression Defense (RAD) Training Program, and a $7,665 grant award from the North Carolina Office of Emergency Management to begin a Campus Emergency Response Training (CERT) Program.		**5.** The equipment has been received and two individuals have received the appropriate training to be RAD instructors. CERT equipment has been purchased and 30 people have been trained and are members of the FSU CERT team.
	6. The School of Business and Economics received a grant of $150,000 per year for 5 years from the U.S. Small Business Administration to establish a Veteran Business Outreach Center.	AA	**6.** In the School of Business and Economics Veterans Business Outreach Center, 100 clients have been served. Survey results indicate 100 percent reported satisfaction with the quality of services offered. -The School of Business and Economics is partnering with BRAC to launch a Vet- to-Ag initiative that is intended to increase veteran participation in agricultural based business ventures
	7. ITTS partnered with Fayetteville Metropolitan Housing Authority and secured a federal grant for 1.1 million dollars and established a Public Computer Center that will educate the vulnerable population in the use of the Internet and other technologies.	IT	

OUTCOMES ASSESSMENT: 6.2. 2009-2010

1. FSU received $500,000 more this year in grants than the previous year. More collaborative ventures such as the Public Computer Center and the Veteran Business Outreach Center were a part of funds received.

2. A number of grants were not funded. Though the competition is higher for grant funds, we must continue our efforts for outside funding and for collaborative ventures.

MID-YEAR ASSESSMENT: 6.2. 2010-2011

1. The School of Business has been very successful in establishing the projects for which grant monies were received-The Veterans Business Center and the Trading Room for example. Grants received by Public Safety have been utilized in safety training and a Bronco CERT Team has been established.

Priority 6. Initiative 3. Increase Private Support			
Intended Outcomes	**Accomplishments 2009-2010**	**Unit**	**Mid-Year Accomplishments 2010-2011**
Priority 6. Initiative 3. Increase Private Support. FSU will increase private support to the University. **(UNCT 4.2.4, 5.6, 5.8)**	**6.3.** 1. $1,968,409 has been raised by the Office of Development. 2. Received largest gift ever from an alumnus of $50,000. • Alumni giving and number of alumni totals increased by 200%. The fall Phonathon reached 12,954 alumni in 6 weeks, 1,344 pledges totaling $127,061. • Membership in National Alumni Association almost tripled from 413 to nearly1,057 paid members. • We now have over 10,000 email addresses for alumni. • Focused on creating strong relationships with the following companies & coordinating visits to campus: Bank of America (major gift received), The Hershey Company, GlaxoSmithKline, Food Lion, Wal-Mart (major gift received), Coca-Cola, Belk, BB&T, Blue Cross Blue Shield, Smithfield, Wachovia, Carolina Minority Suppliers, Popeyes, BET Networks, Sam's Club, Northwest Mutual, South River Electric Membership Corporation (major gift	IA IA CO IA IA	**6.3.** 1. Felton J. Capel Sr. endowed chair established in the Performing Arts with private gift of $250,000 plus state appropriation. 2. Major gifts from individuals up 53% from this time last year. • Alumni major gifts up 36% from this time last year (from 30 to 41) • Currently 300+ major gift prospects (individuals, businesses, foundations and corporations) • Number of planned gifts up 25% from last year

	received), and Smithfield-Luter Foundation. • FSU joined the Foundation Center. 3. Dr. Valeria Fleming 50 Years Celebration included the establishment of an endowed scholarship fund, raising $8,000. 4. As a Tom Joyner School of the Month for February 2010, FSU raised over $240,000 for scholarships. The Tom Joyner Foundation also gave 12 scholarships to FSU students. 5. An increased number of new scholarship accounts have been established in the FSU Foundation this year by the National Alumni Association, individual alumni, the SGA and others. 6. <u>Facilities And Administrative (F&A) Costs Policy</u> was revised (July 2009) to clarify the guidelines for which FSU receives reimbursement of Facilities and Administrative (F&A) costs, which are sometimes referred to as indirect costs or overhead receipts and are related to the awarding of grants and contracts to FSU. This policy outlines how the funds will be used. 7. The FSU Athletic Department solicited over $700,000 to purchase a video scoreboard and outside marquee with the help of outside partners	CO IA CO IA IA IA BF GC AD	**5.** Seven (7) new scholarship funds have been established. **7.** The Fayetteville State Athletic Department continues to solicit funds for the video scoreboard by adding one additional corporate sponsor.

	and corporate sponsors. 8. In fall 2009, FSU Athletics established and hosted the first Two Rivers Classic football game and related events as a fundraiser enhancing gate receipts with a sell-out event. 9. FSU Athletics continued its 1000 Broncos fundraising campaign for the third year.	AD AD	**9.** FSU Athletics along with the 1000 Bronco campaign established friends of athletic initiative to solicit additional funds for scholarships by donating through the social media such as "text to donate".

OUTCOMES ASSESSMENT: 6.3. 2009-2010

1. FSU gained about $150,000 more in through Institutional Advancement and engaged new contributors such as the Tom Joyner Foundation. The FSU Athletic Department solicited over $700,000 to purchase a video scoreboard and gained income from the initiation of the Two Rivers Classic football game with UNCP.

2. Better marketing and branding, which is now being developed by the university, should attract more donors. Continued work among the alumni should also produce greater revenue as this year one alumni gave the largest single donation ever given by an alumnus.

MID-YEAR ASSESSMENT: 6.3. 2010-2011

1. Complete funding data not yet submitted.

Priority 6. Initiative 4. Develop/Implement an Environmental Sustainability Program

Intended Outcomes	Accomplishments 2009-2010	Unit	Mid-Year Accomplishments 2010-2011
Priority 6. Initiative 4. Develop/Implement an Environmental Sustainability Program. FSU will develop a comprehensive environmental sustainability policy and	**6.4.** 1. A project is underway with the City of Fayetteville, PWC, Sustainable Sand Hills, and Fort Bragg to develop the Millennium Campus for Sustainability. Its focus will be energy and water sustainability. Dr. A. Tavakoli is the FSU representative. 2. The SBE Center for Entrepreneurship co-hosted the First Annual Green and Sustainability Business Conference in Cumberland County, in collaboration with	CO BF AA	**6.4.** **2.** Entrepreneurship Center: Speakers are confirmed for the upcoming FSU 2nd Annual Green Business Conference.

implementation plan. **(UNCT 4.6.1, 4.6.2, 4.6.3, 5.8)**	PWC, Sustainable Sand Hills, and the Chamber of Commerce, to discuss best green practices.		
	3. Design is in progress for the campus' first LEED certified building scheduled to begin construction early 2011 (New Science & Technology Building).	BF AA	**3.** Design for the New Science & Technology building is complete. Contract for Construction Manager @ Risk is being executed. Bidding in March. Second LEED building (350 bed residence hall) on campus is currently in design.
	4. Strides made in sustainability included formation of a Sustainability Committee, implementation of trayless dining in the Jones Dining hall to conserve energy and water; implementation of a reusable food container for take-out meals, elimination of non-eco friendly Styrofoam containers, conducted lighting analysis at Lyons Science Building, and upgraded recycling program for fluorescent lamps and other mercury containing items.	BF	**4.** Sustainability Coalition is currently drafting a campus-wide sustainability policy. -Our efforts to go trayless and eliminate the use of non-eco Styrofoam containers were successful. They have been replaced with new ecologic friendly containers. To date, this program is doing well. -Lighting analysis in the Lyon Science Building is the foundation for the current lighting retrofit project that is scheduled for completion in May 2011.
	5. An improved storm water management implementation plan for the new Nursing building includes the west campus with a plan for the New Science & Technology Building.	BF	**5.** Meeting planned with city of Fayetteville to draft a courtesy agreement for storm water management.
	6. Submitted Annual Solid Waste & Recycling report and Strategic Energy Plan to appropriate state agency.	BF	**6.** FY 2010 Annual reports submitted to appropriate agency (DENR) in November 2010. Implementing ARRA grant projects in support of the Strategic Energy Plan.
	7. Competition (among residence halls) created by FSU Green Team to promote recycling.	SA	**7.** Second annual competition scheduled for April 2011. Student Affairs continues to provide funding for the Green Team
	8. Reduced power consumption and carbon output in the		

	computing data center by implementing server virtualization. Over the past two years, ITTS has reduced the number of physical server hardware from 76 to 21 which is a 60% reduction.	IT	

OUTCOMES ASSESSMENT: 6.4. 2009-2010

1. A project is underway with the City of Fayetteville, PWC, Sustainable Sand Hills, and Fort Bragg to develop the Millennium Campus for Sustainability and measures have been taken for recycling and conservation of power.

2. Many initiatives are new and will yield greater results in 2010-2011 as they are being implemented.

MID-YEAR ASSESSMENT: 6.4. 2010-2011

1. The design for the first LEEDs certified building, the New Science & Technology building is complete. Efforts in sustainability are ongoing, with funding for the student Green Team efforts and the FSU 2nd Annual Green Business Conference.