Fayetteville State University

Operational Plan and Assessment Record

For

Fayetteville State University

(Name of Unit or Academic Department)

Fall 2009- Spring 2010

(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 goals 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	7/18/2010
(Period Covered)	(Date Re-Submitted)

A. Goals

1. To evaluate the extent to which the FSU is achieving its strategic priorities 2009-2010.
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 goals for 2009-2010 by using the following rating scale:

Outcomes	Unacceptable 1	Acceptable 2	Target 3
Outlines intended outcomes, goals, and objectives 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
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5.2 UNC should review the academic planning process.
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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. Goal 1. Increase Retention and Graduation Rates

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 1. Goal 1. Increase Retention and Graduation Rates.	**P1.G1.** 1. Enrollment for fall 2009 was 6,283, up by 66 (1.0%) from fall 2008. Of these, 762 were freshmen. The average SAT score was 843 and the average GPA was 2.76. As a	AA	1

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)**	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.		
	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	
	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	
	4. Of the 157 students enrolled in the CHEER program in summer 2009, 154 students met requirements for unconditional admission to the university.	AA	
	5. The CHEER program was nationally recognized, receiving the 2010 Lee Noel-Randi Levitz Retention Excellence Award for being a successful 5-week summer bridge program that has improved student success for freshman students.	AA	
	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 gave them a FSU pin with this pledge enrgraved on the back.	CO	
	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	
	8. In 2009-2010, 1,024 students graduated of which 880 were undergraduates, 133 earned master's degrees, and 11 earned doctorates. The overall number of graduates increased by 9.5% (97 students) over 2008-2009 (927 graduates).	AA	
	9. Advisement Improvement Mandate (AIM): AIM was 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).	AA	

	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).	AA	
	11. Special Consideration For Undergraduate Admissions Policy 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.	AA GC	
	12. Policy Statement On Non-Discrimination (Sept. 2009) was revised to ensure equal educational opportunity and employment, to recruit talented students, faculty, and staff from diverse backgrounds.	CS GC	

OUTCOMES ASSESSMENT: **P1.G1.**

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.

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

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 1. Goal 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,**	**P1.G2.** 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.	CO All	**2**
	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.	AA GC	
	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 promotion and tenure	AA GC	

4.2.6, 4.7.2)	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.	AA	
	5. The FSU SIFE Team of business students won the Regional Championship and the team was invited to the national championship.	AA	
	6. A team of MBA students finished in 1st place at the Opportunity Funding Corporation Venture Challenge in Atlanta for the "Best Written Business Plan" competition.	AA	
	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.	AA	
	8. Faculty/student collaborative research in STEM programs include NSF undergraduate programs with RISE (Research Initiative for Scientific Enhancement), NCLSAMP (North Carolina Louis Stokes Alliance for Minority Participation), and Optimum. A Title III program was implemented to give additional financial at the graduate level in the STEM areas.	AA	
	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 with 274 faculty and/or staff in attendance.	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	
	13. In the area of services and internship, survey data showed that 33% of First Year Students and 50 % of	SA AA	

	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 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	

OUTCOMES ASSESSMENT: P1.G2.
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.

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

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 1. Goal 3. Attract and Retain Faculty/Staff. FSU will attract and retain 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)**	**P1.G.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, teaching, research, and publication for all members of the academic staffs. 2. There were 900 employees in 2009-2010, of which 329 were instructional. The remaining 571 were administrators and support personnel. 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%. 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.* 4. The Office of Faculty Development conducted 31 workshops in 2009-2010 with 274 faculty and/or staff in attendance. **5**. ITTS replaced and upgraded desktop computers and	AA GC CS All GC AA	2

	laptop computers for 52 faculty and 90 staff during this year at a cost of $170,000.	IT	
	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.	SA	
	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.	AA	
	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 AA	
	9. Policy Statement On Non-Discrimination (Sept. 2009) was revised to ensure equal educational opportunity and employment, to recruit talented students, faculty, and staff from diverse backgrounds.	CO GC	
	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.	CS GC AA	
	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.	AA GC	

OUTCOMES ASSESSMENT: P1.G3.

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.

Priority 1. Goal 4. Enhance Attractiveness to Students			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**

Priority 1. Goal 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 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)**	**P1.G4.** 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.	CO All	2
	2. Operational Plans for units were based on the FSU Strategic Plan priorities, initiatives, and indicators.	All	
	3. SACS standards committees are evaluating Compliance to the standards and are submitting reports to the SACS office along with their findings.	All	
	4. The B.A. degree in Intelligence Studies was approved by the UNC Board of Governors in fall 2009.	AA	
	5. 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). The MSW was approved for reaccreditation by the Council on Social Work Education (CSWE).	AA	
	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.	AA	
	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.	AA	
	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.	AA	
	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 Physics; and a new Department of Communications has been formed apart from the Department of Fine and	AA	

	Performing Arts.		
	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.	AA	
	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.	SA	
	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.	AA	
	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 AA	
	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 leadership which include honesty, integrity, compassion, diversity, and social responsibility.	SA	
	15. Five Commuter Student Lounges were established to encourage commuter engagement.	SA	
	16. The Career Services Clothes Closet for internships and job opportunities was established to assist students with having proper dress for job interviews.	SA	
	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 SA	

OUTCOMES ASSESSMENT: P1.G4.

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.			
Priority 1. Goal 5. Improve Student Services/Satisfaction			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 1. Goal 5. Improve 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)	**P1.G5.** 1. The UNC Financial Improvement and Transformation Project (UNC FIT) is ongoing with efforts serve to focus campus financial managers on activities that result in audit compliance.	BF	2
	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.	BF All	
	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	
	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 $7,665 grant award from the North Carolina Office of Emergency Management to begin a Campus Emergency Response Training (CERT) Program	BF	
	5. ITTS restructured the dormitory network and installed newer filtering software to secure student computing in the dorms.	IT	
	6. Capital Projects. 18 out of 18 of the higher education bond projects for construction and renovation are now closed and archived.	BF	
	7. Construction of the Nursing Building is 90% complete; scheduled for completion September 2010: Architectural	BF	

	renderings for Science and Technology building have been completed. Microprobe suite renovation has been completed.		
	8. Health Fair included displays and demonstrations by local health care agencies and blood pressure screening.	SA	
	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	
	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 (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.	AA	
	14. Established five Commuter Student Lounges to encourage commuter engagement.	SA	
	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	AA SA	

	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 SA	

OUTCOMES ASSESSMENT: P1.G5.
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.

Priority 1. Goal 6. Improve Facilities and Technology

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 1. Goal 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, 5.8)**	**P1.G6.** 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 classrooms. 6. Wireless build-out has been initiated with expanding wireless coverage in Rosenthal, Barber, and SBE.	CO All IT IT IT IT IT	2+

	7. Installed added communication features and cameras on the desks of emergency management committee members.	IT AA	
	8. The School of Business and Economics Trading Room held its Grand Opening on June 17, 2010.	IT AA	
	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.	IT AA	
	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.	BF	
	11. Digital Measures database software has been installed for faculty to input information, including their vitas, publications, scholarly research, conference presentations and papers, etc.	IT AA	
	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.	IT AA	
	13. The Southeastern NC Regional Microanalytical and Imaging Center (SENCR-MIC), referred to as the Microprobe Center, 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.	AA	
	14. A campus-wide parking management plan has been completed.	BF	
	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	
	16. Athletics renovated the visitors' side of the football field.	AD	

OUTCOMES ASSESSMENT: P1.G6.
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.

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.
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Priority 2. Goal 1. Conduct Economic Transformation Needs Assessments			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 2. Goal 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)**	P2.G1. 1. Dr. Tavakoli, Mr. Shorter, and Dr. Pamela Jackson concluded from their study on the Economic Impact of BRAC on the eleven counties that: • In the majority of counties, less than 25 percent of the disadvantaged population has attended college. Without additional education and/or training, these workers will not be able to seek the majority of BRAC jobs. • Approximately 50 percent of BRAC related jobs are expected to require professional and technical skills yet only three counties have a sizeable percentage of disadvantaged workers currently capable of performing work in this sector. 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	AA CO AA AA	2

	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	

OUTCOMES ASSESSMENT: P2.G1.
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 greater benefit the region while providing learning experiences for our students.

Priority 2. Goal 2. Distribute Trend Data

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 2. Goal 2. Distribute Trend Data. FSU will research, develop and distribute 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)**	P2.G2. 1. Dr. Tavakoli, Mr. Shorter, and Dr. Pamela Jackson concluded from their study on the Economic Impact of BRAC on the eleven counties that: • In the majority of counties, less than 25 percent of the disadvantaged population has attended college. Without additional education and/or training, these workers will not be able to seek the majority of BRAC jobs. • Approximately 50 percent of BRAC related jobs are expected to require professional and technical skills yet only three counties have a sizeable percentage of disadvantaged workers currently capable of performing work in this sector. 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 AA CO CS AA	2-

OUTCOMES ASSESSMENT: P2.G2.
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.			
Priority 2. Goal 3. Establish Community Partnerships			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 2. Goal 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)**	P2.G3. 1. Minority College Relations Program in collaboration with U. S. Army Special Operations Command (USASOC) has 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. Spaces have been allotted for 40 students. 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. Fayetteville State University (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. 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 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.	SA SA SA AA CO AA	2

	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.	AA	
	7. The Institute for Community 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	
	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	
	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	
	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.	AA	
	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.	CO CS AA	

OUTCOMES ASSESSMENT: P2.G3.
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.

Priority 2. Goal 4. Pursue a Leadership Role in the BRAC Initiative			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 2. Goal 4. Pursue a Leadership Role in the BRAC Initiative. FSU will promote economic development in the Sandhills region of 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)**	**P2.G4.** 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 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.	CO AA **CO** **CS** **AA** **CO** **AA** BF CO AA AA	2

OUTCOMES ASSESSMENT: P2.G4.
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.

Priority 2. Goal 5. Share Innovation and Entrepreneurship Best Practices			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**

Priority 2. Goal 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)**	**P2.G5.** 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. 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. 3. Two business ventures moved from the Small Business Center into their own buildings—one in dry cleaning and one in group home services. 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. 5. A team of MBA students finished in 1st place at the Opportunity Funding Corporation Venture Challenge for the "Best Written Business Plan" competition. 6. The Career Services Clothes Closet for internships and job opportunities provides proper clothing for students during the interview process. 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. 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. 9. The School of Business and Economics Trading Room was completed with a Grand Opening held on June 17, 2010.	CO BF AA AA SA AA SA AA IT AA	2-

OUTCOMES ASSESSMENT: P2.G5. **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.

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. Goal 1 Enhance Culture and Education			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 3. Goal 1. Enhance Culture and 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)**	**P3.G1.** 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, 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. 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. David 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*. 4. Lectures and presentations were held by the Department of Government and History, Department of	AA CO CS AA	2-

	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% percent of Seniors participated in campus events and activities.	SA	
	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.	SA	
	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.	CO CS AA	

OUTCOMES ASSESSMENT: P3.G1.
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.

Priority 3. Goal 2. Partner with the Community and Public Schools			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 3. Goal 2. Partner with the Community and Public Schools. 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)	P3.G2. 1. Academic Affairs completed dual enrollment programs with FTCC in the areas of Biotechnology, Psychology, Mathematics, and Nursing.	CO AA	2+
	2. There were 46 graduates of Cross Creek Early College who garnered over a million dollars in scholarships. Nine of these students will attend FSU in the fall.	CO AA	
	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	
	4. The General Hugh Shelton Leadership Challenge,	SA	

	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.		
	5. In the area of extended education, there was an 18.4% increase in distance education course enrollment in fall 2009.	AA	
	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	
	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	
	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	
	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, performances by the Jazz Ensemble and Concert Band, the University Concert Choir and a performance of God's Trombones at Fourth Friday Downtown Fayetteville.	AA	
	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	AD	

	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. - 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	
	12. 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	
	13. Career Planning and Services hosted the Career Fair and Teachers Job Fair. Methodist University and UNCP were invited to attend.	SA	
	14. FSU collaborated with the YMCA in the use of our Olympic size swimming pool for training and competition.	AD	

OUTCOMES ASSESSMENT: P3.G2.

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.

Priority 3. Goal 3. Enhance Marketing and Communication			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 3. Goal 3. Enhance Marketing and Communication. FSU will effectively	P3.G3. 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	IA AA	2

communicate and market programs and events in a timely and efficient manner. (UNCT 4.7.1, 4.7.2, 4.7.4)	Summer School 2010, faculty award winning author Weatherford, Microprobe Center, the Graduate School, and Open House. 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. 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. 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 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. 5. The FS&U was enhanced and the Bronco Bulletin was enhanced to a Digital Edition. 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. 7. Reactivation of *The Voice*, student newspaper, in collaboration with Academic Affairs. 8. Contracting with a private firm, FSU plans to develop a new brand and marketing image for 2010-211.	IA AA SA BF CO IA AA IA IT IA IA SA SA AA IA All	

OUTCOMES ASSESSMENT: P3.G3.

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.

Priority 3. Goal 4. Set the Standards for International Programming			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**

Priority 3. Goal 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, goals and vision. (UNCT 4.4.2, 4.4.4, 4.7.4)	**P3.G4.** 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	2-
	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 volunteered in the public schools. A reception was held for the students.	AA	
	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 a cultural events.(i.e. art exhibits, plays, dances.	SA	
	7. Our international faculty and staff hold an International Fair in the Student Center each year.	AA	
	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 which includes cultural and recreational opportunities for the public.	CO CSA AA	
	9. Seven Memorandums of Understanding were signed	CO	

	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).	AA	

OUTCOMES ASSESSMENT: P3.G4.
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.

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. Goal 1. Promote International and Intercultural Education

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 4. Goal 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.	P4.G1. 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	AA AA AA AA	**2**

(UNCT 4.1.1, 4.3.3)	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 to do international travel and research.	AA	
	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	
	7. Implementation of the Male Retention Initiative through 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.	SA AA	
	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	
	10. Six students from East China University of Science and Technology are attending FSU this year to complete	AA	

	degrees in mathematics and computer science. 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 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.	AA SA	

OUTCOMES ASSESSMENT: P4.G1.
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.

Priority 4. Goal 2. Develop International and Leadership, Value-Added Programs			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 4. Goal 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)**	**P4.G2.** 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	CO SA AA AA	2

	participated in a 4-week study abroad trip to Spain including Madrid and Caceres, several other field trips, and study at the University of Extremadura.		
	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	
	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	
	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	
	7. Implementation of the Career Services Clothes Closet for internships and job opportunities.	SA	
	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 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	
	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	

OUTCOMES ASSESSMENT: P4.G2.

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, enable students to improve their personal development and leadership skills.

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

Priority 4. Goal 3. Increase International Partnerships			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 4. Goal 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)**	**P4.G3.** 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). 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. 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. 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 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 AA AA AA CO AA	2
OUTCOMES ASSESSMENT: P4.G3. **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 growth of the number of exchanges of faculty and students should occur.			

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. Goal 1. Expand Collaborations and Partnerships			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 5. Goal 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)**	P5.G1. 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). 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. 3. Six students from East China University of Science and Technology are attending FSU this year to complete degrees in mathematics and computer science. 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	CO AA AA AA AA	2+

	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	
	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	
	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), referred to as 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.	CO 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.	CO AA	
	11. FSU renewed its agreement with Cumberland County Schools for continued operation of Cross Creek Early High School.	CO AA	
	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	AA	

	Rocky Mount. 14. FSU collaborated with the YMCA in the use of our Olympic size swimming pool for training and competition. 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. 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 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.	AD AA AA AA CO AA	

OUTCOMES ASSESSMENT: P5.G2.
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.

Priority 5. Goal 2. Increase Collaboration in Research and Scholarship			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 5. Goal 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)**	P5.G2. 1. The Southeastern NC Regional Microanalytical and Imaging Center (SENCR-MIC), 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. 2. Research and Scholarship: Collectively, the faculty published 92 refereed journal articles, 5 non-refereed articles, 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/community	AA AA AA	2

	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 Thomas.	AA	
	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 programs for public school children also a part of these STEM programs.	AA	
	6. The FSU SIFE Team of business students won the Regional Championship and was invited to the national championship.	AA	
	7. A team of MBA students finished in 1st place at the Opportunity Funding Corporation Venture Challenge (OFCVC) for the "Best Written Business Plan" competition.	AA	

OUTCOMES ASSESSMENT: P5.G2.

1. The faculty was very productive in publishing 103 items and participated in over 100 other professional activities, 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.

Priority 5. Goal 3. Collaborate for Service, Service Learning, and Outreach Activities			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**

Priority 5. Goal 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)**	P5.G3. 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. 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. 3. Implementation of the Career Services Clothes Closet for internships and job opportunities. 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. 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. 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. 7. Fraternities, sororities, academic organization, and other social clubs tutor public school children, organize food drives, raise money for cancer research, the heart fund, and other charitable causes.	SA SA SA AA AD AA SA	
OUTCOMES ASSESSMENT: P5.G3. **1.** USASOC, BEEP, and the Center for Community Justice and Service Learning give students an opportunity to work with people from many 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.

Priority 5. Goal 4. Collaborate to Support Academic Achievement and Experiential Learning			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 5. Goal 4. Collaborate to Support Academic Achievement and Experiential 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)**	P5.G4. 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 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.	AA SA	2
	2. There were 48 graduates in the second senior class of FSU's Cross Creek Early College High School. Of these, 9 will come to FSU in the fall.	CO AA	
	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 graduate in 2010.	SA	
	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.	AA	
	5. Career Services Clothes Closet supplied students with proper clothes for internships and job opportunities.	SA	

OUTCOMES ASSESSMENT: P5.G4. **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.

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. Goal 1. Maximize Use of Funds

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 6. Goal 1. Maximize Use of Funds. FSU will maximize the use of state and federal funds to ensure fiscal sustainability. **(UNCT 5.6, 5.8)**	**P6.G1.** 1. Fiscal resourcefulness: Reduced reliance on part-time adjunct faculty and saved $600K while increasing enrollment by 1.06% as a cost-efficiency measure. 2. Total budget allocation was $102,992,669, of which a more than 5% reversion by the state, resulted in faculty and staff reductions, and reduced expenditures for supplies, travel, and services. 3. The UNC Financial Improvement and Transformation Project (UNC FIT) continued its focus for audit compliance in the areas of Financial Aid, Contracts & 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. 4. The university is upgrading its purchasing system with	AA BF BF	2

	SCIQUEST software. This effort will provide the university with access to hundreds of higher education supplier catalogs for better control of campus spending. Many features including on-line shopping, trend reporting and budget management will be part of the project roll out.	BF IT	
	5. 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 times.	IT BF	
	6. T2 – A campus traffic management software has been implemented to automate vehicle registration, parking allotment, enforcement, and collection of fess and penalties.	BF	
	7. FSU has already realized a cost avoidance of approximately $400K by initiating the BANNER hosting project. By the end of August, BANNER and related applications will be hosted at MCNC which will eliminate the need for FSU to change out the hardware this year.	IT	
	8. After having 17 findings in 2006 and 14 in 2007, the 2009 FSU audit contained only one finding - inappropriate system access.	BF	
	9. 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.	BF	
	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.	BF GC	

OUTCOMES ASSESSMENT: P6.G1.

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.

Priority 6. Goal 2. Expand Grants and Contracts			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**

Priority 6. Goal 2. Expand Grants and Contracts. FSU will expand budgetary resources through grants, contracts, and grant writing workshops. **(UNCT 4.2.4, 5.6)**	**P6.G2.** 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).	AA	2
	2. Through the expansion and growth of the 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, NC Museum of Natural Sciences.	AA	
	3. FSU has partnerships with General Dynamics ITES, and General Dynamics, Atlanta as a subcontractor.	CO AA	
	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 (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.	BF GC	
	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.	BF	
	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	
	7. 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	

OUTCOMES ASSESSMENT: P6.G2.			
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.			
Priority 6. Goal 3. Increase Private Support			
Intended Outcomes	**Accomplishments**	**Unit**	**Assmt. Rating**
Priority 6. Goal 3. Increase Private Support. FSU will increase private support to the University. **(UNCT 4.2.4, 5.6, 5.8)**	**P6.G3.** 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%. 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. • 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 received), Smithfield • 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.	IA IA CO CO IA CO IA IA	2-

	6. Facilities And Administrative (F&A) Costs Policy 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.	IA BF GC	
	7. The FSU Athletic Department solicited over $700,000 to purchase a video scoreboard and outside marquee with the help of outside partners and corporate sponsors.	AD	
	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.	AD	
	9. FSU Athletics continued its 1000 Broncos fundraising campaign for the third year.	AD	

OUTCOMES ASSESSMENT: P6.G3.
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.

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

Intended Outcomes	Accomplishments	Unit	Assmt. Rating
Priority 6. Goal 4. Develop/Implement an Environmental Sustainability Program. FSU will develop a comprehensive environmental sustainability policy and implementation plan. **(UNCT 4.6.1, 4.6.2, 4.6.3, 5.8)**	**P6.G4.** 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. The SBE Center for Entrepreneurship co-hosted the First Annual Green and Sustainability Business Conference in Cumberland County, in collaboration with PWC, Sustainable Sand Hills, and the Chamber of Commerce, to discuss best green practices.	CO BF	2-
	2. Design is in progress for the campus' first LEED certified building scheduled to begin construction early 2011 (New Science & Technology Building).	BF AA	
	3. Strides made in sustainability included formation of a	BF	

	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.		
	4. Design in progress for improved storm water management implementation plan for new Nursing building to include the east campus as well as a plan for the New Science & Technology Building on the west campus.	BF	
	5. Submitted Annual Solid Waste & Recycling report and Strategic Energy Plan to appropriate state agency.	BF	
	6. Competition (among residence halls) created by FSU Green Team to promote recycling.	SA	
	7. 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: P6.G4.

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.