



# READY FOR TOMORROW

THE FSU STRATEGIC PLAN 2022-2027

2024-2025  
YEAR 3  
REPORT  
CARD



High-achieving students were recognized for academic excellence during the Chancellor's List Reception.



REPORT CARD RESULTS  
ON PAGES 18-19



# THIS IS OUR TIME

A MESSAGE FROM CHANCELLOR  
DARRELL T. ALLISON

We've completed year three of the Fayetteville State University five-year strategic plan, *Ready for Tomorrow*, and we have seen great progress. Our strategic plan is a roadmap guiding both our direction and identity. Each year, we set out to reach our objectives – with equal parts of innovation, expertise, and intentionality. The strategic plan doesn't just live on paper; it lives within everyone who believes in our purpose and our destiny.

Together, administrators, faculty, staff and dedicated alumni all join hands to help our students find their path and achieve their goals. Because every student at Fayetteville State University deserves this level of commitment. I am excited to share this year 3 report card which highlights important metrics and reflects our diligence in pursuing our goals – despite the challenges.

In 2024-25 we set yet another record for enrollment. Our top-ranked online MBA program is still one of the most affordable programs of its kind in the UNC System. We remain the home of one of the best nursing programs in the state and continue to produce the most teachers of any HBCU in North Carolina.

Moreover, this year, we introduced three new degree programs – a bachelor's degree in materials science and manufacturing, supply chain management and technology, and construction project management. Higher education is our mission and serving students is our passion. Therefore, we are inching forward but still have ground to cover to increase both student retention and the 4-year graduation rate.

The future is here, and Fayetteville State University will continue to play a positive role in shaping it. I am greatly encouraged by the hard work of the entire Bronco family. We will continue to stand firmly and live by our motto: *Res Non Verba. Deeds Not Words.*

## BOARD OF TRUSTEES

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Ex-Officio 2025-2026



# OUR FOUNDATION

## MISSION

Fayetteville State University, a Historically Black College and University and the second oldest public university in North Carolina, offers robust and innovative bachelor's and master's degree programs rooted in the liberal arts tradition as well as the doctor of education. The university advances knowledge through the integration of teaching, learning, research and public service. FSU strives to meet the educational, career and personal aspirations of its traditional and non-traditional students from rural, military and other diverse backgrounds so that they are equipped with academic and practical knowledge to serve local, state, national and global communities as enlightened citizens, globally astute leaders and engaged solution creators.

### **We accomplish our mission through:**

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



# VISION

Fayetteville State University, the second oldest public university in North Carolina and a constituent institution of the University of North Carolina System, will be the regional university of choice for students of all backgrounds—who are poised to become visionary leaders who transform communities, states and nations.

## CORE VALUES

### **Integrity**

We are committed to transparency.

### **Flexibility and Adaptability**

We produce career- and life-ready global citizens.

### **Shared Governance**

We engage all members of the university community in decision-making.

### **Collaboration and Partnerships**

We strengthen relationships among alumni, community members and other stakeholders.

### **Innovation**

We creatively pursue excellence in our endeavors.





JUNIOR MARIANA MCCOTTRY IN  
THE IMMERSIVE LEARNING LAB  
EXPERIMENTING WITH VIRTUAL  
REALITY TRAINING.



# 1 ELEVATE ACADEMIC EXCELLENCE AND STUDENT SUCCESS

We will offer high-quality, affordable programs that equip FSU's diverse student population with the necessary knowledge and skills to compete on a global level.

### GOALS

1. Implement ambitious strategies to attract and grow targeted student populations, including military, transfer, first-time and full-time freshmen.
2. Increase retention rates.
3. Increase 4-year graduation rates and degree efficiency rates.
4. Integrate cutting-edge technological innovation to foster technology-rich learning environments.
5. Strengthen our capacity to offer high-ranking educational programs that prepare students for a competitive workforce that supports regional, state and global industries.
6. Expand and increase student-faculty collaborative research, scholarship and creative activities.

### FACTS

New Majors include Construction Project Management, Supply Chain Management, Materials Science & Manufacturing.

Largest enrollment for Fall 2024, increasing in first-year students, military-affiliated and transfer students.

Retention rate of greater than 75% for third consecutive year.

37 Bachelor's Degrees  
9 Master's Degrees  
1 Doctoral Degree



# 2 ENHANCE STUDENT ENGAGEMENT AND CAREER DEVELOPMENT

We will integrate robust co-curricular student learning experiences that prepare students for 21st-century careers.

### GOALS

1. Infuse high-impact practices and professional skills into curricular and co-curricular activities.
2. Increase student access to impactful career trajectories through enhanced career development initiatives.
3. Develop innovative global learning opportunities and programming.
4. Create spaces campus-wide that meet the collaborative needs of 21st-century learners.
5. Develop an expanded Health and Wellness Center that focuses on mental health and wellness.
6. Enhance the educational experiences and support for military-connected students, adult learners and transfer students.

### FACTS

Selected as an education partner for Amazon's Career Choice program.

Over 300 organizations and corporate partners that provide students with paid internships and career opportunities.

#1 HBCU in the nation for educating military-affiliated students.

Exceeded the goal of 500 internships for 24-25.





**FSU SENIOR MS. SHENITRA STORY, SSGT USAF  
WITH SON, PFC NASSIR JONES, US ARMY.**







# FAYETTEVILLE STATE UNIVERSITY

FSU FACULTY AT THE 2024  
WINTER COMMENCEMENT.



# 3 INVIGORATE OUR CAMPUS COMMUNITY

We will create a vibrant campus environment that promotes, supports and rewards excellence and innovation among employees and adapts to changing workforce environments.

### GOALS

1. Recruit and retain a world-class faculty and workforce.
2. Implement a customer care strategy that promotes the highest standards of service and increases campus engagement.
3. Provide a broad range of leadership training and professional development initiatives.
4. Develop opportunities and resources that facilitate work-life balance, supporting the business needs of the university, driving employee satisfaction, and supporting retention.

### FACTS

19:1 student to faculty ratio.

92% of faculty and staff completed professional development and leadership trainings.

Reduced overall employee turnover to 6.6%.



## 4 CREATE IMPACTFUL STRATEGIC PARTNERSHIPS

We will create and enhance strategic collaborations with local, regional and national partners that expand the university's footprint and increase our impact in the communities in which we live and serve.

### GOALS

1. Invest in training and certification programs and centers that position the university as a leader in innovative, integrated and creative social and economic development activities.
2. Increase opportunities for the university community through strong partnerships with military and industry leaders throughout our region and across the state.
3. Promote and sustain community engagement initiatives and projects that have a positive impact on the economic development of the region.
4. Create opportunities to conduct research with industry and national and international partners.

### FACTS

FSU & Fort Bragg's XVIII Airborne Corps signed a historic Education Partnership Agreement, strengthening the partnership and advancing education, research, and innovation in national security and technology within the UNC System.

The university was selected as the NCInnovation's (NCI) newest regional hub location focusing on supporting applied research in the defense industry.

Increased alumni and donor engagement for three consecutive years.





FSU HOSTED AN INNOVATION PATHWAYS AND PARTNERSHIPS EVENT HELPING LOCAL TECHNOLOGY BUSINESSES ACCELERATE GROWTH.





Grand opening of the two-story campus Starbucks





## OUR PRIORITIES

# 5 ADVANCE OUR UNIVERSITY

We will invest in the future of the university, focusing on advanced technology and resources, raising support and awareness for the changing needs of the university, and supporting and implementing the university's master plan.

### GOALS

1. Align investments to deliver state-of-the-art technology resources and ecosystems that promote active learning, collaboration and career readiness.
2. Continue FSU's commitment to be one of the most affordable universities in the nation.
3. Build and upgrade physical infrastructure to meet the strategic needs of the university.
4. Maintain and implement a campus master plan that enables the realization of the university's strategic plan.
5. Diversify fundraising and engagement efforts to maximize investment opportunities to support the university.

### FACTS

Founded in 1867.

Second oldest public university in North Carolina.

All planned classroom modernizations have been successfully completed, ensuring that our learning spaces are fully equipped to support current and future instructional needs. The addition of HyFlex classrooms enhances our campus by enabling flexible, technology-driven instruction that supports in-person, hybrid, and remote learners simultaneously.





FSU recognizes our best and brightest students at the Chancellor's List Reception.














# 2024-2025 YEAR 3 REPORT CARD

## SUMMARY



### 1 ELEVATE ACADEMIC EXCELLENCE AND STUDENT SUCCESS

GOAL	TARGET	RESULTS	OUTCOME
By 2027, increase total enrollment to 7,750* students.	7,250*	7,107	
By 2027, maintain incoming full-time, first-time freshmen students to a total of 725.	725*	753	
By 2027, increase military-affiliated enrollment to 2,750.*	2,250*	2,378	
By 2027, increase full-time, first-time freshmen retention rates to 80%.*	77%*	75.29%	
By 2027, increase the 4-year-graduation rate to 30%.*	25%	19.52%	
By 2027, increase the undergraduate efficiency rate to 25 (per 100 students)	23.11%*	23.05%	

### 2 ENHANCE STUDENT ENGAGEMENT AND CAREER DEVELOPMENT

GOAL	TARGET	RESULTS	OUTCOME
By 2027, increase paid student internships to 500* annually.	500*	511	

### 3 INVIGORATE OUR CAMPUS COMMUNITY









GOAL	TARGET	RESULTS	OUTCOME
By 2027, decrease voluntary turnover rate overall to 12%	13%	6.59%	
By 2027, increase the overall positive response rate Employee Engagement Survey to 70%		N/A	
By 2027, 60% of campus employees will engage in leadership and professional development activities hosted by the Office of Human Resources.	50%	92%	



## 4 CREATE IMPACTFUL STRATEGIC PARTNERSHIPS

GOAL	TARGET	RESULTS	OUTCOME
By 2027, triple enrollment in non-degree certification programs offered through CDHS and CERPAA	100	161	
By 2027, increase number of businesses, non-profits, and community organizations served annually through faculty-led student projects and service learning	150*	234	
By 2027, increase funded research grants and contracts to 30 million	\$25m*	\$23.2m	

## 5 ADVANCE OUR UNIVERSITY

GOAL	TARGET	RESULTS	OUTCOME
By 2027, grow the University's endowment by 10%	\$21.2m	\$22.3m	
By 2027, increase alumni participation to 9%.	7%	7.4%	
By 2027, increase total fundraising to \$10 million.	\$8m*	\$9.8m	
By 2027, upgrade 15% of campus classroom technology to align with the University's audio-visual standard and 6-year lifecycle period.	15%	100%	
By 2027, increase utilization of enterprise data center cloud computing by 30%.	15%	15%	
By 2027, decrease average cumulative debt at completion of bachelor's degree for full-time, first-time freshmen from \$19,127.*	\$19,127	\$18,056	
By 2027, decrease average cumulative debt at completion of bachelor's degree for transfer students from \$9,758.*	\$9,758	\$8,968	
By 2027, reduce the University's education and related expenses per degree from \$65,237.*	\$65,237	\$60,732	

\*Administrative adjustment





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