



Strategic Plan

2009-2014

(Draft – June 4, 2009)

Preface

The Fayetteville State University Strategic Plan 2009-2014 will guide FSU in achieving its goals and objectives over the next five years. This Plan, however, will be updated on an annual basis. FSU's commitment to its mission, the mission of The University of North Carolina, and the findings and objectives of UNC Tomorrow are foundational to this plan. In addition, FSU is committed to its core values, which include student success and the pursuit of excellence, shared governance, global responsibility, and collaboration. Consideration of these values will be intrinsic during the development and implementation of this strategic plan.

"The Future is Calling" is the guiding theme for the six strategic priorities, established by the Office of the Chancellor. Retention and graduation rates, economic transformation, intellectual and cultural center, leaders and global citizens, collaborations and partnerships, and fiscal resourcefulness and sustainability provide the framework under which specific initiatives and action plans will be developed by the entire university community. Shared governance has been incorporated in the process from the outset as indicated by the Strategic Planning Steering Committee's inclusion of representatives from the FSU Board of Trustees, administrators, faculty, staff, and students as follows:

Strategic Planning Steering Committee 2008-2009

Dr. Thomas E. H. Conway, Chair

Board of Trustees

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Mr. Robert Botley, VC for Business and Finance

Mr. Nick Ganesan, VC and Chief Information Officer

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Dr. Assad Tavakoli, Dean of School of Business & Economics

Faculty

Dr. John Mattox, Astronomy & Physics/Chair of Faculty Senate
Dr. Samuel Adu-Mireku, Sociology
Dr. Valeria Fleming, Biology
Dr. Marion Gillis-Olion, Education
Dr. Eric Hyman, English and Foreign Languages
Mr. Ulysses Taylor, Accounting
Dr. Bo Zhang, Mathematics

Staff

Mr. Michael McKinnon, Chair of Staff Senate
Ms. Michele McIver-Bell, University College
Ms. Vickie McKenzie, University College
Ms. Tonya Sellers, Office of VC and Chief of Staff

Students

Mr. James Jefferson, SGA President
Ms. Bernnet Fantu-Downes, MBA
Mr. Nick Lewis, English
Mr. Daryl Johnson, Criminal Justice
Ms. Tiffany Randolph, MAT Spec. Ed.

For information regarding the FSU Strategic Plan and related processes and procedures, please contact:

Dr. Thomas Conway
Vice Chancellor and Chief of Staff
tconway@uncfsu.edu
(910) 672-2175
or
Dr. Bertha H. Miller
Special Assistant to the Chancellor
bhmiller@uncfsu.edu
(910) 672-2431

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FSU Strategic Plan, 2009 – 2014

FSU Mission Statement

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 and 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. *(Approved by FSU Board of Trustees, Oct. 31, 2008)*

FSU Vision Statement

“Fayetteville State University is a leading institution of opportunity and diversity committed to developing learned and responsible global citizens.”

FSU Core Identity Statement

Fayetteville State University is a historically black university founded in 1867 as the Howard School by seven black men for the purpose of educating black children. FSU has a tradition of excellence in teacher education and is the second oldest state supported school in North Carolina. The student body, faculty, and staff today rank among the nation’s most diverse campus communities. With program expansion, the university has strong undergraduate and graduate programs in teacher education, the arts and sciences, health professions, business and economics, and is developing programs in unique and emerging fields. FSU has a tradition of collaboration with the Fayetteville/Fort Bragg-Pope Air Force Base community, and renders services throughout southeastern North Carolina. FSU has a tradition of an affordable education and of preparing students to be life-long learners, to be responsible citizens, and to render selfless service to mankind.

FSU Core Values

Student Success and the Pursuit of Excellence

We believe in student success and the obligation of the university to provide the highest quality learning experiences and academic programs to facilitate student success, intellectual and cultural growth, excellence in scholarship, leadership, and ethical standards.

Shared Governance

We believe in shared governance, fiscal responsibility, a commitment to life-long learning, and professional development for faculty, staff, and students.

Global Responsibility

We believe in respect for diversity, global responsibility, conservation of natural resources, and a commitment to sustainability.

Collaboration

We believe in outreach, partnerships with educational institutions, engagement with the military and the community, economic transformation of the state, and service to others.

Strategic Priorities for Fayetteville State University 2009-2014

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.

Initiative 1- Increase Retention and Graduation Rates: FSU will achieve and sustain retention and graduation rates that are at least among the top third of its national peer institutions.

FSU will have retention and graduation rates that meet or exceed rates at other comparable competitive institutions. FSU will implement recruitment strategies that target and attract undergraduate and graduate students with a high probability of completing a degree, while continuing its commitments to access, affordability, and diversity.

Principal Accountability Indicators

By 2014:

- P1.G1.01. Increase the percentage of students who identify FSU as their first-choice institution
- P1.G1.02. Increase the percentage of new first-time, transfer, and graduate students whose academic preparation will enable them to complete degrees at FSU in a timely manner
- P1.G1.03. Increase participation in pre-college outreach programs, dual enrollment programs, and distance education
- P1.G1.04. Reduce loan indebtedness of students and their families by containing costs and leveraging all financial aid resources to meet the financial need of students
- P1.G1.05. Achieve one-year retention rates, four-year graduation rates, and six-year graduation rates of at least 80%, 30%, and 50%, respectively, and year to year persistence rate of all students of at least 80%

Initiative 2 – Improve Academics and Co-Curricular Programs: FSU will continuously improve teaching, academic support, faculty and student collaborative research, and co-curricular programs to enhance student learning.

All units at FSU will utilize multi-variant measures (i.e. exams, projects, portfolios, service, surveys) to promote and evaluate student learning and use results of these measures to improve teaching, academic support, and co-curricular programs. Faculty development activities will extend the scholarship of teaching and learning.

Principal Accountability Indicators

By 2014:

- P1.G2.01. Achieve an average score of “above expectation” by seniors on the Collegiate Learning Assessment (CLA).
- P1.G2.02. Demonstrate through assessment data that students are achieving mastery of core curriculum learning outcomes

- P1.G2.03. Demonstrate mastery of learning outcomes of major programs as specified in each program's objectives
- P1.G2.04. Increase the number of students who participate in research conferences, internships, service projects, and other co-curricular activities
- P1.G2.05. Increase the number of students and faculty participating in learning communities
- P1.G2.06. Increase the number of faculty members who utilize faculty development resources to improve student learning

Initiative 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 professional development.

FSU will strive to be an employer of choice for faculty and staff by implementing effective recruitment procedures, promoting shared governance, and supporting continuous improvements in working conditions, salary equity, and professional development activities for all employees that will increase the retention of faculty and staff.

Principal Accountability Indicators

By 2014:

- P1.G3.01. Increase the percentage of employees with high levels of satisfaction with their employment at FSU and who rate the overall quality of FSU's programs and services as very high on survey instruments
- P1.G3.02. Seek to improve the salaries of faculty and staff as compared to peer institutions
- P1.G3.03. Increase the number of faculty and staff members who participate in professional development activities
- P1.G3.04. Increase the support for research and professional activities

Initiative 4 – Enhance Attractiveness to Students: FSU will enhance its attractiveness to prospective students by strengthening all existing academic programs, especially in high-need areas, such as teacher education, nursing, and business; by developing new programs in science, technology, entrepreneurship, the social sciences, and other emerging areas; and, by providing educational experiences that prepare graduates for lifelong learning, community service, and global citizenship.

FSU will provide academically rigorous and relevant programs that address the wide variety of higher education needs in southeastern North Carolina and beyond. The university will develop new courses, concentrations, certificate programs, on-line degrees and new degree programs based on these needs.

Principal Accountability Indicators

By 2014:

- P1.G4.01. Increase the levels of student involvement in educational practices that will enable them to compete effectively in the global economy through exposure to diverse beliefs, values, languages and cultures, internships, service learning, clinical experiences, and study abroad

- P1.G4.02. Increase the levels of personal growth of students in writing, speaking, thinking critically and analytically, analyzing quantitative data, and other professional development skills
- P1.G4.03. Increase the number of graduates in areas needed to advance southeastern North Carolina's competitiveness in the global economy, including needs identified by UNC Tomorrow and BRAC
- P1.G4.04. Increase ratings on measures used to assess the quality and productivity of academic programs, including specialized accreditation
- P1.G4.05. Increase the number of on-line degree programs and certificate programs

Initiative 5 – Improve Student Services and Satisfaction: FSU will foster continuous improvements in student services in response to data on student satisfaction.

FSU will provide effective, efficient, and user-friendly services in all student support areas. These areas will use satisfaction survey results and other data to verify the quality of services and to identify areas of needed improvement.

Principal Accountability Indicators

By 2014:

- P1.G5.01. Increase the percentage of undergraduate and graduate students who report high levels of satisfaction with their overall educational experience
- P1.G5.02. Increase the percentage of students who report high levels of satisfaction with admissions, orientation programs, registration, financial aid, student accounts, student activities, bookstore, advisement, library services, residence halls, food services, athletics, and other service areas
- P1.G5.03. Increase the number, quality, and participation levels of programs and activities that promote the personal development and the health and wellness of students

Initiative 6 – Improve Facilities and Technology: FSU will engage in continuous improvement of facilities and technology to strengthen the 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.

FSU will provide facilities and technology resources that are comparable to competitive peer institutions. Improvements in these areas will be guided by data that indicate the impact of facilities and technology on administrative processes, student learning, engagement, and satisfaction. In all of these efforts, FSU will exercise fiscal responsibility.

Principal Accountability Indicators

By 2014:

- P1.G6.01. Increase availability of information technology resources and services in all facilities
- P1.G6.02. Increase the use of technology for teaching, research, and learning
- P1.G6.03. Increase levels of satisfaction as reported by faculty and students with FSU physical facilities, such as office space, classroom space, maintenance of buildings and grounds
- P1.G6.04. Monitor and distribute budgetary resources to units based on implementation of strategic priorities, cost effectiveness, productivity, and efficiency of programs and services

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.

Initiative 1 – Conduct Economic Transformation Needs Assessments: FSU will conduct economic transformation needs assessments for the Southeastern region of North Carolina.

FSU will create mechanisms designed for forecasting, and for applying research and scholarship to address significant regional and statewide issues in enhancing the economic transformation and community development of the southeastern region of North Carolina.

Principal Accountability Indicators

By 2014:

P2.G1.01. Identify population trends by various demographic indicators to serve as an information resource for the university and for external agencies

P2.G1.02. Evaluate the increase (or decrease) in workforce and any deficiency in specific skill sets, and identify educational needs to fill those deficits

P2.G1.03. Estimate the net cost or benefit to the region resulting from implementation of economic transformation activities and/or programs

P2.G1.04. Collaborate with external agencies, BRAC RFT, and other educational institutions in assessing the needs for expanded entrepreneurship

Initiative 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.

Consistent with UNC Tomorrow 4.7, FSU will become more engaged with, and connected to, the people of the southeastern region of North Carolina, by applying, translating, and communicating research and scholarship to a broader audience.

Principal Accountability Indicators

By 2014:

P2.G2.01. Analyze and respond to data on the types of industries (and related jobs) that will result from BRAC initiatives

P2.G2.02. Assess the skill sets required for the rapidly growing southeast region

P2.G2.03. Assess the need for additional programs and courses to bridge the gap between the current workforce and future needs of the region

Initiative 3 – Establish Community Partnerships: FSU will establish economic transformation community partnerships and strengthen existing collaborations.

The Southeastern North Carolina Regional Microanalytical and Imaging Center (SENCR-MIC), a joint venture between faculty of FSU and the University of North Carolina at Pembroke (UNC-P) will be completed and operational by 2010; the Community Justice Institute (CJI) and the Health Disparities Institute (HDI) will increase their collaboration with the FSU community through research, training, outreach, and dissemination of information.

Principal Accountability Indicators

By 2014:

- P2.G3.01. Establish policies and procedures for use of the SENCR-MIC
- P2.G3.02. Enhance research opportunities and publications by faculty, staff, students at FSU and by other underrepresented populations in agencies in southeastern North Carolina
- P2.G3.03. Collaborate with the military and intelligence communities, technical companies, state agencies, and private institutions to encourage the development and commercialization of technology
- P2.G3.04. Develop collaborative grant proposals and research activity for SENCR-MIC, CJI and HDI with UNC institutions and other community agencies

Initiative 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.

FSU will collaborate with other UNC institutions to attain the economic transformation goals for BRAC and UNC Tomorrow by creating partnerships and alliances between industry, universities, and Department of Defense (DOD) programs aimed at attracting military related industries to Southeastern North Carolina with high technology and high paying jobs.

Principal Accountability Indicators

By 2014:

- P2.G4.01. FSU will collaborate with BRAC RTF, the community colleges, and the DOD in the establishment of a central clearing house for military contracts, research and educational program needs
- P2.G4.02. Assess, monitor, and modify the number of degree programs offered to the military
- P2.G4.03. Increase FSU faculty, staff, and administrators' leadership roles in the BRAC RTF and Greater Fayetteville Futures II efforts

Initiative 5 – Share Innovation and Entrepreneurship Best Practices: FSU will lead in economic transformation by sharing new innovations and best practices in entrepreneurship.

Through existing programs and services, such as the Small Business and Technology Development Center, the Fayetteville Business Center, the Entrepreneurship Institute, and the Bronco Square Retail Plaza, FSU will provide extension services, start-up assistance, incubators, management expertise, and office and

retail space to small businesses. In addition, entrepreneurial education will be provided to FSU students and to the community at large.

Principal Accountability Indicators

By 2014:

- P2.G5.01. Increase the number, size, and diversity of businesses produced in the Fayetteville Business Center
- P2.G5.02. Assess the operational proficiency of the SBTDC, and its capacity to provide extension services to small businesses in a shrinking economy
- P2.G5.03. Develop strategies to increase external funding
- P2.G5.04. Increase the number of students enrolled in entrepreneurship courses and integrate experiential learning modules in other courses.
- P2.G5.05. Increase the number of entrepreneurial workshops and other activities hosted by the Entrepreneurial Institute

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.

Initiative 1 – Enhance Culture and Intellectual Climate: FSU will be the foremost cultural and intellectual center in the southeastern region of North Carolina, accessible to the community on and off campus.

FSU will serve as a unique cultural institution and a vital resource for the region with its Fine Arts and Distinguished Speaker Series and will expand its reach to be accessible to the region’s diverse audiences through improved advertising strategies and expanded variety of cultural events.

Principal Accountability Indicators

By 2014:

- P3.G1.02. Increase faculty, staff, student, and community participation and attendance by at least 20 %
- P3.G1.02. Increase awareness and participation of FSU cultural and intellectual programs outside of Cumberland County
- P3.G1.03. Expand and diversify programs to include classical and contemporary speakers, concerts, plays, and other genres in the performing arts

Initiative 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.

FSU will create and implement a community partnership program through a variety of collaborative outreach initiatives. Partnerships will include public agencies, churches, schools, neighborhood organizations, and other institutions of higher education. FSU students will also gain valuable experiences in service learning opportunities developed through these partnerships.

Principal Accountability Indicators

By 2014:

- P3.G2.01. Expand visiting artists' demonstrations and workshops for public school students and teachers
- P3.G2.02. Increase attendance of public school students by at least 20 % at institutionally sponsored and co-sponsored events
- P3.G3.03. Increase the number of service learning activities related to intellectual and cultural events for which FSU students can receive credit in academic courses

Initiative 3 – Enhance Marketing and Communication: FSU will effectively communicate and market programs and events in a timely and efficient manner.

FSU will enhance initiatives to more effectively and efficiently communicate with the campus community and the general public information about campus programs and events to encourage greater participation by the FSU campus community as well as by diverse populations in underserved counties in North Carolina. These marketing initiatives will include updates and enhancements to the Master Calendar of campus events and an all inclusive updated website.

Principal Accountability Indicators

By 2014:

- P3.G3.01. Publish the annual calendar of events brochure and distribute it in August of each school year throughout the state
- P3.G3.02. Publish and distribute formal notices of upcoming events in a more timely manner to the public
- P3.G3.03. Increase collaboration and sharing of guest artists with other schools and colleges in order to reach an expanded audience and produce cost savings

Initiative 4 – Set the Standards for International Programming: FSU will set the standard for cultural and social events, especially with international foci by partnering with surrounding communities, sharing values, goals and vision.

FSU will embrace cultural programming that promotes cross-cultural understanding, multiculturalism, and global awareness by partnering with regional, national, and international organizations and groups. Artistic and intellectual events, performances, exhibits, symposia, lectureships, plays and concerts that strengthen global awareness will be supported and encouraged.

Principal Accountability Indicators

By 2014:

- P3.G4.01. Increase the number of events and speakers with an international perspective, and the number of local and regional artists by at least 20 %
- P3.G4.02. Collaborate with international organizations and groups in the region and with the international faculty, students, and staff at FSU for development of programs and events

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.

Initiative 1 – Promote International and Intercultural Education: FSU will develop its academic programs, faculty, and staff to promote leadership, international and intercultural education, understanding and global competence.

FSU will develop and implement comprehensive staff, administrative, student, and faculty development programs with a primary focus on international and intercultural education. Specifically, FSU will provide international opportunities for students, administrators, faculty, and staff to gain experiences in world issues through training, workshops, conferences, research collaborations, course development, internships, debates, and service learning opportunities.

Principal Accountability Indicators

By 2014:

- P4.G1.01. Increase the number of courses or course modules in each academic department that promote global awareness and intercultural understanding and leadership skill development in each academic department
- P4.G1.02. Include global leadership skills and activities in at least three of the General Education course requirements
- P4.G1.03. Promote international, intercultural education and leadership by engaging at least 30% of the faculty, staff, and administrators in related professional development activities
- P4.G1.04. Engage at least 10% of faculty and students in some type of international scholarship and/or global collaborative research with partner institutions

Initiative 2 – Develop International and Leadership, Value-Added Programs: FSU will develop internationally-focused and leadership-focused value-added programs and activities to promote international and intercultural education, global competence, and leadership skills for students.

FSU will create value-added experience that will enrich the lives of all students to become competitive global leaders and thinkers for the 21st century. The International Education Center (IEC) will become a focal point for teaching, scholarship, and outreach for students, faculty, staff, administrators, and the community at large.

Principal Accountability Indicators

By 2014:

- P4.G2.01. Restructure and broaden the IEC to support academic and value-added programs and activities that actively promote international and intercultural understanding
- P4.G2.02. Increase student participation in international on-campus and community civic programs (such as the International Folk Festival, Nigerian Festival, India Festival, etc.) by 5% each year, beginning in August 2009
- P4.G2.03. Host annually at least two international cultural events, with active participation by students, faculty, staff, and the surrounding community, to include Ft. Bragg

Initiative 3 – Increase International Partnerships: FSU will increase international partnerships with universities and organizations outside the U.S. to provide opportunities for collaborative research, teaching, internships, service learning, and field experiences for students, faculty, staff, and administrators.

FSU will create opportunities for students to meet and engage people from other countries and cultures by expanding and promoting opportunities for teaching, research, exchange programs for both students and faculty, and by building effective partnerships with universities and organizations from other countries.

Principal Accountability Indicators

By 2014:

- P4.G3.01. Conduct at least two informational sessions about external funding sources and national competitive scholarships (such as Fulbright and Gilman) for students interested in study abroad each academic year
- P4.G3.02. Enlist at least 100 FSU students to participate in study-abroad programs each year
- P4.G3.03. Increase the number of active memoranda of understanding and student-faculty exchange agreements to provide international opportunities for students and faculty in addition to membership and participation in the North Carolina University Council on International Programs (NC UCIP), Institute for International Education (IIE), and related study-abroad organizations
- P4.G3.04. Increase the number of visiting scholars and recruit at least 50 international students per year to attend FSU

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.

Initiative 1 – Expand Collaborations and Partnerships: FSU will expand collaborations and partnerships with international, national, regional, and state entities, as well as, among all units on campus.

FSU will establish and enhance partnerships and collaborative programs with a focus on needs-based opportunities, delivery tools, and effective strategies in order to increase access to affordable high-quality educational programs, to expand services to the military, and to ensure campus security. Academic units and service units on campus will seek greater collaboration to enhance educational programs.

Principal Accountability Indicators

By 2014:

- P5.G1.01. Increase the number of partnerships based on the use of regional and community needs
- P5.G1.02. Increase student access to earn a degree or to complete degree requirements through the use of state-of-the-arts delivery tools and technologies
- P5.G1.03. Strengthen access to educational opportunities for the military and students with disabilities through the use of technology and enhanced awareness by all members of the university community

- P5.G1.04. Increase the number of interdisciplinary degree programs and minors
P5.G1.05. Collaborate with local agencies in providing a safe and secure campus

Initiative 2 – Increase Collaboration in Research and Scholarship: FSU will expand partnerships and collaborations that will increase participation and funding for high-quality research and scholarship.

FSU is committed to strengthening undergraduate and graduate research opportunities through intra-institutional, inter-institutional, and other external collaborations by faculty and students that achieve common goals.

Principal Accountability Indicators

By 2014:

- P5.G2.01. Increase by at least 10% annually the number of FSU students and faculty participating in scholarly projects and presentations
P5.G2.02. Increase the involvement of government and non-government agencies in FSU research projects by at least 10% annually

Initiative 3 – Collaborate for Service, Service Learning, and Outreach Activities: FSU will expand national, regional, and statewide partnerships and collaborations to increase access to service, service learning, and outreach activities.

FSU will organize and implement enhanced service and program activities that involve faculty, staff, students, and external partners, as needed.

Principal Accountability Indicators

By 2014:

- P5.G3.01. Establish partnerships to institutionalize service opportunities for at least 25% of the faculty and 30% of the students.
P5.G3.02. Increase the National Survey of Student Engagement (NSSE) and Faculty Survey of Student Engagement (FSSE) results for items related to service learning by at least 20%.
P5.G3.03. Increase faculty, staff, and student service to the region by at least 10% over the next 5 years.
P5.G3.04. Increase the number of courses requiring service as a part of the academic course work by at least 10%

Initiative 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.

FSU will work with partners to design innovative strategies to meet cross generational academic and professional development needs and provide training experiences for students through internships, cooperative positions, or short-term professional experiences.

Principal Accountability Indicators

By 2014:

- P5.G4.01. Increase the number of affordable high-quality programs designed to support the academic endeavors of the various partnership constituencies.
- P5.G4.02. Increase by 10% the number of internships or cooperative experiences available to FSU students
- P5.G4.03. Increase participation in professional development activities to build capacity in collaborating and partnering with others working towards increasing access to education in North Carolina.

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.

Initiative 1 – Maximize Use of Funds: FSU will maximize the use of state and federal funds to ensure fiscal sustainability.

To meet the economic challenges of the 21st century and beyond, FSU must fully implement a business model that focuses on financial planning, budgeting, monitoring and accountability that is consistent with its operational priorities while utilizing all available resources.

Principal Accountability Indicators

By 2014:

- P6.G1.01. Establish a budget development process that is transparent, provides checks and balances, provides efficiency of operations and expenditures, and supports the university's priorities on a continuous basis
- P6.G1.02. Incorporate and maximize the use of Federal funding to supplement State funding in keeping with funding guidelines and grant priorities

Initiative 2 – Expand Grants & Contracts: FSU will expand budgetary resources through grants, contracts, and grant writing workshops.

FSU will provide leadership, information, direction, and technical assistance services to faculty and staff in obtaining external funds to engage in research, instruction, and other scholarly activities.

Principal Accountability Indicators

By 2014:

- P6.G2.01. Improve the effectiveness and efficiency of sponsored research and programs
- P6.G2.02. Increase sponsored programs productivity university-wide
- P6.G2.03. Ensure university compliance with the rules, regulations, policies, and/or procedures that apply to grant and contract awards

Initiative 3 – Increase Private Support: FSU will increase private support to the university.

FSU will conduct a five year \$15 million campaign to maintain and enhance the level of funding for scholarships for students, enrich academic programs, improve the campus environment, and promote culture and the arts.

Principal Accountability Indicators

By 2014:

- P6.G3.01. Unify communication efforts with a common set of consistent messages to targeted audiences including alumni, donors, students, faculty, staff, major institutional partners, regional leaders, employers, and professional organizations
- P6.G3.02. Develop and implement marketing and communication plans annually
- P6.G3.03. Foster and improve communication efforts across the entire campus community
- P6.G3.04. Develop a dynamic fund drive campaign which will appeal to a variety of audiences, particularly business and industry

Initiative 4 – Develop/Implement an Environmental Sustainability Programs: FSU will develop a comprehensive environmental sustainability policy and implementation plan.

FSU will provide a leadership role in response to the state’s energy and environmental challenges; incorporate sustainability principles as a core value, utilize research expertise to address critical environmental and energy challenges, and increase community awareness of environmental and sustainability issues.

Principal Accountability Indicators

By 2014:

- P6.G4.01. Develop, monitor and assess our sustainability policy and implementation plans
- P6.G4.02. Incorporate sustainability principles related to infrastructure, natural resources, site development and community impact into the campus Master Plan
- P6.G4.03. Develop a Conservation Plan to include reduced energy and water consumption, use of electrical and alternatively-fueled vehicles, as well as expand the Single Stream Recycling Program
- P6.G4.04. Promote faculty and student research and community engagement related to sustainability
- P6.G4.05. Create and implement a sustainability training and awareness program for campus employees, students, and visitors