

“From a Proud Legacy to a Twenty-First Century

World-Class University of Choice”

Fayetteville State University

Strategic Plan 2015-2020



FAYETTEVILLE
STATE UNIVERSITY

From the Chancellor



The Fayetteville State University Strategic Plan 2015-2020 will guide FSU in achieving its priorities and goals for the next five years. This plan will span a milestone in FSU’s history in 2017-2018 when the university celebrates its Sesquicentennial Birthday 1867-2017 (150th Anniversary). Undergirding this plan will be our commitment to FSU’s mission, the mission of The University of North Carolina, and UNC Strategic Directions 2013-2018, “*Our Time Our Future.*” Our Vision Statement, Core Values, and Core Identity Statement are sustaining principles incorporated in this plan. Moreover, from our 2009-2014 plan, “*The Future is Calling,*” we will strengthen areas where needed and build upon the great successes we achieved. Such successes include our School of Business and Economics ranking among the top 100 business schools in the United States, establishment of the Center for Defense and Homeland Security, and at Fort Sam Houston in Texas, we have the only Master of Social Work degree program on a military base in the country. FSU is home for both a traditional and an international Early College High School. Additionally, FSU earned national awards for sustainability, constructed, three new

campus buildings, and produced an ultra-modern student center by doubling its space. FSU is the recipient of two U.S. Patents for products developed by faculty and students, and has one of the most diverse campus populations of students, faculty, and staff in North Carolina.

“From a Proud Legacy to a Twenty-First Century World-Class University of Choice” will be the guiding theme for the next five years. The three strategic priorities for 2015-2020 are: 1) Retention and Graduation Rates, 2) Collaborations and Partnerships, and, 3) Efficiency, Effectiveness, and Sustainability. Through the development of goals, strategies, and accountability indicators/metrics, we have provided the framework for achieving these priorities. Outcomes of the 2014-2015 academic year will be used to establish baseline data for measuring achievements outlined in the strategic plan.

Over 120 faculty, staff, students, administrators, trustees, alumni, FSU Foundation Board members, and community partners, have participated in drafting this plan. Working together, Fayetteville State University will be the *Twenty-First Century World-Class University of Choice*, whose graduates are **“Proud to Be”** leaders and change makers, shaping America’s greatness.

James A. Anderson
Chancellor

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Fayetteville State University Strategic Plan 2015-2020*

GUIDING PRINCIPLES

“From a Proud Legacy to a Twenty-First Century World-Class University of Choice”

VISION STATEMENT

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

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.

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.

CORE IDENTITY

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. Today, the student body, faculty, and staff rank among the nation's most diverse campus communities. FSU is the second oldest state supported school in North Carolina and has a tradition of excellence as a teacher education institution. With program expansion, the university now offers strong undergraduate and graduate programs in the arts and sciences, health professions, business and economics, the doctorate in educational leadership, and is developing programs in unique and emerging fields. FSU has a tradition of collaboration with the city of Fayetteville, Cumberland County, the Fort Bragg military 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 global citizens and leaders, and to render selfless service to humankind.

***FSU Strategic Plan 2015-2020 was approved by the FSU Board of Trustees on December 11, 2014**

PRIORITY 1. RETENTION AND GRADUATION RATES



Graduates Turning the Tassel

PRIORITY 1. RETENTION AND GRADUATION RATES

FSU will be a national leader in providing high quality academic programs, engaging educational experiences, and responsive support services that enable students from diverse backgrounds, community colleges, and those affiliated with the military to earn degrees and certificates, while maintaining its commitment to access and affordability. Students will be prepared for success in their personal and professional lives serving communities throughout North Carolina, the nation, and the world.

P.1.GOAL.1. INCREASE RETENTION AND GRADUATION RATES

Using innovative and evidence-based strategies for marketing, recruitment, enrollment management, advisement, and student services, FSU will achieve retention, graduation, and degree completion rates that rank among the top third of its national peer institutions.

STRATEGIES:

P.1.G.I.A. Marketing and Recruitment Efforts

FSU will implement innovative and evidence-based marketing and recruitment strategies to enhance FSU's "brand" and image to enroll students with high potential for degree completion.

P.1.G.I.A. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

P.1.G.I.A.1. Percent of respondents to community surveys and focus groups who express favorable views of FSU

P.1.G.I.A.2. Percent of admitted students with high potential for degree completion

P.1.G.I.A.3. Percent of students enrolled who identify FSU as a first-choice institution

P.1.G.I.A.4. Percent of students recruited through local chapters of the FSU National Alumni Association and its local chapters

P.1.G.I.A.5. Percent of scholarship funds used

P.1.G.I.A.6. Number of scholarships available to students

and will

P.1.G.I.A.7. Produce and execute an integrated marketing plan involving all campus units

P.1.G.I.B. Enrollment Management (Undergraduate and Graduate)

Using innovative, "high-touch," and evidence-based strategies for student recruitment, financial aid, and retention and continuing its commitment to access and affordability, FSU will maintain enrollment consistent with its mission and the UNC Strategic Priorities.

P.1 G.I.B. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

P.1 G.I.B.1. Ratio of actual-to-projected enrollment

P.1 G.I.B.2. Persistence rates of students by subgroups, such as, first-time freshmen, transfer, military-affiliated, and graduate students

P.1 G.I.B.3. Percent of peer institutions with higher actual annual tuition and fees after all financial aid is considered

- P.1.G.I.B.4.** Percent of increase in number of graduates
- P.1.G.I.B.5.** Number and percent of scholarship funds used for traditional students and adult learners
- P.1.G.I.B.6.** Number of paid internships/assistantships
and will
- P.1.G.I.B.7.** Evaluate efficiency and effectiveness of personnel in each office and add or eliminate personnel as needed

P.1.G.I.C. Mentoring and Academic Advisement

FSU will increase retention and graduation rates by developing integrated and effective mentoring and advisement practices that address the varied needs of traditional students and adult learners, facilitate degree completion in a timely manner, increase student participation in high-impact practices, and promote effective student-faculty interactions.

P.1.G.I.C. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.1.G.I.C.1.** Percent of students who express high levels of satisfaction with advisement on the Advisement Survey
- P.1.G.I.C.2.** Percent of graduating seniors who express high levels of satisfaction with academic advisement on Graduating Senior Survey
- P.1.G.I.C.3.** Percent of students who participate in a high impact practices, such as research experience, internships, global learning, etc.
- P.1.G.I.C.4.** Mean score of seniors on NSSE Engagement Indicator for Faculty-Student Interaction compared to peer institutions
- P.1.G.I.C.5.** Percent of students who participate in peer mentoring programs
- P.1.G.I.C.6.** Number of students utilizing Centralized Office of Advising, Mentoring and Undergraduate Research

P.1.G.I.D. Academic Support/Career Services

FSU will implement engaging and responsive academic support programs that meet the needs of our diverse student body (traditional, nontraditional, military, international, honors, first generation, etc.), that will facilitate degree completion in a timely manner, and will increase career-readiness of graduates.

P.1.G.I.D.1. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.I.D.2.** Percent of ABC grades overall, and in courses in which academic support is provided
- P.1.G.I.D.3.** Increase academic support and mentors in all subject fields
- P.1.G.I.D.4.** Mean score for NSSE items associated with “Supportive Campus Environment”
- P.1.G.I.D.5.** Percent of students who report on the Graduating Senior Survey high levels of satisfaction with academic support programs
- P.1.G.I.D.6.** Percent of graduating seniors who express high levels of satisfaction with Career Services

P.1.GOAL.II. STRENGTHEN ACADEMIC QUALITY

FSU will provide accessible and attractive, high quality academic programs by implementing high impact practices that support efficient and effective matriculation, incorporating entrepreneurship principles and by expanding international experiences. FSU will maintain qualified faculty and staff to provide direction and oversight of academic programming, instructional quality, instructional technology, academic support, and assessment of student learning.

STRATEGIES:**P1.G.II.A. Liberal Education Base With Program Degree Efficiency**

FSU will provide students with the highest quality learning experiences, diverse engagement opportunities, advisement, expanded summer school offerings, and academic support services that minimize the number of credit hours attempted en route to a degree.

P.1.G.II.A Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.1.G.II.A.1.** Retention and persistence rates for first-time freshmen
- P.1.G.II.A.2.** Four-year and Six-year Graduation Rates for first-time freshmen
- P.1.G.II.A.3.** Number of students enrolled in graduate programs
- P.1.G.II.A.4.** Annual graduation rate for all students (degree efficiency)
- P.1.G.II.A.5.** Annual UNC community service metrics for incorporating high-impact practices (i.e., experiential learning, collaborative research, service learning, internships)
- P.1.G.II.A.6.** Passage rates on standardized test (i.e., NCLEX, Praxis, CLA data, etc.)
- P.1.G.II.A.7.** Number of students completing online student orientation or technology training
- P.1.G.II.A.8.** Number of students enrolled in online courses and in summer school

and will monitor for improvement

- P.1.G.II.A.9.** Adherence to SACSCOC General Education Guidelines
- P.1.G.II.A.10.** Adherence to CAA Guidelines
- P.1.G.II.A.11.** Student perceptions (i.e., NSSE data, UNC Graduating Senior Survey, Advisement Satisfaction Survey, etc.)
- P.1.G.II.A.12.** Growth of new graduate programs
- P.1.G.II.A.13.** SCH/FTE ratio
- P.1.G.II.A.14.** Graduate placement data—workforce, graduate education
- P.1.G.II.A.15.** Average number of hours completed by graduates
- P.1.G.II.A.16.** Course Scheduling Cycles
- P.1.G.II.A.17.** Faculty Evaluations (Students, Peers, Chairs, etc.)

P.1.G.II.B. Principles of Entrepreneurship

FSU will seek emerging markets to teach students how to create jobs/grow opportunities for economic benefit, encourage students to create businesses, compete in business competitions, engage the university in private/public partnerships, expand our market share by making better use of online/hybrid instruction, and increase economic modules in varied subject field. FSU will apply entrepreneurial principles in its recruitment activities, and integrate entrepreneurial principles into curricular and co-curricular offerings.

P.1.G.II.B Indicators/metrics: By 2020, FSU will increase by at least 15% the:

- P.1.G.II.B.1.** Number of degree programs and co-curricular activities offering entrepreneurship-based courses or opportunities
- P.1.G.II.B.2.** Number of new courses (online, hybrid, face-to-face or web-enhanced) incorporating innovative teaching methods/technology that expands our market
- P.1.G.II.B.3.** Percent of academic degree programs that are economically justifiable—those in which resource investment should be maintained, invested, divested
- P.1.G.II.B.4.** Number of students engaged in entrepreneurial internships, research, business competitions, or product development
- P.1.G.II.B.5.** Number of online courses and/or students in online courses

- P.1.G.II.B.6.** Number of online degree completion programs and/or majors
- P.1.G.II.B.7.** Number of hybrid courses or students in hybrid courses
- P.1.G.II.B.8.** Number of business related certificate programs
and will
- P.1.G.II.B.9.** Assess degree efficiency of online programs
- P.1.G.II.B.10.** Develop “Entrepreneur in Residence” program sponsored by corporations
- P.1.G.II.B.11.** Develop competency-based courses, programs, and other credentials

P.1.G.II.C. Expanding International Experiences

FSU will focus on the inclusion of general education core-learning outcomes and upper division experiences that will produce global citizens and enrich the culture of southeastern North Carolina. Expansion of study abroad, an increase in the number of international students and international campus events, and collaborations of course instruction through distance education with universities abroad will enrich the educational experiences of FSU students.

P.1.G.II.C Metrics/Indicators: By 2020, FSU will increase by at least 15% the:

- P.1.G.II.C.1.** Number of international students and FLTAs
- P.1.G.II.C.2.** Number of international cultural events/activities offered
- P.1.G.II.C.3.** Number of students traveling internationally, including Global Scholars and Study Abroad
- P.1.G.II.C.4.** Number of degree programs requiring cross-cultural courses
- P.1.G.II.C.5.** Number of degree programs with electives in cross-cultural courses
- P.1.G.II.C.6.** Number of courses offered jointly with international colleagues
and will
- P.1.G.II.C.7.** Assess usage data for collaborative technologies for distance education (Adobe Connect, Distance Learning Center, etc.).
- P.1.G.II.C.8.** Assess core-learning outcomes in Global Literacy

P.1.G.II.D. Faculty and Staff Development

FSU will focus on acquisition, development and retention of qualified faculty and staff by providing professional development opportunities that promote excellence in the pursuit of professional responsibilities (i.e., teaching, student learning assessment, research, service, work-life balance, etc.) and enhance student experience and learning.

P.1.G.II.D Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.II.D.1.** CLA scores, PLO rubric scores, and CLO rubric scores
- P.1.G.II.D.2.** NCLEX and PRAXIS pass rates
- P.1.G.II.D.3.** CIR scores on scholarship and service
- P.1.G.II.D.4.** Student course evaluation scores
- P.1.G.II.D.5.** Percent of faculty with terminal degrees in their discipline
- P.1.G.II.D.6.** Quality Assurance scores for online and hybrid courses
and will

- P.1.G.II.D.7.** Develop a recruitment timeline for faculty and staff
- P.1.G.II.D.8.** Successfully complete targeted development activities (i.e., customer service, sexual harassment, Title IX, online course instructor certification, hybrid course certification, course enrollment, degree completion, etc.)
- P.1.G.II.D.9.** Assess Satisfaction Surveys
- P.1.G.II.D.10.** Assess Tenure and promotion process
- P.1.G.II.D.11.** Evaluate Customer Service Assessment scores annually

P.1.G.II.E. New Academic Degree Programs, Online Programs, Certificates, and Improve Quality of Existing Programs

FSU will streamline processes for approving new academic degree programs, new concentrations, online programs, certificates, and modifications to existing programs that address current and emerging workforce needs. Varied scheduling blocks will be offered to expedite time to degree.

P.1.G.II.E. Indicators/Metrics: FSU will assess annually for improvement and compliance the:

- P.1.G.II.E.1.** Program approval processing and electronic workflow
- P.1.G.II.E.2.** Percent of successful Academic Proposals and program implementations
- P.1.G.II.E.3.** Graduate Follow-up studies
- P.1.G.II.E.4.** Compliance with accreditation standards
- P.1.G.II.E.5.** Improvement of processing timeline for hiring of new faculty and staff
- P.1.G.II.E.6.** Improvements in time to degree
- P.1.G.II.E.7.** Development of new programs or concentrations in STEM areas and emerging new fields
- P.1.G.II.E.8.** Number of existing programs rebranded with new concentrations or minors to better meet emerging workforce needs
- P.1.G.II.E.9.** Percent of increase in multi-discipline degree completers (Completers with credentialing options outside of major field, i.e. major in geography with minor in economics)

P.1.GOAL.III. IMPROVE STUDENT LIFE AND SERVICES FOR STUDENTS

FSU will cultivate its culture of customer service by providing innovative, high quality co-curricular programs, student activities, facilities and technologies to enhance the personal development, academic achievement, and professional goals of its diverse student population, and prepare them to be successful contributing members in a global society, the workforce, and professional/graduate school.

STRATEGIES:

P.1.G.III.A. Student Engagement (Clubs, Athletics, Honor Societies, etc.)

Based on results of a detailed assessment of the interests and needs of subgroups, FSU will enhance and create initiatives, programs and experiences that foster student engagement, meet the varied needs of a diverse student population, and increase student satisfaction with student life and the overall FSU experience.

P.1.G.III. A. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.III.A.1.** Participation rates in clubs/campus activities broadly and by subgroups

- P.1.G.III.A.2.** Number of commuter students participating in campus organizations and activities
- P.1.G.III.A.3.** Percent of graduating seniors, broadly and by subgroups, who express high levels of satisfaction with campus activities, student organizations, athletic events, volunteer community service and service learning on the Graduating Senior Survey
- P.1.G.III.A.4.** Mean scores for seniors on NSSE Engagement Indicator for Supportive Campus Environment compared to peer institutions

P.1.G.III.B. Campus Services-Residential and Commuter

Based on the results of a detailed assessment of subgroups, FSU will provide high quality and responsive student services that enhance student life and experiences.(i.e., Financial Aid, Student Accounts, Registrar, Veteran Affairs, Admissions, Student Health Services, Career Services, Residence Life, Academic Advising and Support, Library, Computer Labs, Food Service, etc.)

P.1.G.III.B. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.III.B.1.** Percent of graduating seniors, broadly and by subgroups, who express high levels of satisfaction with campus services on the Graduating Senior Survey
- P.1.G.III.B.2.** Percent of students who utilize campus services
- P.1.G.III.B.3.** Mean scores for seniors on NSSE Engagement Indicator for Supportive Campus Environment compared to peer institutions
- P.1.G.III.B.4.** Percent of campus service units meeting standards and benchmarks specific to professional associations
- P.1.G.III.B.5.** Number of activities and participants which promote fitness activities, healthy lifestyles, and healthy food options
- P.1.G.III.B.6.** Outcomes of efforts to maintain high quality of safety and security on /FSU’s campus (i.e. workshops, crime reports, emergency training for faculty, staff, and students, etc.)
- P.1.G.III.B.7.** Percent of high ratings for the One-Stop Service Center

P.1.G.III.C. Facilities and Technology

FSU will provide quality facilities in accord with the FSU Master Plan and utilize emerging technologies that enhance the delivery of programs and services integral to students’ academic success and their personal and professional development.

P.1.G.III.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.III.C.1.** Percent of graduating seniors who express high levels of satisfaction with facilities on the Graduating Senior Survey.
- P.1.G.III.C.2.** Percent of graduating seniors who express high levels of satisfaction with technologies on the Graduating Senior Survey.
- P.1.G.III.C.3.** Mean scores for seniors on NSSE Engagement Indicator for Supportive Campus Environment compared to peer institutions **and will assess the**
- P.1.G.III.C.4.** Number of projects completed in accord with the FSU Master Plan and the FSU Storm water Master Plan
- P.1.G.III.C.5.** Status reports of improvements made and usage of technologies (Wi-Fi, smart classrooms, international online courses, etc.)
- P.1.G.III.C.6.** Efforts to expand capital resources for construction of new facilities

P.1.G.III.D. Connections between Academic and Student Affairs Programming

FSU will provide high-impact co-curriculum experiences that enhance student involvement, support learning and engage stakeholders through collaborative efforts between Academic and Student Affairs.

P.1.G.III.D. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.1.G.III.D.1.** Quality, satisfaction, and achievement of programmatic and desired outcomes related to collaborative activities such as Career Fairs, Thurgood Marshall Program, Leadership Development Workshops, Bronco Male Initiative, etc.
- P.1.G.III.D.2.** Mean scores for seniors on NSSE Engagement Indicators for Student-Faculty Interactions and Supportive Campus Environment compared to peer institutions
- P.1.G.III.D.3.** Number of students participating in collaborative activities
and will
- P.1.G.III.D.4.** Reinststitute Youth Motivation Task Force in collaboration with FSU National Alumni Association and Career Services Center

PRIORITY 2. COLLABORATIONS AND PARTNERSHIPS

Fayetteville

State University will leverage a wide range of collaborations and partnerships to enhance its role as a leading regional center of culture, research, and community development. Through these collaborations, the University will strengthen its Performing and Fine Arts Series and Distinguished Speakers programs, enhance educational initiatives for P-12 students, and provide opportunities for faculty to collaborate with other universities, corporations, and governmental agencies to drive high impact research. In turn, FSU students will have the opportunity to learn and contribute through service learning, research, internships, and participate in public/private partnerships that promote community development and economic growth.

P.2.GOAL.1. ENHANCE PERFORMING AND FINE ARTS COLLABORATION WITH SURROUNDING COMMUNITIES

The university will provide a diverse, quality Fine Arts and Distinguished Speakers Series, and collaborate with P-12 schools, universities, civic groups, and arts organizations in southeastern North Carolina and the nation.

STRATEGIES:

P.2.G.1.A. High Quality Cultural Productions and Events.

FSU will produce and present a high quality Fine Arts and Distinguished Speakers Series to catalyze community impact and promote collaboration among local arts and civic organizations. Promotional efforts will center on developing a strategic communications plan, messaging campaign, and comprehensive events calendar that resonates with a broader audience.

P.2.G.1.A. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.2.G.1.A.1.** Number of opportunities identified for cross-promotion with local businesses and organizations
 - P.2.G.1.A.2.** Number of events and percentage of attendance at events that use free admission to increase visibility and interest
 - P.2.G.1.A.3.** Membership of the Performing Arts Committee in order to expand promotion of cultural events
 - P.2.G.1.A.4.** Number of events hosted by the university
 - P.2.G.1.A.5.** Number of schools and/or arts organizations participating in events
 - P.2.G.1.A.6.** Number of Master Classes with public schools and FSU students
 - P.2.G.1.A.7.** Satisfaction of attendees through survey data
 - P.2.G.1.A.8.** Number of partnerships with universities, schools, museums, and other cultural agencies
- and will**
- P.2.G.1.A.9.** Maintain a comprehensive, continuously updated calendar of events on key FSU and public websites
 - P.2.G.1.A.10.** Implement a new messaging campaign to generate interest and awareness
 - P.2.G.1.A.11.** Develop a strategic communications plan to support audience and donor development

P.2.G.1.B. Scheduling, Marketing, and Public Invitations

FSU will expand awareness of cultural events to individuals and organizations in southeastern North Carolina and improve quality and quantity of timely

media produced to promote FSU.

P.2.G.I.B. Indicators/Metrics: FSU annually will:

- P.2.G.I.B.1.** Update an expanded distribution list, including individuals and organizations in southeastern North Carolina
- P.2.G.I.B.2.** Implement a robust media campaign
- P.2.G.I.B.3.** Increase usage of social media to measure awareness and value of cultural events to region and state (i.e. Facebook, Twitter etc.)
- P.2.G.I.B.4.** Increase number of mailings to alumni and friends
- P.2.G.I.B.5.** Develop and disseminate a centralized community calendar displaying cultural event opportunities

P.2.G.I.C. Collaboration with Public Schools

FSU will provide workshops and resources for public school students as a pathway to college and offer professional development activities for teachers as a gateway to graduate school. FSU also will collaborate in writing grant proposals to support curriculum development and equipment for the arts.

P.2.G.I.C. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.2.G.I.C.1.** Number of public events shared with the public school system
- P.2.G.I.C.2.** Sponsorship of creative writing, visual arts, photo, and video contests for P-12 populations
- P.2.G.I.C.3.** Number of regular planning meetings between FSU and public school system
- P.2.G.I.C.4.** Identification of opportunities to enhance and expand activities with grants and will
- P.2.G.I.C.5.** Develop an evaluation instrument to assess alignment of cultural arts activities with P-12 curriculum
- P.2.G.I.C.6.** Develop and disseminate a centralized community calendar displaying cultural event opportunities

P.2.G.I.D. FSU Sesquicentennial 2017-2018

FSU will commemorate its 150th anniversary by engaging internal and external audiences in celebration of its historical legacy while positioning the university for the next 150 years.

P.2.G.I.D. Indicators/Metrics: FSU will develop a calendar and complete by 2018 the:

- P.2.G.I.D.1.** Creation of an official Sesquicentennial website and Facebook page (Invite reminiscences of FSU from alumni and others.)
- P.2.G.I.D.2.** Development of ~~a~~ Sesquicentennial theme, purpose, goals, and official logo
- P.2.G.I.D.3.** Creation of Sesquicentennial song (Contest)
- P.2.G.I.D.4.** Development and execution of a yearlong events series that commemorates FSU's history (lectures, plays, athletic events, etc.)
- P.2.G.I.D.5.** Incorporation of FSU history in University Seminar Courses
- P.2.G.I.D.6.** Implementation of Bronco150: Official Launching of Sesquicentennial Celebration with ribbon cutting and cake
- P.2.G.I.D.7.** Coverage of a year-long Sesquicentennial celebration by *The Fayetteville Observer*, WFSS 91.9 FM, and other mass media outlets
- P.2.G.I.D.8.** Sesquicentennial Black Tie Gala (fundraising event - ticket sales and sponsorships)
- P.2.G.I.D.9.** Post-Sesquicentennial Event Survey (via survey monkey)
- P.2.G.I.D.10.** Collaboration with the city of Fayetteville in the Historic Designation of the E.E. Smith House and its restoration
- P.2.G.I.D.11.** Hosting of events to support fund raising efforts

P.2.GOAL.II. BROADEN COMMUNITY COLLABORATIONS

Fayetteville State University will cultivate and broaden community relationships through service learning, internships, public and private partnerships, military relationships, FSU affiliate groups, and service to communities throughout southeastern North Carolina

STRATEGIES:

P.2.G.II.A. Services for Military and Military Affiliated Students

FSU will develop and increase the number of programs and services in collaboration with the FSU Office of Veterans Affairs, Fort Bragg, Fort Sam Houston, the US Department of Defense, and military affiliated programs in the School of Business and Economics and other campus units.

P.2.G.II.A. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

P.2.G.II.A.1. Number of military student population

P.2.G.II.A.2. Number of military related program/service offerings

P.2.G.II.A.3. Number of collaborations with military affiliated organizations

P.2.G.II.A.4. Number of academic departments participating in military related activities

P.2.G.II.A.5. Number of submissions and awards for military grants

and will

P.2.G.II.A.6. Evaluate the successful implementation of and outcomes of grants awarded

P.2.G.II.A.7. Develop a tool to track collaborations and partnerships with military affiliated organizations campus wide

P.2.G.II.B. Service Learning and Internships

FSU will support and promote academically based engagement and service learning through strong, effective partnerships with employers and community, national, and international organizations.

P.2.G.II.B. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

P.2.G.II.B.1. Number of resume writing workshops

P.2.G.II.B.2. Increase the Number of partnerships with businesses and non-profit agencies in the adjacent community and service region that create opportunities for service learning

P.2.G.II.B.3. Number of students of enrolled in community based academic learning activities

P.2.G.II.B.4. Number of international service learning and academic learning projects

P.2.G.II.B.5. Percentage of students engaging in internships

P.2.G.II.B.6. Number of attendees at job fairs (corporations and students)

P.2.G.II.B.7. Percentage of internship placements that create employment opportunities

P.2.G.II.C. Adjacent Communities (Murchison Road Corridor and Millennial Campus)

FSU will collaborate with city/county officials, FSU Affiliate organizations, and other local stakeholders to address community needs, develop FSU properties surrounding Murchison Road, and support the continued revitalization of the Murchison Road Corridor.

P.2.G.II.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.2.G.II.C.1.** Number of clean-up service learning projects on Murchison Road Corridor conducted by FSU students
- P.2.G.II.C.2.** Number and percentage of individuals served in the community
- P.2.G.II.C.3.** Number and percentage of the diversity of services offered
- P.2.G.II.C.4.** Number of partnerships financially supporting the development of FSU properties and FSU Foundation properties (i.e. Bronco Square, University Apartments, the Washington Drive Project, etc.)
and will
- P.2.G.II.C.5.** Secure funding for the redesign of the main entrance to the campus as outlined in the Master Plan
- P.2.G.II.C.6.** Develop and administer a community needs assessment to identify and prioritize issues of importance to the community

P.2.GOAL.III. INCREASE RESEARCH COLLABORATIONS

Fayetteville State University will increase partnerships with governmental agencies and other universities for grants, research, internships, faculty/professional exchange programs, grants, graduate employment, and for technology transfer and research commercialization.

STRATEGIES:

P.2.G.III.A. Internships and Research Opportunities for Students

FSU will increase the number of internships and research opportunities available to students in all fields of study through collaboration with all academic departments and the Office of Career Services.

P.2.G.III.A. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.2.G.III.A.1.** Number of students participating in conference presentations, competitions, publishing articles
- P.2.G.III.A.2.** Number of student internships and research placements outside the university
- P.2.G.III.A.3.** Number of faculty receiving release time for competitive proposal writing
- P.2.G.III.A.4.** Number of faculty-student grant proposals
- P.2.G.III.A. 5.** Percentage of increase in the number of research teams that pair faculty mentors with students at FSU

and will

- P.2.G.III.A.6.** Administer needs assessments to determine faculty interests and strengths as well as the research capacity of the university
- P.2.G.III.A.7.** Identification of strategies to incentivize interdisciplinary research
- P.2.G.III.A.8.** Develop research metrics to benchmark university's performance relative to peer institutions, identify gaps in the research agenda

P.2.G.III.B. Research Opportunities for Faculty and Students in the Center For Defense and Homeland Security (CDHS)

CDHS will facilitate curricular innovations, partnerships, research and faculty development to prepare the next generation of STEM graduates and national security professionals. CDHS will provide opportunities for collaborative grant applications between CDHS Scholars and industry, secure internships for FSU students and faculty with federal agencies, as well as partner with regional K-12 schools to cultivate a diverse pipeline of exceptionally talented students to prepare for education and careers as scientists, technologist, engineers, and mathematicians. CDHS will also offer workshops for the military and certificate programs in Cybersecurity. CDHS will also offer certificate programs in Cybersecurity and workshops for the military.

P.2.G.III.B. Indicators/Metrics: By 2020, FSU will increase by at least 15% the:

- P.2.G.III.B.1** Number and percentage of increase in grants funded in CDHS
- P.2.G.III.B.2.** Number and percentage of increase in the certificates offered through the CDHS
- P.2.G.III.B.3.** Number and percentage of increase in student internships and research placements offered through the CDHS
- P.2.G.III.B.4.** Number and percentage of increase in faculty research collaborations between the CDHS and external agencies
- P.2.G.III.B.5.** Number and percentage of increase in CDHS sponsored training and services to high school students
and will
- P.2.G.III.B.6.** Administer needs assessment to determine research interests and strengths of faculty and research capacity of the university

P.2.G.III.C. Partnerships with Industry, Agencies and Other Universities FSU
 will develop and implement a comprehensive plan that 1) assesses faculty and staff research interests and strengths and university research capacity and 2) provides training, resources, and marketing that will enable the university to increase partnerships and collaborations with industries, agencies, and other universities.

P.2.G.III.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.2.G.III.C.1.** Number of collaborations with industry and other agencies in the use of FSU technologies (i.e., the Electron Microprobe, FSU Trading Room, Distance Education, etc.)
- P.2.G.III.C.2.** Number of research partnerships with industry, agencies, and universities
- P.2.G.III.C.3.** Number of faculty serving as research mentors for students at FSU and other universities
and will
- P.2.G.III.C.4.** Implement a robust faculty research exchange program
- P.2.G.III.C.5.** Launch a university website to promote faculty and university research capabilities
- P.2.G.III.C.6.** Ensure faculty capabilities are listed on NC Reach

P.2.G.III.D. Private and Public Partnerships and Technology Transfer

FSU will enhance its technology transfer and research commercialization capabilities through continuous expansion of relationships with other colleges and universities, public and private businesses and corporations, and governmental agencies.

P.2.G.III.D. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.2.G.III.D.1.** Number and percentage of public and private partnerships
- P.2.G.III.D.2.** Number and percentage of external funding derived from public and private partnerships
- P.2.G.III.D.3.** Number and percentage of diverse private and public research partnerships
- P.2.G.III.D.4.** Number of collaborations with other UNC institutions, HBCU coalitions, public schools, and other educational institutions
- P.2.G.III.D.5.** Number of external, third party (community) (non-FSU) inventions and inventors advised by FSU Technology Transfer Team
- P.2.G.III.D.6.** Number of patents, provisional patents, copyrights and other intellectual property rights granted by the USPTO
- P.2.G.III.D.7.** Number of inventions from the university licensed to outside companies/agencies
- P.2.G.III.D.8.** Number of university start-ups as a result of inventions at FSU
- P.2.G.III.D.9.** Number of jobs created due to FSU start-ups
and will
- P.2.G.III.D.10.** Administer needs assessment to determine research interest of faculty, staff, and students and the research capacity of FSU

PRIORITY 3. EFFICIENCY, EFFECTIVENESS, AND SUSTAINABILITY



Geothermal Well

PRIORITY 3. EFFICIENCY, EFFECTIVENESS AND SUSTAINABILITY

FSU will achieve efficiency, effectiveness, and sustainability through completing the five-year \$25 million Comprehensive Capital Campaign, demonstrating a commitment to maximizing efficiency in all operational areas and improving efforts to achieve fiscal and environmental sustainability.

P.3.GOAL.1. COMPLETE THE FIVE-YEAR CAMPAIGN FOR FSU

FSU will successfully complete the five-year \$25 million Comprehensive Capital Campaign by the end of FY 17, which will encompass a robust Annual Fund. This goal is driven by the need to expand the university's fundraising capacity in order to increase capital resources that will secure the financial future of FSU.

STRATEGIES:

P.3.G.1.A. \$25 Million Campaign Goal

FSU will successfully complete the five-year \$25 million Campaign for FSU by the end of FY17.

P.3.G.1.A. Indicators/Metrics: By 2018, FSU will successfully:

- P.3.G.1.A.1.** Meet prospective targets on time
- P.3.G.1.A.2.** Increase the number of participants in engagement activities by 15%
- P.3.G.1.A.3.** Increase the number of consistent (annual) donors by 15%
- P.3.G.1.A.4.** Increase the number of major donors (>\$25k) by 10%
- P.3.G.1.A.5.** Increase the return on investment of UNC GA shared services by 15%
- P.3.G.1.A.6.** Increase the number of individuals who give and the amount of giving by 15%

P.3.G.1.B. Enhance Relations with Alumni, FSU Foundation, Affiliate Groups

FSU will develop a robust program of engagement and an Annual Fund Initiative that will increase gift totals and increase alumni giving. Additionally, work with the FSU Foundation, the Athletic Club, the FSU National Alumni Association, and all Affiliates with approved MOU's to increase fundraising per year over the next five years.

P.3.G.1.B. Indicators/Metrics: By 2020, FSU will:

- P.3.G.1.B.1.** Increase alumni giving by 15%
- P.3.G.1.B.2.** Increase alumni participation by 15%
- P.3.G.1.B.3.** Increase FSU Foundation, Athletic Club, and other Affiliate giving by 10%
- P.3.G.1.B.4.** Increase fundraising programming throughout the University to include College/Schools, Departments and special initiatives by 15%
- P.3.G.1.B.5.** Increase the return on investment of UNC GA shared services by 15%

P.3.G.1.C. Marketing of FSU as an Institution of Choice

FSU will develop an integrated, University-wide marketing plan that will emphasize FSU as an "Institution of Choice" – for educational pursuits, for cultural engagement, and as a viable philanthropic option.

P.3.G.1.C. Indicators/Metrics: By 2020, FSU will increase by at least 20% the:

- P.3.G.1.C.1.** Number of students that indicate on the new student surveys that FSU was their "Institution of First Choice"
- P.3.G.1.C.2.** Number of potential students following FSU on social media sites
- P.3.G.1.C.3.** Number of potential donors following FSU on social media sites

P.3.G.1.C.4. Number of potential donors indicating motivation to give through social media and enhanced collaterals
and will

P.3.G.1.C.5. Consolidate university marketing budgets into an integrated marketing effort

P.3.GOAL.II. MAXIMIZE EFFICIENCY TO ENSURE A FINANCIALLY STABLE UNIVERSITY

FSU will maximize its brand of excellence and diversity by operating as an efficient and effective campus through exhibiting transparent responsible financial resource management to develop a stronger infrastructure.

STRATEGIES:

P.3.G.II.A. Efficiencies in Use of All Institutional Funds

FSU will continue to enhance business models that support FSU's financial planning, budgeting, monitoring and accountability capabilities consistent with its operational priorities while utilizing all available resources

P.3.G.II.A. Indicators/Metrics: FSU will annually:

P.3.G.II.A.1. Make timely payments to all vendors

P.3.G.II.A.2. Produce accurate year-end closeout reports

P.3.G.II.A.3. Meet all deadlines for required reporting to external agencies

P.3.G.II.A.4. Render no material findings on all state audits

P.3.G.II.A.5. Render no material findings on external audits (Affiliates and external agencies)

P.3.G.II.A.6. Establish and maintain an annual budget development process

P.3.G.II.A.7. Establish and maintain an appropriate Institutional Contingency Fund (rainy day fund)

P.3.G.II.B. Infrastructure Study of Major Campus Divisions

FSU will study its overall organizational structure and make changes to maximize efficiency and effectiveness in the use of personnel and capital resources to promote a sustainable and financially stable university.

P.3.G.II.B. Indicators/Metrics: FSU will annually:

P.3.G.II.B.1. Evaluate effectiveness of budget allocations to each Division

P.3.G.II.B.2. Identify special initiatives instituted by Divisions to promote a sustainable and financially stable university

P.3.G.II.B.3. Specify alternative funding to leverage existing resources to enhance community/global partnerships

P.3.G.II.B.4. Evaluate performance of personnel at unit level

P.3.G.II.B.5. Increase number of new ITTS personnel and rate their impact on campus functions and academic programs

P.3.G.II.B.6. Increase number of student computer labs, upgrades in smart classrooms, and laptops for faculty teaching online

P.3.G.II.B.7. Conduct faculty and student evaluations of technology upgrades

P.3.G.II.C. Revenue from Grants and Contracts

FSU will increase external grant funding through internal and external collaboration with appropriate departments, agencies and institutions

P.3.G.II.C. Indicators/Metrics: By 2020, FSU will increase by at least 10% the:

- P.3.G.II.C.1.** Number of participants in grant writing training for staff/faculty
- P.3.G.II.C.2.** Number and percentage of increase in amount of joint funded projects with outside agencies
- P.3.G.II.C.3.** Number of grant applications submitted and awards received annually
- P.3.G.II.C.4.** Funding levels of grants and contracts received
and will
- P.3.G.II.C.5.** Refine grant application and contract procedures
- P.3.G.II.C.6.** Purchase of electronic research and administration (ERA) tools

P.3.G.II.D. Corporate Partnerships and Major Contracts

FSU will form new corporate partnerships and strengthen existing partnerships to capture major contracts that will financially benefit the university.

P.3.G.II.D. Indicators/Metrics: By 2020, FSU will:

- P.3.G.II.D.1.** Establish contract leadership team with the Office of Sponsored Research and Programs and in Business and Finance
- P.3.G.II.D.2.** Conduct contract management training for personnel in Office of Sponsored Research and Programs and in Business and Finance
- P.3.G.II.D.3.** Develop and operationalize a flow chart of procedures with deadlines for meeting objectives of contracts
- P.3.G.II.D.4.** Maintain effective database of partnerships and contracts
- P.3.G.II.D.5.** Increase funding received annually by 10%
- P.3.G.II.D.6.** Increase number of corporate partnerships annually by 10%
- P.3.G.II.D.7.** Conduct annual review and evaluation of relationships with existing partners

P.3.G.II.E. Shared Services with UNC General Administration

FSU will efficiently and effectively implement short and long-range initiatives for shared services that are consistent with the needs of FSU, North Carolina, and the global community as well as the mission, goals and services of the UNC General Administration.

P.3.G.II.E. Indicators/Metrics: FSU will annually:

- P.3.G.II.E.1.** Collaborate with UNC-GA in identifying funds and resources
- P.3.G.II.E.2.** Serve on UNC-GA subcommittees
- P.3.G.II.E.3.** Collaborate with UNC-GA in identifying key supporters for university initiatives
- P.3.G.II.E.4.** Review annually the cost-savings of shared services

P.3.GOAL.III. IMPROVE EFFORTS IN SUSTAINABILITY

FSU will increase institutional sustainability by efficiently managing campus energy use, facilities and infrastructure, improving employee retention, enhancing the technology environment, and by setting and managing effective assessment measures.

STRATEGIES:**P.3.G.III.A. Campus Energy Resources**

FSU will employ a variety of campus-wide strategies to maximize the efficiency of the use of campus resources by coordinating with key external partners to improve its sustainability efforts; and demonstrate a commitment to sustainability in its academic programs and in student affairs programming (i.e. Green Team and MLK Day of Service).

P.3.G.III.A. Indicators/Metric: For a 15% reduction in energy usage by 2020, FSU will:

P.3.G.III.A.1. Compare annual energy usage intensity (Btu/SF)

P.3.G.III.A.2. Compare annual water usage intensity (kgal/SF or kgal/FTE)

P.3.G.III.A.3. Compare annual solid waste disposal or diversion (ton/FTE)

P.3.G.III.A.4. Evaluate space utilization metrics in different space types – classroom, class/lab, residence hall, etc. (these are standard UNC-GA metrics)

P.3.G.III.A.5. Compare annual greenhouse gas emissions (MTCO₂e/FTE or /SF)

P.3.G.III.A.6. Compare percent of increase of students in sustainability activities

P.3.G.III.A.7. Compare percent of increase in number of courses with sustainability modules

P.3.G.III.A.8. Produce annual Sustainability Report

P.3.G.III.A.9. Expand sustainability partnerships with governments and the private sector

P.3.G.III.A.10. Convene annually a conference with governmental, corporate, educational, and community partners to share ideas on proven sustainability efforts

P.3.G.III.B. Faculty/Staff Retention, Job Satisfaction, and Productivity

FSU will improve faculty and staff retention, satisfaction and productivity by monitoring faculty/staff satisfaction, promoting faculty/staff development, and rewarding outstanding faculty/staff productivity.

P.3.G.III.B. Indicators/Metrics: By 2020, FSU will increase by at least 10% percent:

P.3.G.III.B.1. Number of highly satisfied ratings on annual faculty and staff satisfaction surveys

P.3.G.III.B.2. Number of professional development activities and opportunities for faculty and staff

P.3.G.III.B.3. Number of faculty and staff participating in professional development activities

and will

P.3.G.III.B.4. Develop incentive and rewards programs for faculty and staff

P.3.G.III.B.5. Promote annual staff and faculty appreciation day

P.3.G.III.C. Technology Environment

FSU will provide a technology environment (hardware, software, facilities, and support staff) that is secure, resilient, and adaptable to meet the current and future needs of the University. FSU will work to secure advanced technologies through interdepartmental collaboration, intra-universities grants to secure equipment, and through corporate and private program funding.

P.3.G.III.C. Indicators/Metrics: By 2020, FSU will increase the:

P.3.G.III.C.1. Percent (25%) of network equipment, lab computers, faculty/staff computers, and classroom technologies refreshed each year

- P.3.G.III.C.2.** Percent (99.9%) of system and network availability each year
- P.3.G.III.C.3.** Percent (90%) of highly satisfied ratings on technology environment surveys done by faculty, staff and students
- P.3.G.III.C.4.** Percent (100%) of rooms in residence halls with enabled Wi-Fi capacity
- P.3.G.III.C.5.** Percent (100%) of non-residence buildings, conference rooms, meeting rooms and other common areas with Wi-Fi capacity.
- P.3.G.III.C.6.** Number of and amount of grants funded to secure technology equipment

P.3.G.III.D. Assessment of Efficiencies

FSU will continuously assess the progress of campus initiatives on sustainability, information technology, employee productivity, job satisfaction, and retention, in order to position the university to realize our unique opportunities for innovation that increase efficiency. FSU will also assess the efficiency of student degree completion, interdisciplinary collaborations, and credentialing options to broaden student career opportunities.

P.3.G.III.D. Indicators/Metrics: FSU will assess annually the:

- P.3.G.III.D.1.** Efficiency of the development and administration of regular assessments of faculty/staff job satisfaction surveys
- P.3.G.III.D.2.** Efficiency of the high availability and user satisfaction of technology
- P.3.G.III.D.3.** Efficiency of the reorganization of departments and divisions, and program eliminations for cost savings
- P.3.G.III.D.4.** Percent of increase in students completing degree programs in four years or less
- P.3.G.III.D.5.** Number of existing programs rebranded with new concentrations or minors to better meet emerging workforce needs
- P.3.G.III.D.6.** Percent of Increase in multi-discipline degree completers (Completers with credentialing options outside of major field, i.e. major in geography with minor in economics)
- P.3.G.III.D.7.** Cost-savings of shared services
- P.3.G.III.D.8.** Cost-savings resulting from sustainability efforts
- P.3.G.III.D.9.** Outcomes of the Operational Plans and Assessment Report (OPAR) for each campus unit