



**Campus Visit Summary  
Fayetteville State University**

Campus Visit Date: April 27, 2007

***Brief Overview***

FSU is a regional public comprehensive university offering degrees at the baccalaureate and master's levels and a doctorate in educational leadership. Instructional programs are organized under the schools of Business and Economics, Education, the College of Humanities and Social Sciences, and the College of Basic and Applied Sciences. The university provides undergraduate instruction in the education center at nearby Fort Bragg/Pope AFB and at community colleges in its service area. Master's degrees are offered in elementary education, middle grades education, special education, school administration, secondary education, business administration, English, biology, criminal justice, mathematics, psychology, social work, political science, and sociology and a doctoral degree is offered in educational leadership. FSU is committed to equality of opportunity. The University actively seeks to recruit and enroll a student population that reflects the diversity of the region.

FSU is located in Fayetteville (city-county population: 308,000), home of Fort Bragg/Pope AFB (48,000) and a trade and business center in the sandhills area. Nearby are the resorts of Southern Pines and Pinehurst.

- **Total Enrollment Fall 2006: 6,301**
- **Undergraduate Enrollment Fall 2006: 5,399**
  - **72% black, 17% white, 11% other**
  - **70% female, 30% male**

***Campus definition of its "region"***

Located in Fayetteville, the campus serves primarily a six-county region in southeastern North Carolina, encompassing Bladen, Cumberland, Harnett, Hoke, Robeson, and Sampson counties. Its regional service is broadened through work with the Southeast Regional Economic Development Board (11 counties), the BRAC Partnership Region (11 counties), its community college partnerships (in 16 counties), and its top student enrollment counties (12 counties).

***Current responses to regional and statewide needs***

The campus highlighted the following programs and initiatives as representative of its efforts to meet regional and statewide needs:

- High educational attainment for students –
  - *University Community Alliance for Mathematics and Computer Science* – to encourage minority students to enter STEM disciplines.
  - *P-16 Science-Mathematics Initiative* – to work with regional public schools to improve student preparation for college in science and mathematics programs.

- *SAT “boot camps”* -- to improve SAT scores among high school students.
  - *Cumberland County School / Smart Start Study* – to evaluate effectiveness of closing the achievement gap programs.
  - *Creating Higher Expectations for Educational Readiness (CHEER)* – a summer-bridge program for incoming students.
  - *University College* – programs for first- and second-year students to improve retention and graduation rates through advising, academic support, and mentoring.
  - *Hybrid courses* – blending classroom and online instruction to enhance the educational experience of students.
  - *National Survey of Student Engagement (NSSE)* – utilizing results to encourage faculty to use more interactive discussion, small group work modules, and multi-task projects.
  - *Adult learner services* - extended office hours for administration, weekend and evening classes and condensed terms (8 weeks), and 2+2 and dual-enrollment programs with community colleges to provide clear paths from community colleges to FSU-degree programs; current dual-enrollment programs are in criminal justice, B-K education, and fire science.
  - *Institutes* - to coordinate educational programs and research projects in 5 areas of focus: Community Justice, Entrepreneurship, Health Disparities, Teaching Excellence, and World Service.
- Economic transformation –
    - *Core curriculum review* process underway to incorporate more learning methods for soft-skills development into academic programs.
    - *Teaching and Learning Center* offers instruction for faculty in improving teaching techniques that focus on soft-skills development among students.
    - Utilizing the *Collegiate Learning Assessment (CLA)* instrument to assess students’ writing and analytical reasoning skills.
    - *Students develop soft skills* through programs such as leadership development initiatives, community service and outreach projects, health and wellness programs in the community, and internships.
    - *Degree programs addressing identified workforce gaps* include Computer Science, Accounting, and Master of Public Administration.
    - *Bronco Community Development* partnership enables campus to be directly involved in community development initiatives through an innovative retail center (FSU student bookstore located in development).
    - *Economic Development Advisory Board* recently created to give campus more direct connection to and input from business leaders.
    - *MBA students* provide consulting services to small businesses in the area
    - *Displaced workers program* offers degree completion programs for displaced homemakers and workers.
    - *Minority HUB Academy* offers technical assistance to historically underutilized contractors to prepare them to be competitive in an anticipated construction boom resulting from the Ft. Bragg expansion.

- *Non-degree certification programs* for small businesses enhance small business development; programs include Minority Entrepreneurship, Franchising, and Business Management.
- Health –
  - *Nursing School* offers BSN and RN-to-BSN programs - addresses nursing shortage
  - *MBA in Health Care Management* – addresses need for hospital and health care administrators.
  - *Health disparities research* – engages faculty to conduct research on health disparities among regional populations
- Military and Criminal Justice –
  - *Forensic Science degree programs* - responds to need for technical specialists in crime labs and military.
  - *Fire Science program* – trains fire-science specialists; campus has formed partnership with City of Fayetteville for fire-training center on campus.
  - *Master in Criminal Justice* – responds to need for professionals working in homeland security areas.
  - *Master in International Studies* – addresses anticipated needs of military personnel for advanced studies.
  - *Crime rate study* – assesses fear of crime among Fayetteville residents (project done at request of local law enforcement).
  - *Mental health study* – examines patterns of mental illness and substance abuse among newly released criminal offenders.
  - *Intelligence studies outreach programs* – introduces students in Cumberland County Schools to career opportunities in intelligence agencies (FBI, NSA, CIA, and Army Intelligence).
  - *Defense Services Technology Accelerator* – fosters innovation in defense, security, and intelligence technology, and provides student internships in these fields.
- Education –
  - *ESL licensure program* – addresses growing need for Spanish-speaking teachers.
  - *Master in School Administration* – addresses need for more senior-level school administrators in the region (over the last 5 years, 124 students have graduated from this program and 72 of these students serve as principals or assistant principals in Cumberland County).
  - *Cross Creek Early College School* is located on the FSU campus and is predominately has at-risk minority high school students. The school is now top performing school in Cumberland County.
  - *Educational Opportunities Centers Program* – targets students 19 or older who are seeking to enter postsecondary education.

- Social Issues –
  - *Master of Social Work program* – responds to shortage of qualified social workers.
  - *Institute for Community Leadership* – offers leadership development programs in partnership with Cumberland County, Cumberland County Schools, City of Fayetteville, and Methodist University.
  - *Distinguished Speakers Series* – brings nationally-known speakers to the community for forums and symposia.
  - *Public Arts exhibit* and *Touring Troupe* performances enhance cultural enrichment of the community.

***Methods of identifying and incorporating regional and statewide needs into academic mission***

- The campus tracks national and state studies on workforce development trends.
- Faculty and administrators receive direct community input by participating in community organizations and serving on local boards such as the Cumberland County Business Council (CCBC) and the Workforce Development Board.
- Campus conducts alumni surveys to determine success in employment and educational attainment; survey results show:
  - 71% are living and working in NC
  - 86% currently have jobs related to their degree major
  - 48% plan to pursue master’s degrees / 24% plan to pursue doctorates

***Teaching innovations (soft-skills development, experiential learning, etc.)***

- FSU is focused on ensuring that students develop the skills and knowledge they need to succeed in and contribute to the economic transformation of the region. Infusing soft skills into the curriculum and major programs has become a cornerstone of the academic process since a 2005 curriculum review took place.
- Since specialized knowledge is changing rapidly, graduates need to be prepared for continuous learning and the liberal arts provide a strong foundation for said learning. The liberal arts curriculum focuses on: communication, speaking, reasoning, quantitative skills, culture and values.
- Participant in the *Great Expectations* project of the Association of American Colleges and Universities (AAC&U).
  - *Liberal Education and America’s Promise (LEAP)* – is one component of the Great Expectations project which is seeking to identify the specific learning outcomes that are most essential to the new global economy.
- *Assessments utilized to review student development:*
  - *National Survey of Student Engagement (NSSE)* – is an assessment tool that measures the level of student engagement, including soft skills, such as leadership, collaboration, and teamwork.

- *Collegiate Learning Assessment (CLA)* – is an assessment tool of students’ writing and analytical reasoning skills and their ability to apply these skills to real-world situations.
- In 2005-06, more than 900 students were involved in one or more types of leadership programs:
  - 1,665 participate in health and wellness programs such as the Great American Smoke Out and AIDS Education programs.
  - Another 481 students were involved in service projects for the community
  - Nearly 3,000 students participated in career services activities
    - Including 591 students involved in cooperative learning opportunities and internships

***Enrollment growth - general***

- Current enrollment is 5,566 (graduate and undergraduate total).

***Enrollment growth – special populations***

- FSU has hired a bilingual admissions counselor to assist with the recruitment of Hispanic students in their region.
- The campus is conducting a Male Enrollment Initiative beginning with research assessing whether or not FSU offers programs that are attractive to males.
  - They are also focusing research on African American males and their college going rate/high school graduation rates.
- Academic Affairs is working with community colleges in the region to increase the number of students transferring to 4-year institutions following successful attainment of their associate’s degree.
- Pre-College Enrollment Programs are addressing the educational attainment of potential students:
  - Upward Bound
  - Educational Talent Search
  - GEAR-UP
  - Mathematics-Science Education Network
  - Cross Creek Early College High School (on FSU campus)

***Faculty issues***

- Low faculty salaries present challenges in recruitment and retention.
- The campus does not assess long-term trends in faculty attrition and retirement.

***External communications***

- The campus does not comprehensively assess its impact on the region.
- Communications with business and community leaders occur through involvement by administrators and faculty in community projects and local organizations, and through departmental advisory boards.

- The campus recognized the potential benefits of developing a comprehensive communications plan to better inform the region and stakeholders of programs and resources available through the campus.

### ***Barriers and challenges facing the campus***

- *Negative perceptions of historic role as a “teachers college”* – Because of the campus’ historic prominence as a “teachers college,” there is a perception that campus offerings are limited and teaching as a profession is not valued. To address this, one trustee suggested delivering positive messages through a communications plan, and expanding outreach programs for (Science, Technology, Engineering, and Mathematics (STEM) K-12 teachers.
- *Low retention and graduation rates* – The campus recognized the need to improve retention and graduation rates:
  - Freshman-to-sophomore retention rate: 70.8%
  - 4-year graduation rate: 18.4%
  - 6-year graduation rate: 37%
- *Low facility utilization rate* – Opportunities for more effective use of facilities can be found in improving the campus’ facility-utilization rate:
  - 3-year average classroom and lab occupancy rate: 16.4%
  - 3-year average classroom and lab station usage rate: 16.5%
- *Lack of employment opportunities in the region for graduates* – The campus’ historic service area is highly economically challenged (for counties in historic service area, the percent of families in poverty range from 13.5% to 19.6%, with the state average at 9%); lack of economic opportunities in the region make finding employment for graduates difficult and increases the challenge in attracting high-quality students.

### ***Opportunities***

- *Growth of Ft. Bragg resulting from Base Realignment and Closure (BRAC)* – While growth on the base presents challenges to the community (strain on community and local government resources), the growth also presents an opportunity for FSU to become the primary university partner with the military in delivering educational programs and conducting applied research impacting the military and military families (*Note: The campus is prohibited from teaching freshman and sophomore courses on base due to an agreement with community colleges*). Potential programs include:
  - Graduate and undergraduate degree programs in homeland security
  - Graduate programs for high-ranking military and civilian personnel
  - Graduate and undergraduate programs for local workforce to attain civilian jobs on base
  - Undergraduate degree programs for military personnel and families
  - Continuing education and certificate programs for military and civilian personnel (such as global awareness programs and language offerings)

- *Expanding community college collaboration* – FSU currently has a number of articulation agreements with 16 community colleges in the region. Through these agreements, faculty teach college-level courses on community college campuses; FSU expressed interest in exploring opportunities to reverse the situation and inviting community college faculty and students to FSU’s campus with the goal of stimulating greater transfer of community college students to FSU. In addition, the campus expressed its intent to expand dual-enrollment programs with area community colleges to increase the number of students successfully transferring from community college to FSU.
- *Assisting other cities and towns in the region* – FSU has engaged in several successful community and economic development projects with the City of Fayetteville; faculty and student teams plan to offer economic development assistance to other municipalities in the campus’ historic service area.
- *Expanding online course offerings* – FSU has increased creative and effective use of online course offerings and degree programs which strengthen opportunities for growth in strategic academic areas.
- *Entrepreneurship Institute* – Economic transformation in the region will require start-ups of new businesses. The growth of the defense industry in this region is expected to create new opportunities for entrepreneurs and this institute will support entrepreneurial efforts in the region by building upon the current work of the Fayetteville Business Center, which serves as an incubator for new businesses.