



Civic Action Plan

Related to
Campus Compact
Civic Action Plan (CAP) Five Commitments

March 30, 2017

Division of Academic Affairs
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Fayetteville State University
Civic Action Plan
in Alignment with the Campus Compact
Civic Action Plan (CAP) Five Commitments

Fayetteville State University is located in the City of Fayetteville and County of Cumberland in North Carolina. From a regional perspective, the area is often referred to as the Sandhills or Southeastern North Carolina. FSU also considers its target outreach region to include the seven counties contiguous to its home county of Cumberland, which are Hoke, Moore, Lee, Harnett, Sampson, Bladen, and Robeson counties. Within Fayetteville, FSU partners with the military at Fort Bragg Army Base where it has an office and provides on-site courses. FSU also has its distance education footprint at the Seymour Johnson Air Force Base in Goldsboro (NC) and the Gateway Technology Center on the campus of Wesleyan College in Rocky Mount (NC) where it offers its nationally recognized Master of Business Administration (MBA) degree program. Hence, FSU recognizes its role as a regional higher education institution and focuses much of its outreach and support to this geographic region in which it is located and obliged to serve.

Through adherence to its mission, vision, core values, policies, and strategic plan, Fayetteville State University (FSU) supports its commitment to civic and community engagement inclusive of economic development. In its mission, FSU seeks to promote social, cultural, and economic transformation of southeastern North Carolina and beyond while producing global citizens and leaders as change agents. FSU is committed academically to teaching, research, service and outreach through its programs, faculty, staff, and students, and its policies (e.g., tenure, post-tenure, and faculty workload). As part of the institution's core values, FSU makes every effort to ensure high quality and innovative learning experiences for its students while incorporating ethical standards that are committed to the environmental sustainability of the region and collaborating to provide service to the community.

Specifically, FSU utilizes educational high impact teaching practices, such as experiential learning, service learning, and through its core curriculum that requires all students who enter FSU with fewer than 60 transfer credits to complete an ethics and civic engagement course offered for each discipline and major area of study. Finally, Academic Affairs and Student Affairs collaborate to instill civic engagement and community service to students using co-curricular activities involving student government, clubs, organizations, fraternities, sororities, honors societies, and athletics.

Introduction

Fayetteville State University's Civic Action Plan is designed to enhance how the institution addresses civic and community needs, structurally and strategically, based on evidence and data collected from the city, counties, and region it serves. Moreover, the intent is to strengthen its engaged programs, projects, and activities ensuring that they are mutually beneficial and impactful for both FSU and its community partners. To broaden our scope and commitment, Fayetteville State University will undertake a bold initiative to become a regional leader through the establishment of a **Regional Community Partners Civic Action Planning Conference (see Figure 1, p. 4)**.

The context for this Civic Action Plan is based on FSU's response to how it currently addresses the *Campus Compact Five Civic Action Plan (CAP) Commitments*. These five commitments were defined and agreed upon by the North Carolina Campus Compact college/university presidents and chancellors in 2016. The five CAP commitments are:

- 1. We empower our students, faculty, staff, and community partners to co-create mutually respectful partnerships in pursuit of a just, equitable, and sustainable future for communities beyond the campus—nearby and around the world.**
- 2. We prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead in pursuit of the public good.**
- 3. We embrace our responsibilities as place-based institutions, contributing to the health and strength of our communities—economically, socially, environmentally, educationally, and politically.**
- 4. We harness the capacity of our institutions—through research, teaching, partnerships, and institutional practice—to challenge the prevailing social and economic inequalities that threaten our democratic future.**
- 5. We foster an environment that consistently affirms the centrality of the public purposes of higher education by setting high expectations for members of the campus community to contribute to their achievement.**

For Fayetteville State University to respond and assess itself relative to these commitments, a framework was established. First, the Campus Compact Five Commitments were aligned with the appropriate FSU 2015-2020 Strategic Plan Priorities and Goals (See Appendix A). Then, the most recent Outcomes and Achievements were ascertained from the FSU Annual Report (2015-2016) that aligned with the selected FSU priorities. It should be noted that these outcomes and achievements were gathered from all divisions and departments. Consequently, this assessment provides a summary of the programs and activities FSU has recently undertaken that relate to the five commitments and became the needed background information and foundation for the FSU Civic Action Plan.

This Civic Action Plan also reflects logical and evolutionary next steps Fayetteville State University can and should take to build upon and strengthen its civic engagement and support of the region. The overarching goals for this plan are:

Goal 1: To implement an evidence-based process for identifying community needs, utilizing university resources to address those needs, and assessing impact to promote continuous improvement

Goal 2: To Increase collaboration with external partners so as to expand and more accurately determine community needs and develop mutually-beneficial resolutions

Goal 3: To develop human and fiscal resources required for leading and implementing this evidence-based process

The annual *Regional Community Partners Civic Action Planning Conference* is designed to be a bold and important activity to support these goals and assume a leadership role.

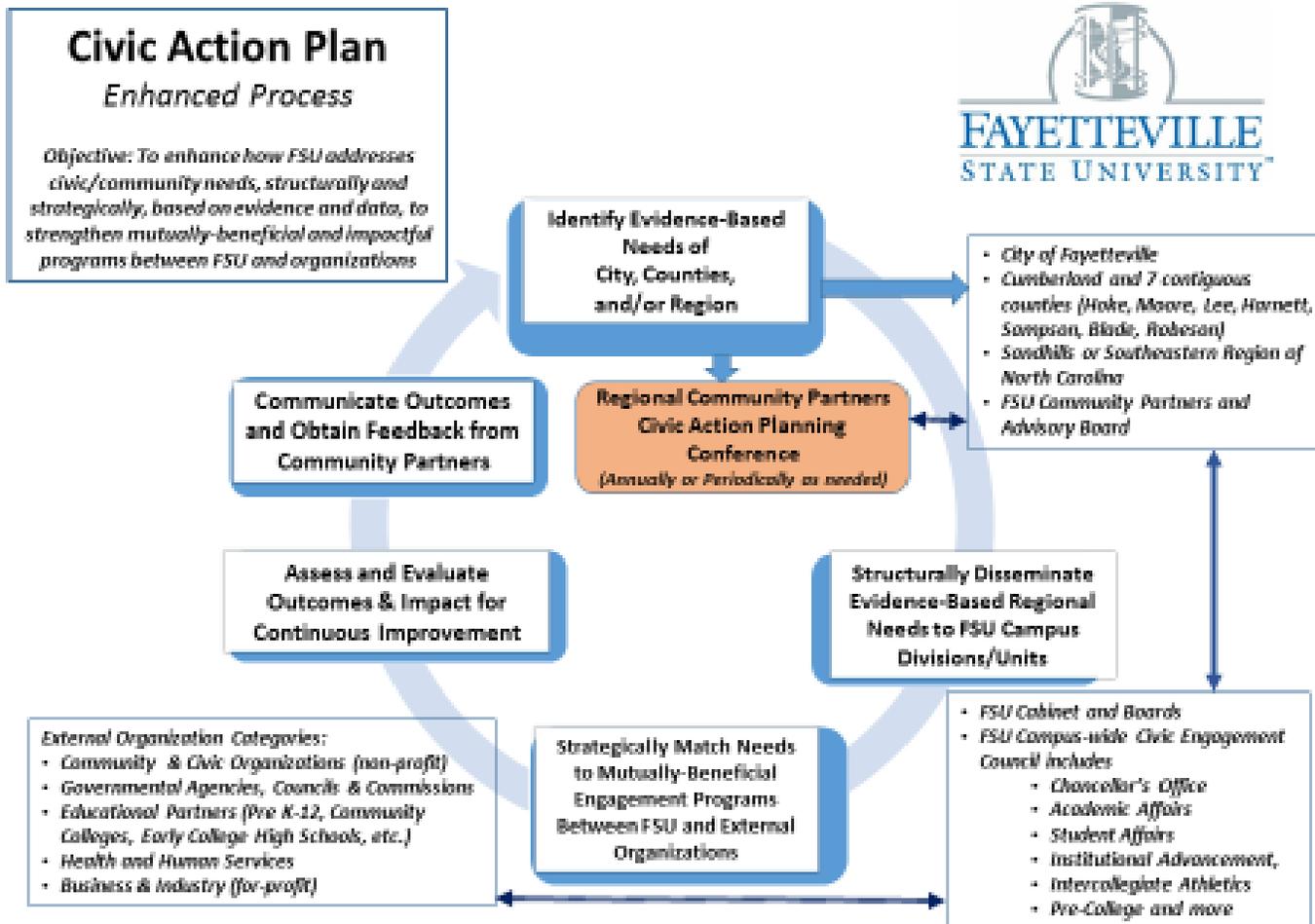


Figure 1: Academic Affairs/Office of Civic Engagement & Service Learning
March 30, 2017

Fayetteville State University Civic Action Plan

As shown in Figure 1, the Fayetteville State University Civic Action Plan is designed to enhance the institution's processes, structurally and strategically, so that it can better respond to the city, counties, and region it serves. Given there are 16 other University of North Carolina system institutions throughout the state, it is logical that FSU focus on its region for service projects and activities that involve interaction with its faculty, staff, and students. We recognize and are proud of other outreach projects designed to impact the state, nation, and world; however, this Civic Action Plan focuses on the region as follows:

- **Identify Evidence-Based Needs of the City of Fayetteville/Cumberland County, the seven contiguous counties of Hoke, Moore, Lee, Harnett, Sampson, Blade, and Robeson, as well as the region referred to as the Sandhills or Southeastern Region of North Carolina:** FSU will focus on identifying and assessing regional needs by obtaining evidence-based data and information from city and county governments, public school systems, health and human services organizations, business and industry, etc. It will do so by gathering data directly from external organizations and existing sources, such as the:
 - Cumberland County Citizens Needs Assessment Survey Results (2015)
 - Cumberland County Community Health Needs Assessment (2016)
 - United Way of Cumberland County Community Needs Assessment (2016): Top 10 issue categories -- Economic, housing, education, health, public safety, social, leisure and cultural activities, and transportation issues
 - Workforce Needs Analysis & Strategic Plan for the NC Southeastern Region
 - Contiguous County Needs Data
 - Other resources to be identified

Establish and Lead a Regional Community Partners Civic Action Planning Conference: In addition, Fayetteville State University will undertake a bold initiative to annually (or periodically) host a Regional Community Partners Civic Action Planning Conference with the intent to include city, county, and regional governmental agencies and officials; FSU community partners that include external organizations such as educational partners, community and civic non-profits, healthcare, business and industry; and other interested parties. This event will be an outgrowth and significant enhancement of the current Community Partners Appreciation and Awards Luncheon that FSU has hosted for the last two years.

- **Structurally Disseminate Evidence-Based Regional Needs to FSU Campus Divisions and Units:** The evidentiary information and data collected will be disseminated in a more structural way through a defined process so that the appropriate internal constituencies (see Figure 1) receive it and act upon it through adequate planning and implementation of programs and activities. The internal constituencies include senior administrators at the Cabinet level, the FSU Board of Trustees, and FSU Foundation Board. To reach other constituencies campus-wide, the FSU Civic Engagement Council will be utilized. Not only will this information be provided to the campus-wide representatives who serve on the council, selected individuals from this body will assist with collecting the information and data based on their expertise and relationships with the city, county, and regional entities described in the previous section. This approach provides an infrastructure, including defined roles and responsibilities, and centralizes this effort. Collectively, FSU can determine its priorities for addressing the community needs, therefore, being strategic in applying its resources so that units

and functions can implement these plans through community and civic engagement, grants, action research, service learning, community volunteerism, disaster recovery, internships, etc.

- **Strategically Match Needs to Mutually-Beneficial Engagement Programs Between FSU and External Organizations in the Region:** The Carnegie Community Engagement framework and Campus Compact both suggest that “collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually-beneficial exchange of knowledge and resources in a context of partnership and reciprocity” is the foundational premise for colleges and universities to achieve success. Interactive partnerships to attain goals, objectives, and outcomes that are beneficial both to the university and community partner must be initiated at the outset of any program, project or activity. Hence, Fayetteville State University will match the identified evidence-based needs of its community (e.g., non-profit and for-profit organizations, governmental agencies, educational partners, and health providers) with the expertise of its faculty and staff, and in alignment with its academic programs, research, and service strengths to effectively determine the strategic direction and priorities appropriate for both parties. For example, the FSU Office of Sponsored Research and faculty can seek grant opportunities based on interests and expertise that will be matched to clearly identified community or economic needs. The Office of Civic Engagement and Service Learning can identify community partners based on evidentiary needs and match them to academic programs and faculty for service learning opportunities that benefit both. Similarly, student outreach and volunteer activities can be better identified by Student Affairs and Athletics when they know the specific needs of the region. In short, the operative word is *knowledge* and the exchange of it. The more knowledgeable FSU becomes by learning the needs of the community and region, the better it will be able to match its faculty’s, staff’s, and students’ knowledge, expertise, and other resources to effectively address those needs.
- **Assess and Evaluate Outcomes and Impact for Continuous Improvement:** Fayetteville State University will assess and evaluate its community engagement programs and activities utilizing the Campus Compact Civic Action Plan Engagement framework, where applicable, to assess the following categories:
 - Institutional Identity and Culture
 - Institutional Commitment
 - Community Involvement Outreach
 - Carnegie Quantitative Measures
 - Curricular Engagement
 - Diversity, Equity, and Access in Community
 - Promotion, Tenure, Hiring
 - Other Characteristics of Campus Community
 - Community Outreach

Source: <http://compact.org/resource-posts/civic-action-plan-engagement-assessment/>

The Holland Matrix Categories for rating outcomes and achievements in the above categories will also be used as follows:

1. Low Relevance
2. Medium Relevance
3. High Relevance
4. Full Integration

In addition, measures and metrics developed by the responsible FSU department or unit and the University of North Carolina system will be used. Most FSU divisions and departments assess their programs at year-end and some quarterly or mid-year as well. FSU budget and grant processes also require comprehensive analyses. These assessments and the resulting reports will be used to monitor, track, modify, and improve programs that are to be continued, and to determine if a program or activity should be discontinued.

- Communicate Outcomes and Obtain Feedback from Community Partners:** Fayetteville State University will communicate its plans and outcomes throughout the year as indicated in the table below. In addition, each FSU division and most departments will update the annual report at year end that is in alignment with the FSU Strategic Plan Priorities and Goals. Achievements and outcomes are reported annually to the Office of the Chancellor as a means to assess university-wide productivity. Throughout the year, community engagement program coordinators and leaders will be reminded and encouraged to communicate and promote their work to internal and external constituencies, including their community partners. In addition, feedback from community partners will be solicited to determine satisfaction, impact, and recommendations for improvement from those entities' perspectives.

Description of Communiques	Media Outlets (Internal and External)
FSU Civic Action Plan Announced	FSU News and External Media (press, website, social media, etc.)
FSU Campus-Wide Civic Engagement Council/Team for 2017-2018 Announced	FSU News
FSU Civic Engagement Advisory Board Members Announced	FSU News and External Media (press, website, social media, etc.)
FSU to Host Regional Community Partners Action Planning Conference	FSU News and External Media (press, website, social media, etc.) Invitations to participants
FSU Receives Grant Award for ... [related to community engagement]	FSU News and External Media (press, website, social media, etc.)
FSU Recognizes Outstanding Community Partners	FSU News and External Media (press, website, social media, etc.)
Civic Engagement and Service Learning Website updated regularly	http://www.unctsu.edu/civic-engagement FSU Social Media
Programs, Projects, Activity Successful Outcomes	FSU News and External Media (press, website, social media, etc.)
Surveys, Focus Groups, and other Community Feedback Opportunities	FSU News and External Media (press, website, social media, etc.)

In Summary

The Fayetteville State University Civic Action Plan Enhanced Process represents the first phase of actions the university will undertake to improve upon its efforts to be more effective as a community partner in the region. Being a good citizen is applicable to individuals and organizations alike. Through its mission, vision, core values, policies, and strategic plan, FSU has incorporated service and civic engagement since its founding in 1867 and remains committed to social, cultural, and economic transformation of southeastern North Carolina.

APPENDIX A: FSU Self-Assessment Foundational to its Civic Action Plan

Fayetteville State University conducted a self-assessment of how and what it was currently doing to address the five Campus Compact Civic Action Plan Commitments. The FSU Strategic Plan and Annual Report processes provided the framework and information for this assessment. The appropriate FSU Strategic Plan Priority and Goal was identified that aligned with each of the five Civic Action Plan Commitments. Then, outcomes and achievements from the most recent FSU Annual Report (2015-2016) that also align with the FSU Strategic Plan were obtained to determine the current status of FSU's civic action in these aligned areas. This three-step process resulted in a comprehensive self-assessment of what FSU was currently accomplishing relative to the CAP commitments. It was from this assessment, that the FSU Civic Action Plan was developed, recognizing that a more structured and coordinated approach was needed to identify and address the civic and community needs in southeastern North Carolina. This self-assessment is provided here and can be used for background information and as a reference to the wide range of FSU's current civic action, programs, and activities.

Fayetteville State University's Outcomes and Achievements in Alignment with the Campus Compact Civic Action Plan (CAP) Five Commitments

CAP Commitment 1: We empower our students, faculty, staff, and community partners to co-create mutually respectful partnerships in pursuit of a just, equitable, and sustainable future for communities beyond the campus—nearby and around the world.

Fayetteville State University aligns with CAP Commitment 1 through the FSU 2015-2020 Strategic Plan Priority 2, Goal II.B, which is:

Priority 2: Collaborations and partnerships

Goal II. Broaden Community Collaborations

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.

Outcomes and Achievements:

The Office of Civic Engagement and Service Learning in the Division of Academic Affairs has cultivated partnerships with 119 community organizations, having developed 13 new partnerships with businesses and/or organizations regionally and nationally in the last year. A partnership with the Campus Kitchens Project on the national level has also resulted in more learning opportunities for our students. In 2015-2016, *active* partnerships with 36 approved community partners the CESL office coordinated 78 different classes in 13 disciplines in which a total of 1,249 service learning students (up from 1,185 in 2014-15, 5% increase) completed service learning hours. Collectively service-learning students completed 23,014 hours of service (up from 18,488 hours in 2014-15, 25% increase). To further cultivate existing partnerships, the CESL office, Academic Affairs, and the Community and Government Affairs/Chancellor's Office, annually hosts a community partners recognition and appreciation event to acknowledge all partners, particularly those who have sustained exemplary and long-term relationships and get their feedback about FSU's impact through a brief survey. Beyond service learning, FSU has campus-wide involvement through its FSU Community Engagement Council made up of representatives from the relevant cabinet-level divisions (i.e., Academic Affairs, Student Affairs, Career Services, Institutional Advancement, and Athletics). Also, specific to this commitment and in alignment with the FSU strategic plan, internships are a focal point by both Academic Affairs through its internship courses

per major degree programs and the Office of Career Services that makes available internships as well and provides general support to all students.

CAP Commitment 2: We prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead in pursuit of the public good.

Fayetteville State University aligns with CAP Commitment 2 through the FSU 2015-2020 Strategic Plan Priority 1, Goal III.A, which is:

Priority 1: Retention and Graduation Rates

Goal III. Improve Student Life and Services for Students

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.

Outcomes and Achievements:

The Division of Student Affairs Office of Student Engagement is responsible for planning and executing programs to enhance learning, campus life, schools spirit, and community engagement. Community service is a key component of the various organization including the student governing boards, in which students serve as leaders in strategic planning, implementing, and assessing outcomes: Student organizations are classified as:

- Student Leadership and Government
- Fraternities and Sororities
- Honor Societies
- Clubs and Organizations
- Associations and Commuter Resources

Activities resulting in benchmarks and metrics in recent years are as follows:

- Approximately 600 students in recognized student clubs and organizations were involved in Community Service/Volunteer Civic Engagement Activities in 2011-2012. For example, the Student Government Association performs volunteer hours with the local Food Bank and the annual Heart Walk. Fraternities and Sororities are actively engaged in the community and sponsor programs. Collectively, students have conducted or participated in civic engagement in areas, such as environment and sustainability, health initiatives, homelessness, hunger, mentoring, sexual assault, social justice, economic development, and K-12 education to name a few.
- Student athletes spent over 1,700 hours in community engagement in 2015-2016, which was 300 hours more than 2014-15, including:
 - The Student-Athlete Advisory Committee (SAAC) partnered with Project Life and the CIAA to conduct one Bone Marrow Drive registering 220 donors for their first drive. (See <https://youtu.be/0-phfYzr2JI>)
 - SAAC continued its commitment to philanthropy by raising over \$500 for the Make-A-Wish Foundation, a global charity that grants the wishes of children with life-threatening medical conditions.
 - SAAC held a Sock Drive to share over \$100 worth of socks to the homeless shelter.

- The Students Veterans Association partnered with the Child Advocacy Center that provides a safe, child-friendly place where 19 partner agencies come together to interview, investigate and provide support for abused children.

CAP Commitment 3: We embrace our responsibilities as place-based institutions, contributing to the health and strength of our communities—economically, socially, environmentally, educationally, and politically the campus—nearby and around the world.

Fayetteville State University aligns with CAP Commitment 3 through the FSU 2015-2020 Strategic Plan Priority 2, Goal II.C, which is:

Priority 2: Collaborations and partnerships

Goal II. Broaden Community Collaborations

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.

Outcomes and Achievements

The Office of Community and Government Affairs that reports to the Chancellor advocates programs that promote Fayetteville State University as a resource, offering its students, faculty, and staff to be involved in initiatives beneficial to the community, region, and state. Highlights of these initiatives include:

- Community Initiative - Murchison Road Corridor: The Murchison Road Corridor connects Fayetteville State University to downtown Fayetteville (south) and Fort Bragg Army Base (north). Over the last 20 years, the university has been at the forefront of a redevelopment initiative to enhance Murchison Road. In Fall 2015, FSU closed out a grant from the Department of Housing and Urban Development which was used to implement a “Planning Project for the Southern Murchison Road Corridor.” Deliverables on this project included the acquisition and demolition of the “Old Washington Drive” school for future mixed use development/academic and research facilities; a Neighborhood Conservation Overlay District (NCOD) designation, which is used to protect distinctive architecture and natural features, stabilize property values, and deter incompatible development in the revitalization planning; the completion of the MLK park entryway; and the completion of the University Place Apartments (UPA) side walk to make the commute between main campus and UPA safer for pedestrians and motorists alike.
- Community Initiative - Cumberland County Summer Work Program: In collaboration with Cumberland County Workforce Development for several years, FSU serves as a work site annually for teens aged 17 to 23. Participants work in the Chancellor’s Office, Office of Admissions, University Library, and Provost’s Office, learning office and special event support skills. Funded by the Federal Workforce Investment Act, this program gives FSU the opportunity to expose youth to working in a professional environment.
- Community Initiative - Youth Entrepreneurship Day (YED): Youth Entrepreneurship Day annually leverages the entrepreneurial resources of the FSU School of Business and Economics, the Center for Emerging Business (an initiative of the Fayetteville Regional Chamber of Commerce), and Morgan Stanley to help children of Fayetteville learn valuable lessons in empowerment and

entrepreneurship. Children learn how to start, own, and operate their own business, work with a responsible adult, and follow a customized curriculum guide to learn how to market and sell a product. Tasks include setting goals, developing mini-business plans, raising funds to purchase supplies and equipment, choosing locations, making their product, and turning a profit. The overall goal is to train the next generation of entrepreneurs.

- *Economic Development - The Fayetteville State University Development Corporation* currently owns 50% interest in the Bronco Development, LLC, a public/private partnership that owns Bronco Square Retail Plaza—a 30,000 square foot shopping complex located across from FSU's main campus—and 100% ownership of the Fayetteville Business Center located further north on Murchison Road. University staff oversee the administration and financial management of the Development Corporation. In recent years, the board has successfully obtained an \$80,000 grant from the USDA Farmers Market Promotion Program and a \$50,000 grant from the City of Fayetteville to support the Murchison Road Community Farmers Market. The Farmers Market addresses food and nutritional insecurity in an economically distressed, urban food desert characterized by concentrated poverty and limited access to supermarkets. The overarching goal has been to establish a community-based food system that is culturally appropriate, locally driven, and meaningful to stakeholders as a catalyst in creating a healthy food environment. It also is attempting to reduce health disparities through education and outreach, to increase consumption and demand for fresh produce, and to increase the profitability of underserved, small-scale family farm operations by helping them rebuild and strengthen the historic self-sufficient, self-sustaining “food networks” that once existed in low-income communities and neighborhoods in southeastern North Carolina. The Market has been operational for three years averaging about 200 customers weekly.
- *FSU Employees Are a Community Resource:* To build and maintain external partnerships with government, businesses and industry, education-youth, civic and faith-based organizations, military, the environment, and arts and culture, approximately 200 faculty (30-50%) annually serve on external boards and committees (See Attachment A). In addition, administrators including the chancellor, provost, vice chancellors, and several directors serve on a wide range of boards that serve the community including the Cumberland County 2030 Long-Range Planning Committee, United Way of Cumberland County Board of Directors, Cumberland County Institute of Community Leadership Board, Cumberland County Schools, Fayetteville-Cumberland County Chamber of Commerce, Fayetteville Area Convention & Visitors Bureau, Cape Fear Valley Health System, Fayetteville/Cumberland County Crimestoppers Board, Action Pathways (Community Action Program for Southeastern North Carolina), as well as institutional memberships such as North Carolina Campus Compact Executive Board, UNC General Administration Engagement Council, and the national Engagement Scholarship Consortium to name a few.

CAP Commitment 4: We harness the capacity of our institutions—through research, teaching, partnerships, and institutional practice—to challenge the prevailing social and economic inequalities that threaten our democratic future.

Fayetteville State University aligns with CAP Commitment 4 through the FSU 2015-2020 Strategic Plan Priority 2, Goal I.A and C, and Goal III.A and D, which are:

Priority 2: Collaborations and partnerships

Goal I. Enhance Performing and Fine Arts Collaboration with Surrounding Communities

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.

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.

Goal III. Increase research collaborations

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.

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.

Outcomes and Achievements

Goal 1 A & C:

- **Arts & Culture: Division of Academic Affairs – Department of Performing and Fine Arts:** Performing and Fine Arts coordinates and hosts several high-quality events annually reaching a total audience of over 6,000 persons. The programs included a diverse cultural mix of art, theatre, music, and dance.
- **Public Schools: Division of Academic Affairs – School of Education, Office of Teacher Education, and Office of College Access Programs**
- In 2015-16, FSU faculty reported collaborative activities with schools in seven counties (Cumberland-41, Hoke-5, Robeson-4, Sampson-3, Clinton City-1, Harnet-1, Wake-1). Ongoing activities that began prior to 2015 were reported as well. Fifty-six (56) activities were carried out in 29 schools. Thirty-five (35) of these activities supported the NC Department of Public Instruction Priorities to close the achievement gap, encourage partnerships, and/or support/encourage community engagement. The activities included workshops/demonstrations/presentations (39%), judging/ facilitation contests or competitions (16%), reading literacy activities (15%), lectures on various topics to students and/or teachers (13%), recruitment activities to include financial aid information sessions and campus tours (12%), and other activities (5%) which include tutoring, providing direct instruction in physical education, and sports activities. The numbers of persons involved in the activities do represent attendance, not unduplicated headcount: FSU faculty (99), FSU students (249), public school teachers (293), public school students (20,680), public school principals/administrators (125), others (1,217) such as parents, community leaders/partners, etc.
- Two Early College High Schools: FSU in collaboration and partnership with the Cumberland County Schools hosts on its campus two early college high schools—the Cross Creek Early College High School and the International Early College High School.

- Cross Creek Early College High School (CCECHS) is a progressive, public school of choice located on the campus of Fayetteville State University. The goal is to improve the college-going rate and success in the college of traditionally underrepresented groups by exposing them to a rigorous curriculum which includes college coursework beginning in the sophomore year. CCECHS ensures:
 - Honors courses for ALL students
 - Daily effective development centered around relationships, respect, responsibility, and overall character development
 - A school culture of academic focus and individual attention
 - The opportunity for 60 hours of college credit PRIOR to high school graduation
- Cumberland International Early College High School (CIECHS) is the only international early college in North Carolina. This unique school is designed to graduate students who are prepared to communicate, collaborate and compete locally, nationally and internationally. Students gain proficiency in a language of strategic global interest, including Spanish, Arabic and Mandarin Chinese. Students also pursue cultural studies and have the opportunity to earn up to 60 hours of college credit from the partner institution, Fayetteville State University.
- The FSU Office of College Access Programs (OCAP) serves over 500 disadvantaged youth, at 12 middle and high schools in Cumberland, Hoke and Robeson Counties. Middle and high school participants demonstrate increased knowledge after participation in academic services sponsored by FSU and approximately 95% of OCAP participants graduate from high school.
- Other outreach activities that appeal to the public schools and community-at-large include educational and business/entrepreneurial programs:
 - Planetarium Outreach: Serves the Fayetteville State University community and the southeastern North Carolina region. Since it was built in 1978, children and adults alike have been entertained and informed by shows featuring the sun, moon, planets positions, and stars projected on its 30-foot dome with the Spitz 512 projector. The Planetarium seats 55, but can accommodate larger crowds.
 - Aquatic Research: Marine and freshwater research used for research, teaching, and community outreach.
 - Small Business & Technology Development Center (SBTDC) at FSU: The SBTDC helps small and mid-size businesses through its team of experienced business professionals. It operates in partnership with the US Small Business Administration and is administered statewide by NC State University on behalf of the University of North Carolina system.
 - Veterans Business Outreach Center (VBOC): Advances the growth and commercial competitiveness of veteran-owned small business enterprises through education and services. Working in concert with the U.S. Small Business Administration, the VBOC focuses on business development, technology deployment, and e-commerce in SBA Region IV, serving 3 states—North Carolina, Kentucky, and South Carolina. VBOC links veterans with a broad range of business services to assist with starting or expanding a business initiative.

Goal III A & D:

- Internships: Career Services in the Division of Student Affairs builds meaningful connections through partnerships, helps match employers with our student population, and provides internships that allow students to mix in study abroad, volunteering, and other valuable opportunities for personal and professional development. FSU most recent data show that Career Services has established

partnerships with 2,257 approved employers registered in Handshake, a web-based tool to facilitate student access to employment and internship opportunities. During the 2016-2017 academic year, 107 employers participate in the Fall Career Fair, 1,241 jobs were posted, and 325 internships were made available.

- Research Collaboration: The Office of Sponsored Research and Programs provides services for FSU faculty and staff to increase the number of grants and awards that promote research, innovations, scholarships, and creativity. Below are community service-related grant projects and programs that have been funded and led by Fayetteville State University faculty and staff in recent years:

Grant Project	Sponsoring Agency
<i>Meeting the Needs of Food Insecure Populations: The Murchison Road Community Farmers Market</i>	City of Fayetteville
<i>Promoting Food Security in a Low Income Urban Community: The Murchison Road Community Farmers Market</i>	US Department of Agriculture AMS
<i>Strategic Recommendations for Attracting Private Capital to Fund Hog Waste-to-Energy Ecosystems</i>	US Department of Commerce Economic Development Administration
<i>Fayetteville State University Workforce Development Program – “Retooling for Service:</i>	North Carolina Community Foundation funded by a grant from Duke Energy
<i>Project Science, Technology, Engineering, Advocacy and Mathematics (STEAM)</i>	US Department of Education
<i>Assessing the Needs of Senior Citizens in Cumberland County, North Carolina</i>	Cumberland Community Foundation
<i>2015 National Summer Transportation Institute Program</i>	National Institute of Standards and Technology
<i>SECU Public Fellows Grant for Paid Student Internships in Rural Areas to Keep Talent in those Communities</i>	NC State Employees Credit Union Foundation
<i>Back-to-School Teen Explosion Summer Educational and Recreational Conference</i>	The Florence Rogers Charitable Trust
<i>21st Century Community Learning Center-- North Carolina Department of Public Instruction (NCDPI)</i>	US Department of Education
<i>Navy Next-Generation Outreach and Recruitment Initiative (AGORA)</i>	Department of Defense, Office of Naval Research
<i>Entrepreneur Boot-camp for Veterans with Disabilities Program (EBV)</i>	US Small Business Administration
<i>The Establishment of a Comprehensive Inter-professional Behavioral Center That Focuses On The Bio-psychosocial Needs Of Military Personnel, Veterans And Their Families - (2012-2015)</i>	US Department of Health and Human Services, Health Resources and Services
<i>EDA University Center at Fayetteville State University - (2012-2017)</i>	US Department of Commerce, Economic Development Administration
<i>Small Business Technology and Development Center - SBTDC</i>	US Small Business Administration
<i>Veterans Business Outreach Center</i>	US Small Business Administration
<i>TRIO Programs (Ongoing)</i>	US Department of Education
<i>AmeriCorps*VISTA - (2011 – Ongoing)</i>	Corporation for National and Community Service

- Technology Transfer/Economic Development: Research that can lead to commercialization and patents is referred to as Technology Transfer. The FSU Research Office is dedicated to protecting and commercializing intellectual property, in a manner beneficial to the researcher, the university and society. Research can lead to patents, trademarks and commercialization. FSU has patents pending as follows:

	2014-2015 (Actual)	2015-2016 (as of 05/27/2016)
Number of Patents, Copyrights, and other Intellectual Properties	1 Utility Patents 1 Provisional Patent	0 Utility Patents 1 Provisional Patent

CAP Commitment 5: We foster an environment that consistently affirms the centrality of the public purposes of higher education by setting high expectations for members of the campus community to contribute to their achievement.

Fayetteville State University aligns with CAP Commitment 5 through the FSU 2015-2020 Strategic Plan Priority 1, Goal II.D and Priority 2, Goal III.C, which are:

Priority 1: Retention and Graduation Rates

Goal II. Strengthen Academic Quality

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.

Priority 2: Collaborations and partnerships

1. Goal III. Increase research collaborations

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.

Outcomes and Achievements

Goal II. Faculty are encouraged to promote excellence in teaching, research, and service. Moreover, they are encouraged to incorporate high impact practices (HIPs) in their pedagogical methods to enhance experiential learning for students, such as service learning, study abroad, practicums, innovative teaching methods such as flipped classrooms, etc. To achieve this end, below are some of the programs and activities undertaken at FSU:

- Office of Faculty Development provides training, support and professional development to faculty members to promote continued excellence in their teaching, research, service responsibilities and work-life needs.
- Ethics and Civic Engagement (ETCE) Faculty Fellows Program: Training is open to all faculty members interested in utilizing service-learning in their course(s). Stipends are available for faculty members willing to teach an ETCE course (ETCE 200 or ETCE 101-103).
- Office of Sponsored Research Training to increase partnerships and collaborations for grants: The Research Office and the Office of Sponsored Research and Programs takes great pride in providing

FSU faculty and staff the assistance and guidance they need to unlock new sources of funding that in turn unlock new possibilities for educational research and programming.

- School of Business and Economics – The Dean’s Advisory Board advises the leadership of the School on strategic direction, curriculum innovation, and access to resources. Board members assist the School in building closer ties within the business community, particularly those that provide opportunities for students and faculty.
- BroncoStar (**S**upporting **T**ransition, **A**ccess, and **R**etention): For Faculty, the STAR program also addresses students' needs by helping faculty become better teachers. Our faculty development program shares ideas based on Universal Design for Learning (UDL) in regular workshops as well as semester- and year-long learning community partnerships.
- Study Abroad: FSU sponsors faculty-led summer study abroad courses. Trips are announced early in the fall semester. Each experience includes at least one FSU course and travel to a related destination with study on site. Many of the trips are international, but some remain within the United States.
- Continuous Improvement Report (CIR) (Incentive program): FSU implemented the Continuous Improvement Report, an innovative tool for rewarding academic departments’ performance on ten metrics related to major components of FSU’s mission. One category of metrics is Community Engagement and Service, it includes high-impact practices such as service learning, study abroad, and internships; and public and professional service to the external community (e.g., community organizations, public schools, professional organizations, business and industry). The CIR tool has allowed the university to become more efficient in degree productivity, rising from about 15 percent to about 21 percent in the last five years. In March 2016, the American Council on Education (ACE) awarded Fayetteville State University (NC) with the [ACE/Fidelity Investments Award for Institutional Transformation](#) that recognizes colleges or universities which, in a period of great change in higher education, have responded to challenges in innovative and creative ways that allows the institution to thrive.

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