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## **Askew School Strategic Plan**

**(Updated on April 19, 2019)**

### **Strategic Plan**

#### **A. Education**

##### **Goal I: Increase graduate enrollment in MPA program**

**Objective 1: Develop & implement comprehensive marketing and recruitment plan for the MPA & PhD programs**

**Measure 1a: MPA and PhD committees will develop plans for full faculty approval.**

**Measure 1b: Plan will incorporate strategies for reaching a diverse student population, including efforts to recruit current FSU students, professionals at governmental and nonprofit organizations, international students, and prospective students not currently being recruited.**

**Measure 1c: Secure and dedicate resources to marketing and recruitment efforts.**

**Objective 2: Update and optimize Askew School website and social media accounts as mechanisms for communicating with potential students, current students, alumni, and the broader community**

**Measure 2a: Marketing plan will incorporate detailed strategy for ensuring effective, active, and frequently updated online materials**

##### **Goal II: Annually review PA curriculum to ensure that we are teaching critical courses and skills to our graduates**

**Objective 1: Identify and discuss key job skills needed for current jobs with Advisory Committee members; annually review current curriculum to determine if skills are appropriately covered**

**Objective 2: Introduce key skills early in the MPA and PhD programs**

**Measure 2a: Develop pre-enrollment workshop for new students to cover key skills such as writing, citations, presentation skills, and negotiation OR incorporate these skills in PAD 5050 to ensure they are taught at beginning of MPA program**

**Measure 2b: Develop math boot camp for doctoral students and advanced MPA students**

**Objective 3: Design orientation activities that introduce the Askew School's values, socialize students, and create opportunities for engagement that reach both in-person and online graduate students effectively**

**Objective 4: Examine potential for adding new courses to cover topics of interest to students and Advisory Committee members**

**Objective 5: Annually review graduate certificates and career tracks to ensure that they are viable and aligned with Askew School values**

Measure 4a: Annually survey current students to determine their career tracks and other educational preferences

Measure 4b: Review enrollment and completion of graduate certificates over past 10 years as part of curriculum review

Measure 4c: Ensure that required courses for career tracks and certificates are offered each year each year

Measure 4d: Establish new graduate certificate for evidence-based governance and explore funding opportunities for its support (possibly with an online component to serve a national audience)

## B. Research

Goal I. Promote Knowledge and Solutions for Effective Management and Public Policy

Objective 1. Engage undergraduate and graduate students in research, written and oral reports, and communicating the information to the outside community

Measure 1a: Encourage and support faculty to participate in UROP and other opportunities for engaging students in research

Objective 2. Continue faculty research productivity at the highest level

Measure 2a: Rank in the top 20 PA programs internationally.

Objective 3. Encourage and assist more graduate students apply for research grants and contracts and funding for methods, conference travel and other professional development goals

Measure 3a: Agree upon a budget and application process for school supported travel to start in 2020.

Measure 3b: Develop a peer and faculty sourced list of conference and professional development funding sources

Objective. 4. Act as a relevant and responsive resource to leaders and citizens of FL and the world

Measure 4a: Incorporate faculty expertise and publications into web and social media presence

Objective 5. Produce research published in nationally and internationally visible and high quality outlets, appropriate to the topic

Measure 5a: Annually report on all published research by faculty and students

Objective 6. Obtain a high level of external funding and grants to support research and students

Measure 6a: Develop a list of regular external funding sources relevant to Askew School students

Measure 6b: Ensure all faculty areas of research are shared with sponsored research staff for potential funding notices

Objective 7. Build more interdisciplinary bridges for research, teaching and student interaction

Measure 7a: Ensure that interdisciplinary research, teaching, and service are treated the same as discipline specific work in evaluation process

Goal II. Ensure Access and Representation in Research Activities and Products

Objective 1. Create an environment of learning in which inclusive and diverse members of the university and society are valued and heard

Measure 1a: Continue to place emphasis on teaching evaluation criteria of respecting students

Measure 1b: Incorporate questions about diversity in annual survey of students

Objective 2. Ensure students from all geographic areas and circumstances are welcomed and can progress towards their academic and career goals

Measure 2a: Ask students about their goals during all advising meetings and annual doctoral student evaluations

Measure 2b: Incorporate questions about barriers to goals in annual survey of students

Objective 3. Make the Faculty and doctoral students' research and articles readily available to leaders and citizens through the School's web-site

Measure 3a: Upload all new publications to FSU's repository within six months of embargo period expiring or other forum for partial open access

Measure 3b: Maintain accurate and updated faculty CVs in FEAS

Measure 3c: Include all faculty and doctoral student publications in newsletter

### C. Management and Engagement

Goal I: Significantly raise the Askew School's engagement and profile with community, alumni & national public affairs schools

Objective 1: Maintain and increase the school's profile and reputation

Measure 1a: Ensure at least two faculty participate in each major conference in the field (including ASPA, APPAM, NASPAA, & PMRA), and publicize the School at these events through information tables, posters, promotional items, and advertisements in conference materials

Measure 1b: Publish and disseminate electronic announcements about the School that are sent to other public administration/public affairs schools prior to the annual US News & World Report school survey

Measure 1c: Incorporate diversity considerations in all recruitment and promotion materials and in enrollment and hiring of students, assistants, faculty, instructors, and staff

Objective 2: Increase engagement between current students, alumni, and faculty

Measure 2a: Create an Askew School Spring graduate ceremony with alumni, faculty, and other guest speakers

Measure 2b: Create an alumni guest lecture program that holds at least six events each year in which faculty, alumni, and current students all participate

Measure 2c: Hold fall and spring events that bring together students, faculty, and alumni such as sports pregame events and family picnics at the FSU Reservation

Measure 2d: Convene the Askew School Advisory Committee biannually

Measure 2e: Increase involvement by alumni as guest lecturers in MPA courses and/or PhD colloquiums, with at least 15 guest lectures each year

Measure 2f: Develop a roster of qualified and engaged guest speakers  
Objective 3: Increase civic engagement through service learning and public outreach

Measure 3a: Offer at least one service learning course per year

Measure 3b: Conduct at least four workshops each year

Measure 3c: Develop a group project option for the MPA Capstone Report and regularly interact with local agencies to identify potential projects

Measure 3d: Develop formal mentorship program with local alumni who agree to meet with and advise MPA students

## Goal II: Model effective public administration

Objective 1: Improve school's internal and external communications

Measure 1a: Make course schedules and committee assignments collectively as a faculty

Measure 1b: Develop and maintain a 2-year MPA and PhD course schedule

Measure 1c: Identify primary communications tools with universal adoption

Measure 1d: Create a single Askew School online calendar that is prominently featured on the School's website and social media pages

Measure 1e: Adhere strictly to deadlines for informing students about program acceptance and other awards

Measure 1f: Maintain an active online and social media presence and assign OPS employee and/or graduate assistant to maintaining social media presence

Objective 2: Operate with budget transparency

Measure 2a: Share full financial information at annual faculty meeting and retreat, and where appropriate make collective decisions on funding priorities

Measure 2b: Develop clear criteria for decisions on all awards and assistantships that include consideration of academic merits, community engagement, diversity, and practitioner experience

Measure 2c: Develop and follow clear policies on award of funding for conference travel by faculty and students

Objective 3: Systematically review performance

Measure 3a: Annually survey students and alumni regarding their experiences with the School and their career

Measure 3b: Annually review progress in achieving diversity and strategic plans, including adding a section to annual performance review cover memo addressing contributions to both

Measure 3c: Discuss performance critically at faculty meetings and retreat

Measure 3d: Review and revise annual evaluation policy; consider adopting a two-year rolling average for merit rankings and address how to distinguish better between high and low merit years. The Policy Committee should

review these proposed changes and all other bylaws to be sure they are consistent with College and University policies.

Goal II: Generate new resources for the school

Objective 1: Undertake consistent fundraising efforts

Measure 1a: Hold an annual fundraising campaign

Measure 1b: Work with alumni association to develop comprehensive alumni contact list; conduct LinkedIn and Facebook searches for alumni and link them to Askew School pages

Measure 1b: Recognize supporters at annual award ceremony

Measure 1c: Work with COSS fundraising staff to develop research proposals for external funding, likely with collaborative partners

Objective 2: Develop funding for diversity efforts

Measure 2a: Create a dedicated graduate assistantship for underrepresented students

Measure 2b: Create an annual award/scholarship for underrepresented students

Measure 2c: Identify a major donor or donors to lead fundraising for both resources and to name the assistantship and award

Objective 3: Pursue funding for research and service learning

Measure 3a: Collectively submit at least two major grant applications each year

Measure 3b: Collectively submit at least a dozen smaller grant applications each year

Measure 3c: Hold meetings or apply for funding for service learning and applied research projects

Measure 3d: Identify options for increasing funding for faculty and student conference travel

Objective 4: Identify, advocate for, and establish opportunities that expand Askew School resources, including through greater cooperation with university centers and institutes and pursuing other internal and external resources

Measure 4a: Advocate for an additional staff position dedicated to recruitment and engagement

Measure 4b: Identify strategic growth opportunities that would support more faculty and doctoral student positions, such as an undergraduate minor in nonprofit management, an undergraduate major in public administration, growth of the online MPA, and an executive MPA