



## **COSSPP STRATEGIC DIRECTIONS COMMITTEE WORKSHOP #3**

**Friday, February 1, 2019**

### **SDC Workshop #3 Objectives**

- To review the College's Strategic Directions Process and Meeting #2 outcomes.
- To review Input Workshops Summary.
- To rate, discuss & refine 2<sup>nd</sup> draft Mission Statement based on Input.
- To rate, discuss, & refine a 2<sup>nd</sup> draft list of COSSPP Core Values.
- To review, discuss, & refine a 2<sup>nd</sup> draft COSSPP Diversity Statement based on input.
- To review, discuss, & refine a 2<sup>nd</sup> draft Vision Statement and related Vision Themes based on input.
- To clarify next steps, SDC approach, meeting schedule & assignments going forward.

### **SDC Workshop #3 Agenda**

- 8:30 a.m. Welcome Remarks and review of Workshop Objectives- Dean Tim Chapin**
- 8:35 Overview of Workshop Guidelines, Roles, and the Strategic Directions Process, and Acceptance of Meeting #2 Summary Report**
- 8:40 Review, rate, discuss and refine 2<sup>nd</sup> draft Mission Statement**
- 9:20 Review, rate, discuss and refine 2<sup>nd</sup> draft COSSPP Core Values**
- 10:00 Stretch Break**
- 10:10 Review, rate, discuss, and refine a 2<sup>nd</sup> draft COSSPP Diversity Statement**
- 10:40 Review, rate, discuss, and refine a 2<sup>nd</sup> draft Vision Statement**
- 11:00 Review, rate, discuss and refine related Vision Themes**
- 11:45 a.m. Next Steps: SDC approach, schedule, assignments and written meeting evaluation**
- 12:00 p.m. Adjourn*

## **COSSPP Strategic Direction Committee**

<b>Name</b>	<b>Core Unit</b>	<b>Type</b>
Joe Calhoun	Economics Department, Gus A. Stavros Center	TT Faculty
Eliza Chase	Student Council	Undergraduate Student
Katrinell Davis	Sociology, African American Studies	TT Faculty
Petra Doan	Urban and Regional Planning	TT Faculty
Jerry Fisher	Political Science Department	Staff
Brad Gomez	Political Science Department	TT Faculty
Shawn Kantor	Economics Department, The Hilton Center	TT Faculty
Stephanie Pau	Geography	TT Faculty
Tan Perry	Academic Affairs	Staff
Alan Rowan	Master's of Public Health	Spec. Faculty
Gary Van Landingham	Askew School of Public Administration	Spec. Faculty
Lisa Vera	Interdisciplinary Social Sciences	Spec. Faculty
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Tim Chapin	Dean, COSSPP	-
Jeff Blair	Facilitator, FSU Consensus Center	
Bob Jones	Facilitator, FSU Consensus Center	

## STRATEGIC DIRECTIONS TIMELINE & PROCESS STEPS



### COLLEGE OF SOCIAL SCIENCES AND PUBLIC POLICY STRATEGIC DIRECTIONS PROCESS



### STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS- 2018-2019

#### A. SETTING THE COURSE- JUNE-SEPTEMBER 2018

##### June-September 2018

- Meet with Dean and review and refine as needed the proposed process, the planning horizon and conduct a strategic directions questionnaire for COSSPP faculty and staff.
- Compile, analyze, summarize and distribute the questionnaire results and incorporate into a Strategic Directions Committee Meeting #1 agenda packet.
- September appoint and convene the Strategic Directions Committee (SDC) for its first meeting on September 28, 2018.

## **November 7, 2018**

- **COSSPP Strategic Directions Committee Meeting #2.**
  - Review and refine the products of Retreat #1 (mission, vision themes). Develop initial goals and review the agenda for proposed Departmental, Interdisciplinary, Staff and Student meetings and assignments.

## **B. SEEKING INPUT ON STRATEGIC DIRECTIONS- OCT.-DECEMBER 2018**

### **November/December 2018**

- **Departmental Strategic Direction Input Meetings** (faculty): Six departmental workshops to review the draft mission, vision themes and draft goals, review alignment with Department plans and FSU plan, identify challenges and opportunities ([Economics](#), [Geography](#), [Political Science](#), [Sociology](#), [Urban and Regional Planning](#), Askew School of Public Administration and Policy).
- **Interdisciplinary Strategic Direction Input Meetings** (faculty) workshops to review the draft mission, vision and goals, to review alignment with Interdisciplinary Program plans, and to identify and challenges and opportunities: [African American Studies](#), [Demography](#), [International Studies](#), [Interdisciplinary Social Science & Public Health](#).
- **College-wide Academic Recruitment, Student Advising Staff Workshop** to review the plan framework and solicit information on operational and implementation issues.
- **College-wide Student Strategic Directions Workshop/Fair** to review and seek feedback through the Student Leadership Council on the plan framework and solicit ideas for improvements.

## **C. INTEGRATING AND ALIGNING THE CSSPP STRATEGIC DIRECTIONS PLAN- JANUARY-MARCH 2019**

### **February 1, 2019**

- **COSSPP Strategic Directions Committee Meeting #3- 8:30 am- 12:00 p.m.**
  - Review input from Fall 2018 input workshops and meetings. Refine, as needed the products based on input (mission, vision, goals, objectives) and identify potential strategic actions. Seek member preferences in terms of goals/objectives drafting groups.

### **February 15, 2019**

- **Strategic Directions Committee Meeting #4.**
  - Review Meeting #3 outcomes.
  - Convene and charge Committee drafting teams for each goal area. Each drafting team will meet between Committee meetings to develop draft recommendations for goal, objectives, strategic actions and implementation guidance.

### **March 15, 2019**

- **Strategic Directions Committee Meeting #5.**
  - SDC Review, rate and refine and provide feedback to drafting teams on their output and draft recommendations.
  - Drafting Teams refine their drafts based on input and consider implementation issues, measures, milestones and assignments.

### **March 29, 2019**

- **Strategic Directions Meeting #6.**
  - SDC Review, rate and refine drafting team draft goals, objectives and actions.
  - Review and refine and seek consensus on draft COSSPP Strategic Plan 2019-2030.

### **Early April 2019**

- **College-wide Strategic Directions Online Questionnaire #2-** To test acceptability of goals, objectives and actions. Compile, analyze, summarize and distribute the questionnaire results to the Strategic Directions Committee in advance of meeting #7.

### **April 26, 2019**

- **Strategic Directions Meeting #7.**
  - Recommendations to the Dean with implementation recommendations regarding alignment with Department plans for a ten-year College Strategic Plan 2019-2019.
  - Review input from College Wide Workshop and online questionnaire and refine and seek consensus on recommendations to the Dean on adopting a COSSPP strategic plan with implementation recommendations regarding alignment with Department plans for a ten-year plan 2019-2019.

### **May 2019**

- Facilitators provide the SDC's Strategic Directions Plan Recommendations to the Department Chair based on the input from the 2018-19 Process.
- Dean adopts and disseminates College Strategic 10-Year Plan to CSSPP Faculty, Students, Staff and Alumni.

## **CONSENSUS AND MEETING GUIDELINES**

### ***Consensus Building Procedures***

For the COSSPP Strategic Directions Committee consensus recommendations for strategic actions and recommendations shall be defined as any goal, objective and strategic action achieving a 75% or greater number of 4s and 3s in proportion to 2s and 1s based on the results of SDC members present and voting.

The SDC members will seek consensus on their recommendations for Strategic Directions Plan goals, objectives and implementation actions/strategies. General consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the SDT members can accept, support, live with or agree not to oppose. In instances where, after vigorously exploring possible ways to enhance the SDT members' support for the final package of recommendations, and the members finds that 100% acceptance or support is not achievable, final consensus recommendations will require at least 75% favorable vote of all SDT members present and voting. This super majority decision rule underscores the importance of actively developing consensus throughout the process on substantive issues with the participation of all SDT members and which all can live with.

The members will develop their recommendations using consensus-building techniques with the assistance of the facilitator. Techniques such as brainstorming, ranking and prioritizing approaches will be utilized. The strategic directions process will be conducted as a facilitated consensus-building process.

### ***The Facilitators will seek to:***

- Propose the structure and sequence & facilitate the meeting process.
- Keep all informed of established parameters for time and tasks.
- Support and facilitate large group in plenary discussions.
- Keep us focused and on track.
- Accurately capture the ideas, themes and comments.
- Start and stop on time.

### ***Retreat Participants will:***

- Participate actively and share opinions in the conversation – engage fully in this process.
- Tell stories, provide information, and make meaning.
- Manage own small groups.
- Experiment & take risks to share, while engaging in conversation with others.
- Actively contribute to the creation of the shared vision.
- Listen actively, attentively, respectfully. Listen to understand, not contradict. Check your understanding by asking questions.
- Take responsibility . . . for the conversation and the ideas developed here.
- Be here while you're here.

### ***Rules of the Road for a Successful Meeting***

- Everyone participates and everyone is responsible for the success of the meeting.
- Respect the views of others. Varying perspectives and points of view are welcomed and honored and needed for an effective team.
- Speak from your own experience instead of generalizing ("I" instead of "they," "we," and "you").
- Stay on task, no side conversations during the sessions.
- A "Parking lot" will be kept for ideas or issues that are "off topic" for possible review later.
- Raise name tents when you want to speak. The facilitator will call on people who have raised their tents and will make a running list and keep to that order. Occasionally, it may be necessary to temporarily "suspend" the existing speakers' list, if the group hits a particular topic that requires a more intensive discussion. In these cases, the existing speakers list may be put on hold to allow the specific sub-discussion to come to a conclusion.
- Please don't interrupt another person while they are speaking. Only one person speaks at a time.
- Challenge the ideas, not the speakers: i.e. challenge opinions you don't agree with without attacking the individual who expresses them. No personal attacks, no blaming (*"mud thrown is ground lost"*).
- Let others have a chance to speak on the same issue: i.e. share the airtime so all have a chance to participate.
- Feelings may be expressed. Humor is welcome, but not at anyone's expense.
- Turn off or on vibrate or otherwise silence cell phones and check emails/texts at breaks.
- If you must take a call, take it out of the room.

## COSSPP MISSION- COMMENTS AND RATINGS

**Current COSSPP Mission:** "The College of Social Sciences and Public Policy is dedicated to providing students with the highest quality instruction, offering opportunities for professional development, and performing first class research to serve society." (COSSPP Sept. 2018 Questionnaire Acceptability Rating 3.2 of 5)

### 2<sup>nd</sup> Draft Clean COSSPP Mission:

**COSSPP is dedicated to excellence in creating and applying social science and public policy knowledge through leading edge interdisciplinary scholarship, innovative research, and masterful teaching. We educate, inspire and enable students to become the next generation of diverse leaders, citizens and scholars to advance scholarship, engage communities, and serve society.**

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

Comments on rating or suggestions for alternate wording:

*2<sup>nd</sup> Draft COSSPP Mission based on Input:* COSSPP is dedicated to excellence in creating and applying transferring social science and public policy knowledge with world-class through leading edge interdisciplinary scholarship, innovative research, and masterful teaching. Through a diversity of perspectives and backgrounds, We educate, and inspire and enable students to become the current and next generation of diverse leaders, citizens and scholars to advance scholarship, engage communities, and serve society. for the betterment of communities, organizations and people.

**Draft November 2018 COSSPP Mission:** COSSPP is dedicated to excellence in creating and transferring knowledge with world-class scholarship and teaching. Through a diversity of perspectives and backgrounds, we educate and inspire the current and next generation of leaders, citizens and scholars for the betterment of communities, organizations and people.

OVERALL INPUT FORM RATINGS- November-December 2018										
COSSPP	Overall Rating Avg.	COSSPP Staff (22)	COSSPP Students (13)	Economics (11)	Geography (5)	ISS/Centers (5)	Poli-Sci (15)	Public Admin (10)	Soc. (3)	Urban & Reg. Plan.
<b>Mission</b>	<b>3.0</b>	3.1	3.7	3.0	2.3	2.6	3.0	3.0	3.3	3.3
COSSPP Acceptability Rating Scale	4= Acceptable, I agree		3= Acceptable with minor reservations		2= I don't agree unless major reservations addressed			1= Not acceptable		

Input Session Comments

<https://coss.fsu.edu/sites/default/files/strategicplanning-sd-inputworkshop-summary.pdf>, Pp 3-7

## DRAFT COSSPP CORE VALUES- COMMENTS AND RATINGS

### Draft COSSPP Values

The College is dedicated to advancing our collective core values that inform the COSSPP culture and programmatic areas including:

- A. Supporting research that informs and matters to communities, organizations and people
- B. Engaging in public policy research and analysis contributing to a more equitable and just society
- C. Promoting evidence-based research to inform and shape policymaking
- D. Empowering and inspiring student success through teaching, mentoring and advising
- E. Fostering a dynamic, diverse and inclusive culture of people and ideas
- F. Facilitating a collaborative approach to solving problems that confront society

OVERALL INPUT FORM RATINGS- November-December 2018										
COSSPP	Overall Rating Avg.	COSSPP Staff (22)	COSSPP Students (13)	Economics (11)	Geography (5)	ISS/Centers (5)	Poli-Sci (15)	Public Admin (10)	Soc. (3)	Urban & Reg. Plan.
Values	3.0	3.0	3.8	3.0	2.3	3.0	2.9	3.0	3.0	3.3
COSSPP Acceptability Rating Scale	4= Acceptable, I agree		3= Acceptable with minor reservations		2= I don't agree unless major reservations addressed		1= Not acceptable			

### 2<sup>nd</sup> Draft COSSPP Values

The College is dedicated to advancing our collective core values that inform the COSSPP culture and programmatic areas. We:

- A. Foster and maintain a diverse and inclusive College culture welcoming all with a robust and free exchange of ideas that is critical to good social science and public policy.

*Draft Edits based on Input:* Fostering and maintain a dynamic, diverse and inclusive College culture welcoming all with a robust and free exchange of ideas that is critical to good social science and public policy

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

*Comments on rating or suggestions for alternate wording:*

- B. Pursue excellence through the recruitment and retention of high quality and diverse faculty, students and staff.

*Draft Edits based on Input:* Pursue excellence through the recruitment and retention of high quality and diverse faculty, students and staff.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

Comments on rating or suggestions for alternate wording:

**C. Promote and clearly communicate data-driven, evidence-based disciplinary, interdisciplinary and applied social science research and teaching to:**

- Inform and shape public policy;
- Empower and engage communities; and
- Contribute to the advancement of social and economic mobility, equal opportunity and a sustainable world.

*Draft Edits based on Input:* Promote ~~ing~~ and clearly communicate data-driven, evidence-based disciplinary, interdisciplinary and applied social science research and teaching to:

- Inform and shape public policy; making.
- Empower and engage communities; and
- Contribute to the advancement of ~~more equitable and just society~~ social and economic mobility, equal opportunity and a sustainable world.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

Comments on rating or suggestions for alternate wording:

**D. Empower and inspire students through cutting edge, innovative teaching, mentoring and advising to become critical thinkers and doers.**

*Draft Edits based on Input:* Empowering and ~~inspire ing~~ students ~~success~~ through cutting edge, innovative teaching, mentoring and advising to become critical thinkers and doers.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

Comments on rating or suggestions for alternate wording:

**E. Facilitate a collaborative interdisciplinary and multi-faceted approach to solving problems that confront society**

*Draft Edits based on Input:* Facilitate ~~ing~~ a collaborative interdisciplinary and multi-faceted approach to solving problems that confront society.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

Comments on rating or suggestions for alternate wording:

Supporting research that informs, and matters to communities, organizations and people and contributes to the advancement of a more equitable and just society.

Engaging in public policy research and analysis contributing to the advancement of a more equitable and just society

Input Session Comments

<https://coss.fsu.edu/sites/default/files/strategicplanning-sd-inputworkshop-summary.pdf>,

Pp 8-13

## DIVERSITY AND INCLUSION DRAFT CONCEPTS- COMMENTS AND RATINGS

### Draft COSSPP Diversity and Inclusion Concepts

*(Initial concepts to be turned into a draft statement in Spring 2019)*

*Several FSU departments, colleges and programs have established diversity and inclusion statements. It is addressed as a goal in the FSU Strategic Plan. There is also a brief FSU diversity statement*

- 1. The COSSPP is committed to fostering a College community that not only welcomes and respects divergent perspectives, but actively reaches out to engage students, faculty, and staff from a wide range of backgrounds which enhances our mission, community, and academic excellence.**
- 2. We believe that diversity includes supporting and respecting the personal experiences, values, and worldviews that arise from differences of culture and circumstance.**
- 3. We foster an environment that encourages rigorous inquiry, we facilitate the involvement and understanding of diverse viewpoints, experiences and traditions, and we value diversity along a broad spectrum of factors, including but not limited to race, ethnicity, national origin, gender, gender identity, sexual orientation, disability, religion, socio-economic background and status, geographic region and social or political belief.**
- 4. We also strive to offer an inclusive environment where everyone is treated fairly and has equal access to opportunities consistent with principles and policies for a democratic society.**

### OVERALL INPUT FORM RATINGS- November-December 2018

COSSPP	Overall Rating Avg.	COSSPP Staff (22)	COSSPP Students (13)	Economics (11)	Geography (5)	ISS/Centers (5)	Poli-Sci (15)	Public Admin (10)	Soc. (3)	Urban & Reg. Plan.
<b>Diversity</b>	<b>3.0</b>	3.2	4.0	3.0	3.0	3.0	2.4	2.7	3.0	3.2
COSSPP Acceptability Rating Scale	4= Acceptable, I agree		3= Acceptable with minor reservations		2= I don't agree unless major reservations addressed			1= Not acceptable		

Input Session Comments

<https://coss.fsu.edu/sites/default/files/strategicplanning-sd-inputworkshop-summary.pdf>, Pp 14-18

## 2<sup>nd</sup> Draft COSSPP Diversity and Inclusion Statement

*“[A] diverse student body adds significantly to the rigor and depth of students’ educational experience. Diversity encourages students to question their own assumptions, to test received truths, and to appreciate the complexity of the modern world. This larger understanding prepares graduates to be active and engaged citizens wrestling with the pressing challenges of the day, to pursue innovation in every field of discovery, and to expand humanity’s learning and accomplishments.”<sup>1</sup>*

### **Prominent social science research has demonstrated that diversity:**

- Improves critical thinking and problem-solving;
- Promotes enhanced learning outcomes for, all students by introducing new ideas in the classroom and limiting implicit bias;
- Increases intercultural and cross-racial knowledge, understanding, and empathy;
- Enhances “democratic outcomes,” including engagement in political issues and participation in democratic processes; and
- Improves students’ leadership skills, psychological well-being, intellectual engagement and intercultural effectiveness, preparing them for employment in the global economy.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don’t agree unless major reservations addressed	1 = Not Acceptable

*Comments on rating or suggestions for alternate wording:*

- 1. The COSSPP is committed to fostering and maintaining a College community that ~~not only~~ welcomes and respects differing perspectives, and enhances good social science and public policy research by actively promoting the diversity of our faculty, students and staff.**

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don’t agree unless major reservations addressed	1 = Not Acceptable

*Comments on rating or suggestions for alternate wording:*

*Draft Edits based on Input:* The COSSPP is committed to fostering and maintaining a College community that ~~not only~~ welcomes and respects differing ~~divergent~~ perspectives, but and enhances good social science and public policy research by actively ~~reaches out to~~ promoting the engaging

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<sup>1</sup> Amicus Brief, in *Fisher v. University of Texas*, filed jointly with Brown University, University of Chicago, Columbia University, Cornell University, Dartmouth College, Duke University, Johns Hopkins University, Massachusetts Institute of Technology, University of Pennsylvania, Princeton University, Stanford University, Vanderbilt University, and Yale University.

~~with students, diversity of our faculty, students and staff. from a wide range of backgrounds. which. community, and academic excellence.~~

~~We believe that diversity includes supporting and respecting the personal experiences, values, and worldviews that arise from differences of culture and circumstance.~~

- 2. We foster an environment that encourages and facilitates the exchange of ideas and culture and the understanding of diverse viewpoints, experiences and traditions. We value diversity along a broad spectrum of factors, including but not limited to race, ethnicity, national origin, gender, gender identity, sexual orientation, disability, religion, socio-economic background and status, geographic region and social or political belief.**

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

*Comments on rating or suggestions for alternate wording:*

*Draft Edits based on Input:* We foster an environment that encourages ~~rigorous inquiry, we~~ and facilitates the ~~involvement and~~ the exchange of ideas and culture and the understanding of diverse viewpoints, experiences and traditions. ~~and~~ We value diversity along a broad spectrum of factors, including but not limited to race, ethnicity, national origin, gender, gender identity, sexual orientation, disability, religion, socio-economic background and status, geographic region and social or political belief.

- 3. We also strive to offer a safe and welcoming environment where civic discourse and academic freedom is valued and everyone has equal access to opportunities consistent with democratic principles and policies for a diverse society.**

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

*Comments on rating or suggestions for alternate wording:*

*Draft Edits based on Input:* We also strive to offer a safe and welcoming ~~inclusive~~ environment where civic discourse and academic freedom is valued and everyone ~~is treated fairly and~~ has equal access to opportunities consistent with democratic principles and policies for a diverse ~~democratic~~ society.

- 4. COSSPP should incorporate diversity and inclusion as a goal with objectives and actions in its strategic directions plan.**

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

*Comments on rating or suggestions for alternate wording:*

## DRAFT COSSPP VISION STATEMENT AND THEME FRAMEWORK

### Draft November 2018 COSSPP Vision Theme Framework

*Vision themes are the elements that characterize and encompass the desired future for COSSPP and will serve to provide a framework goals and objectives*

#### Draft COSSPP Vision Themes- November 2018

- A. **Reputation.** Strengthen and cultivate the College’s reputation by being home to units and programs that are best in Florida, among the best in the Southeast and ranked in the top 20% of all public universities.
- B. **Source of Service and Expertise.** The College’s centers and departments serve a key source of service and policy expertise to leaders at the state, community, national, and international levels.
- C. **Recruiting and retaining exceptional faculty and staff.** The College will meet student demand by recruiting and retaining exceptional faculty and staff to foster and support the College’s activities.
- D. **Student success.** The College will cultivate the success of all students on campus and beyond.

OVERALL INPUT FORM RATINGS- November-December 2018										
COSSPP	Overall Rating Avg.	COSSPP Staff (22)	COSSPP Students (13)	Economics (11)	Geography (5)	ISS/Centers (5)	Poli. Sci (15)	Public Admin (10)	Soc. (3)	Urban & Reg. Plan.
<b>Vision Framework</b>	<b>2.8</b>	3.0	3.7	2.7	2.7	2.7	3.0	2.8	3.0	3.0
Acceptability Rating Scale	4= Acceptable, I agree		3= Acceptable with minor reservations		2= I don't agree unless major reservations addressed			1= Not acceptable		

#### Input Session Comments

<https://coss.fsu.edu/sites/default/files/strategicplanning-sd-inputworkshop-summary.pdf>, Pp. 19-25

### DRAFT COSSPP VISION STATEMENT – 2/1/19

The Vision is idealized and hopeful picture of where or what the COSSPP would like to be in the future and serves as the framework for setting strategic directions.

The College’s reputation for excellence is widely regarded as it is home to units and programs that are best in Florida, among the best in the Southeast and ranked in the top 20% of all public universities. It’s innovative centers and departments serve a key source of service, outreach, and policy analysis and expertise with leaders at the state, local, national, and international levels. It recruits and retains exceptional and diverse faculty, graduate and undergraduate students and staff that fosters and supports the College’s mission and core disciplinary and interdisciplinary research, teaching and service activities. Students’ become

critical thinkers supported in the classroom and on campus and are prepared to successfully contribute in the workplace and community.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable

Comments:

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*November SDC Version 1:* COSSPP will lead as the preeminent place for shaping the future of our diverse state, region, nation and world by contributing compelling social science and public policy research, analysis and advice and providing exceptional education and opportunities for service. It will offer solutions to social and policy challenges and will make a positive difference in organizations, sectors, communities, and the lives of people.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable
<b>2.2</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>0</b>

*November SDC Version 2:* The COSSPP will be recognized as a preeminent source of compelling social science research, outstanding teaching, and deep engagement by cultivating diverse perspectives that inform innovative solutions to wicked public policy problems.

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable
<i>Avg.</i>				

**DRAFT COSSPP VISION THEMES- FEBRUARY 2019**

- A. Recruit and retain exceptional and diverse faculty, staff and students.**
- B. Support student success.**
- C. Innovative Service, Outreach and Expertise.**
- D. Strengthen COSSPP Excellence and Reputation.**

**A. Recruiting and retaining exceptional and diverse faculty, staff and students.** The College will recruit and retain exceptional and diverse faculty, staff and students to foster and support the College’s mission and core disciplinary and interdisciplinary research, teaching and service activities.

*Draft Edits based on Input:* Recruiting and retaining exceptional and diverse faculty, ~~and~~ staff and students. The College will ~~meet student demand by~~ recruiting and retaining exceptional and diverse

faculty, ~~and~~ staff and students to foster and support the College's mission and core disciplinary and interdisciplinary research, teaching and service activities.

1. Exceptional faculty
  - a. Disciplinary and interdisciplinary research
  - b. Teaching
  - c. Service and Expertise
2. Diverse disciplinary and interdisciplinary faculty
  - a. Recruiting
  - b. Retaining
3. Capable and diverse staff
  - a. Recruiting
  - b. Retaining
4. Recruiting and retaining diverse students
  - a. Recruiting
  - b. Retaining

Acceptability Rating Scale	4 = <i>Acceptable, I agree</i>	3 = <i>Acceptable with minor reservations</i>	2= <i>I don't agree unless major reservations addressed</i>	1 = <i>Not Acceptable</i>
<i>Avg.</i>				

*Comments:*

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**B. Support student success.** The College will recruit, retain and cultivate the critical thinking abilities, skills, of its graduate and undergraduate students and support their success in the classroom, on campus and in the workplace.

*Draft Edits based on Input:* Student success. The College will recruit, retain and cultivate the critical thinking abilities, skills, ~~and success~~ of all its graduate and undergraduate students and support their success in the classroom, on campus and in the workplace. ~~beyond.~~

1. Graduate students
2. Undergraduate

Acceptability Rating Scale	4 = <i>Acceptable, I agree</i>	3 = <i>Acceptable with minor reservations</i>	2= <i>I don't agree unless major reservations addressed</i>	1 = <i>Not Acceptable</i>
<i>Avg.</i>				

*Comments:*

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**C. Innovative Service, Outreach and Expertise.** The College's centers and departments serve a key source of innovative service, outreach, and policy analysis and expertise ~~to~~ with leaders at the state, local, national, and international levels.

*Draft Edits based on Input: Source of Innovative Service, Outreach and Expertise. The College's centers and departments serve a key source of innovative service, outreach, and policy analysis and expertise ~~to~~ with leaders at the state, local, community, national, and international levels.*

1. Support cutting edge Centers
2. State- innovation, outreach and expertise
3. Local- innovation, outreach and expertise
4. National- innovation, outreach and expertise
5. International- innovation, outreach and expertise

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable
Avg.				

*Comments:*

- 

**D. Strengthen COSSPP Excellence and Reputation.** Strengthen and cultivate the College's reputation for excellence by being home to units and programs that are best in Florida, among the best in the Southeast and ranked in the top 20% of all public universities.

*Draft Edits based on Input: **Excellence and Reputation.** Strengthen and cultivate the College's reputation for excellence by being home to units and programs that are best in Florida, among the best in the Southeast and ranked in the top 20% of all public universities.*

1. Departments
2. Centers
3. Staff
4. Students
5. Alumni

Acceptability Rating Scale	4 = Acceptable, I agree	3 = Acceptable with minor reservations	2= I don't agree unless major reservations addressed	1 = Not Acceptable
Avg.				

*Comments:*

-