COSSPP STRATEGIC DIRECTIONS COMMITTEE WORKSHOP #4
Friday, March 15, 2019
SDC Workshop #5 Objectives

- To review the College’s Strategic Directions Process and SDC Meeting #4 outcomes on mission, vision, core values
- To receive and discuss a report on addressing diversity and equity in the strategic plan
- To review, discuss and provide input to the vision/goal drafting groups on goals, objectives, and strategic actions
- To clarify next steps, schedule, and assignments going forward.

SDC Workshop #5 Agenda

8:30 a.m.  Welcome Remarks and review of Workshop #5 Objectives- Dean Tim Chapin
8:35  Overview of Workshop Guidelines, Roles, and the Strategic Directions Process, and Acceptance of SDC Meeting #4 Summary Report
8:40  Overview of Mission Statement, Vision Statement and COSSPP Core Values
8:45  Discuss, rate and refine draft diversity and inclusion values statement
9:30  I. Recruit and retain exceptional and diverse faculty, staff and students.
10:15  II. Support student success.
10:45  III. Innovative Service, Outreach and Expertise.
11:20  IV. Strengthen COSSPP Excellence and Reputation.
11:55  Next Steps: Schedule, assignments and written meeting evaluation
12:00 p.m.  Adjourn
## COSSPP Strategic Direction Committee

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<tr>
<th>Name</th>
<th>Core Unit</th>
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<tr>
<td>Joe Calhoun</td>
<td>Economics Department, Gus A. Stavros Center</td>
<td>TT Faculty</td>
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<td>Eliza Chase</td>
<td>Student Council</td>
<td>Undergraduate Student</td>
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<td>Katrinell Davis</td>
<td>Sociology, African American Studies</td>
<td>TT Faculty</td>
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<td>Petra Doan</td>
<td>Urban and Regional Planning</td>
<td>TT Faculty</td>
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<td>Jerry Fisher</td>
<td>Political Science Department</td>
<td>Staff</td>
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<tr>
<td>Brad Gomez</td>
<td>Political Science Department</td>
<td>TT Faculty</td>
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<tr>
<td>Shawn Kantor</td>
<td>Economics Department, The Hilton Center</td>
<td>TT Faculty</td>
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<td>Stephanie Pau</td>
<td>Geography</td>
<td>TT Faculty</td>
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<td>Tan Perry</td>
<td>Academic Affairs</td>
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<td>Alan Rowan</td>
<td>Master’s of Public Health</td>
<td>Spec. Faculty</td>
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<td>Gary Van Landingham</td>
<td>Askew School of Public Administration</td>
<td>Spec. Faculty</td>
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<td>Lisa Vera</td>
<td>Interdisciplinary Social Sciences</td>
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<td>Tim Chapin</td>
<td>Dean, COSSPP</td>
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<tr>
<td>Jeff Blair</td>
<td>Facilitator, FSU Consensus Center</td>
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<td>Bob Jones</td>
<td>Facilitator, FSU Consensus Center</td>
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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
- **COS SPP 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 and Refine Meeting #3 outcomes and Identify issues and challenges for each vision/goal area.
  - Convene and charge Committee drafting teams for each vision/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

“COSSPP is dedicated to excellence in creating and communicating social science and public policy knowledge through leading edge research, interdisciplinary programs, and teaching. We inspire and create opportunities for our diverse student body to become the next generation of leaders, citizens, and innovators to advance scholarship, engage communities, and serve society.” (3.9 of 4 avg.) (2-15-19)

COSSPP VISION OF SUCCESS

COSSPP offers an inclusive and collaborative College culture, welcoming all into a robust and free exchange of ideas. The College recruits and retains exceptional and diverse faculty, graduate and undergraduate students, and staff that supports the College’s mission and core disciplinary and interdisciplinary research, teaching, and service activities. Students are supported in the classroom and campus to become critical thinkers and are prepared through teaching, mentoring, advising, and service to successfully contribute and serve as the next generation of leaders, citizens, and innovators. The College’s reputation for excellence in creating and applying knowledge is reflected in its units and programs that are best in Florida and highly ranked among all public universities. (3.8 of 4 avg.) (2-15-19)

SEE COSSPP DIVERSITY AND INCLUSION VALUES STATEMENT (NEXT PAGE)

COSSPP CORE VALUES

The College is dedicated to achieving our mission by advancing our collective core values that inform the COSSPP culture and programmatic areas. We:
1. Foster a diverse and inclusive College culture, welcoming all into a robust and free exchange of ideas. (4.0 of 4 avg.)
2. Recruit and retain diverse faculty, students, and staff of the highest quality. (3.9 of 4 avg.)
3. Promote and clearly communicate evidence-based 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. (4.0 of 4 avg.)
4. Empower students through innovative teaching, mentoring, and advising. (3.7 of 4 avg.)
5. Facilitate critical thinking through a collaborative interdisciplinary approach to solving problems that confront society. (3.7 of 4 avg.)
COSSPP DIVERSITY AND INCLUSION VALUES STATEMENT

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.

The purpose of a diversity statement at the college level is to set the expectation for continued learning and the establishment of inclusive scholarship. The academic units are then responsible for creating and implementing diversity strategies to meet the overarching goals set by the university and the College of Social Science and Public Policy. With this purpose in mind, COSSPP recognizes the need for improving the representation of diverse experiences, backgrounds, perspectives, and cultures which underlie the COSSPP community’s core values as follows:

- Enrich the learning and research environment.
- Support the college value of a robust and free exchange of ideas that is critical to good social science and public policy
- Equip faculty and students in engaging social science research and teaching by incorporating authentic experiences in engaging communities and contributing to the advancement of social and economic mobility
- Use multifaceted and collaborative approaches to solving problems that confront society
- Pursue excellence through the recruitment and retention of diverse faculty, students and staff.
- Address the challenges of social injustice and inequities that limit equal access to higher education.

The strategy of the COSSPP is to incorporate the common values outlined and contemplated in the strategic plan. Goals for achieving outcomes related to improved inclusion and diversity of faculty, staff and students are as follows:

1. The COSSPP Strategic Plan affirms clearly that Diversity and Inclusion are central to the college’s mission and values. The Strategic Plan will align its mission and actions to be inclusive of the mission, actions, and achievements anticipated by the fulfillment of the COSSPP Diversity and Inclusion plan.
2. COSSPP will incorporate diversity and inclusion as a goal with objectives and actions in its Strategic Directions Plan.

3. We commit to continued learning related to the value of diversity and the provision of tools for incorporating diverse faculty, students, materials and curriculum.

4. The college supports the resources necessary for the efforts and contributions to an equitable and just society through research, teaching and the support for all students to participate successfully in this college.

5. We commit to raising a diversity of future scholars and innovators by practicing proactive methods of inclusion. This relates to practices of recruitment, retention and research support for students.

6. We will respond to the demands of society by raising critical awareness of the experiences and contributions of a diversity of actors. This will be evident in curriculum and research support for faculty.

7. We will improve the level of diversity of faculty, students and staff within the college by ___% by 2030.

8. COSSPP is committed to growing and supporting a community that welcomes and respects diverse perspectives of our faculty, students and staff. We encourage and facilitate the exchange of ideas and culture and the understanding of diverse viewpoints, experiences, and traditions.

9. We will create and sustain an environment that encourages and facilitates the exchange of ideas and culture and the understanding of diverse viewpoints, experiences, and traditions.

10. We recognize diversity as it exists and is expressed through a broad spectrum of factors, including but not limited to race, ethnicity, national origin, gender, gender identity, sexual orientation, age, disability, religion, socio-economic background and status, geographic region, and social or political belief.

11. We offer an environment where civic discourse and academic freedom are valued, expressed with respect, and appreciated.

12. We protect 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:
SPP Vision/Goal Themes:

I. Recruit and retain exceptional and diverse faculty, staff and students.
II. Support student success.
III. Innovative Service, Outreach and Expertise.
IV. Strengthen COSSPP Excellence and Reputation.

I. RECRUIT AND RETAIN EXCEPTIONAL AND DIVERSE FACULTY, STAFF AND STUDENTS.
Drafting team members: Katrinell Davis, Petra Doan, Shawn Kantor

OVERALL GOAL: THE COSSPP IS A PLACE THAT ATTRACTS AND RETAINS EXCEPTIONAL AND DIVERSE FACULTY, STAFF, AND STUDENTS.

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Comments:

Objective A. The COSSPP is a place that takes recruitment of diverse and exceptional faculty and staff seriously.

Action #1: The COSSPP has appointed an Associate Dean for Recruitment and Retention (a tenured faculty member) who will take responsibility for the following activities: taking stock of recruitment strategies, position descriptions, and hiring plans for all units.

Action #2: The COSSPP has implemented a program to attract post-doctoral scholars who are working on marginalized and under-represented communities. The College Diversity Post-Doctoral Fellowship (two year term) awarded to the most competitive scholar candidate from across the college provides a pipeline for recruiting the best young faculty studying marginalized communities. At the completion of the fellowship the Hosting department will offer the scholar an assistant professor position subject to mutual satisfaction of the scholar and the department.

Other departments may offer Post-Doctoral Fellowships (one year) to highly competitive scholar candidates who meet the above criteria. These scholars will also be offered an assistant professor position subject to mutual satisfaction of the scholar and the department.

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Comments:
Objective B. The COSSPP is a place that retains its diverse and exceptional faculty and staff.

Action #1: COSSPP Associate Dean for Recruitment and Retention oversees another stock taking of faculty workloads (service assignments and actual service workloads) for faculty at all levels, but especially for tenure track diverse and exceptional faculty.

When tenure track faculty are found to have higher than assigned service loads, the Associate Dean may recommend reduced teaching loads as compensation.

Action #2: The Associate Dean for Recruitment and Retention ensures that all tenure track faculty (Pre-tenure) work with the Center for Teaching and Learning on an annual basis to enhance their teaching strategies.

If diverse faculty are concerned about bias in existing use of the SPOT teaching evaluation procedure, the CTL “may” also be able to provide a more balanced assessment of teaching skills.

Action 3: The Associate Dean for Recruitment and Retention also has encouraged every department to review their own standards of excellence and the production of a department specific Guide to Faculty Expectations that highlights the ways that faculty members should strive to achieve excellence in their discipline. This kind of recalibration of excellence is a critical element in ensuring that excellent and diverse faculty have a clear road map for retention and promotion.

Action 4: The COSSPP Associate Dean for Recruitment and Retention oversees a college-wide competition for a one semester research leave for tenure track faculty (3rd or 4th year) that will enable exceptional and diverse faculty to devote full time to an innovative research project.

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<th>Objective #B and Strategic Actions</th>
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Comments:

Objective C. The COSSPP is widely known as a place with a rich and inclusive culture that attracts exceptional students.

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Comments:

Objective D. The COSSPP provides exceptional advising to students that encourages them to complete their studies expeditiously.

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Comments:
Objective E. The COSSPP provides a wide range of research opportunities that are open to students at a variety of levels and serve as a mechanism for attracting the best and brightest students.

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<th>Objective E</th>
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II. SUPPORTING STUDENT SUCCESS
Drafting team members: Eliza Chase, Tanya Perry, Lisa Turner de Vera

OVERALL GOAL: THE COLLEGE WILL CULTIVATE THE CRITICAL THINKING ABILITIES AND SKILLS OF ITS GRADUATE AND UNDERGRADUATE STUDENTS TO SUPPORT THEIR SUCCESS IN THE CLASSROOM, ON CAMPUS, AND BEYOND. WE WILL PROVIDE AN ENVIRONMENT WHERE STUDENTS HAVE TOOLS AND SKILLS TO BECOME RESILIENT, ADULTS WITH A STRONG SENSE OF AGENCY, DEDICATION TO CITIZENSHIP, AND A VALUE FOR LIFELONG LEARNING. COSSPP WILL ASSIST STUDENTS TO GRADUATE IN A TIMELY AND EFFICIENT MANNER PREPARED FOR POST-GRADUATION OUTCOMES. COSSPP WILL SUPPORT THE CREATION AND MAINTENANCE OF AN INCLUSIVE COMMUNITY OF STUDENTS, FACULTY AND STAFF THAT RECOGNIZES THE POWER OF DIVERSITY, PROVIDES A FOUNDATION FOR GROWTH, AND THE DEVELOPMENT OF TOMORROW’S LEADERS.

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Objective A: Our undergraduate and graduate students will be able to:
- Explore and grow intellectually
- Appreciate diverse perspectives as well as developing their own identity
- Develop resiliency and social/emotional skills
- Engage in meaningful activities, roles and mentoring relationships
- Cultivate a sense of purpose and vocation
- Apply knowledge and learned skills to the “outside world” through field trips, conferences, research, volunteering, internships and other experiential learning opportunities.
- Be prepared and ready for active and purposeful engagement in the workforce.

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Strategic Actions:

*Student Success is dependent on the connectivity between academics, extracurricular involvement, student/faculty relationships and a sense of belonging within the college. To meet this requirement, strategic actions will be focused on:*

1. Creating diverse and inclusive physical and virtual spaces for communication and exchange
2. Encouraging and providing creative opportunities for student intellectual development through research and independent study
3. Supporting inclusive and culturally relevant communication and learning strategies
4. Supporting an orientation for post graduate opportunities by working more closely with the Career Center. This includes working to prioritize opportunities aligned with social science careers and service.
5. Continue to building and incorporate an appreciation for diversity in our student body in undergraduate and graduate population
6. Using best practices to advance student success: advising, recruitment, retention, engagement.
7. Realize the full potential of Diversity and Inclusion by developing globally and culturally competent students who are prepared to succeed in an increasingly multicultural and international society and:
   a. Provide more academic, co-curricular, and experiential opportunities for students to immerse themselves in other cultures, both outside and inside the United States.
   b. Foster welcoming community engagement of the FSU international community with the full academic, co-curricular, and social life of the University.
   c. Work with faculty to provide culturally relevant and inclusive curricular and pedagogical approaches to teaching and research.
8. Become an institution of choice for undergraduate students aspiring to pursue graduate education by:
   a. Building sustainable retention strategies based in evidence driven student needs and interests.
   b. *Short term:* Attract the best graduate and post-doctoral students through greater financial support.
9. Amplifying Excellence Across our Academic and Research Programs
   a. Enhance the quality of graduate education to achieve preeminence in strategically important areas of study and research
10. Creating internal connections such as collaborations across centers, faculty and areas of study to connect the faculty and students by investing in the translation of important research into more accessible narratives, e.g., course offerings, op-eds and webcasts.
11. Increasing student access to research/travel grants and incentivize faculty to work with students on research applicable to student interests.

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**Priority Actions: Short term –2019-2021**

1. Develop and implement outreach, recruitment and marketing efforts to support the college’s graduate enrollment goals.

2. Develop and implement academic advisor/program specialist training portal to ensure adequate cross-training and professional development of all student services staff.

3. Make improvements to the COSSPP website (building and maintaining virtual spaces for information and exchange)
   a. Revamp the advising webpage
   b. Make pages consistent and appealing

4. Create a Semi-Annual advising event
   a. Have advising collaborate with departments, the career center, and the FSU administration

5. Encourage more participation from departments and programs for Get More Than A Degree students.
   a. Have a meeting to reimagine the ‘Get More Than a Degree Fair’ with the Dean’s Office, departments, and students

6. Build recognition of student resiliency needs
   a. Faculty and student involvement in Resiliency Project

7. Create opportunities for student participation in programs that demand integrating learning (research, capstone project, service learning, internships, writing-intensive courses, academic campus employment, and leadership development).

8. Locate funding opportunities for students interested in research, service learning, etc.

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**Comments:**

**Long Term Action: 2022-2030**

1. Provide a college-wide advisement model that aligns across departments, compliments academic instruction and student retention, success and completion.

2. Continue to be a national leader in student retention, satisfaction, engagement, and completion, building on FSU’s successful programs in these areas.

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**Comments:**
**Information Needed:**
Various university resources should be used to gain information and training:
- Center for Undergraduate research and academic engagement
- Center for the Advancement of Teaching
- Career Center
- UROP, RIBC, Social Science Scholars, Honors Program
- BI reports for COSSPP student progress
- COSSPP Diversity Strategy
- Talk to Advisors, Academic Coordinators, and Dean about potential goals and priorities
- Become familiar with the metrics (http://www.ir.fsu.edu/indicators.aspx & http://www.ir.fsu.edu/metrics.aspx)
- Comb the literature to better understand the identified areas of priority and possible solutions/interventions
- Analyze student data to better understand trends as they relate to identified areas of priority
- Student climate survey

**Support Needed:**
- Graduate student financial support
- Recruitment assistance (Office of the Provost)
- Resiliency Project
- Website developer
- Funding for student interaction events with faculty
- Funding for speaking events promoting diversity in the academy
- Office of New Students and Family Programs

### III. INNOVATIVE SERVICE, OUTREACH AND EXPERTISE

*Drafting Team Members:* Joe Calhoun, Gary VanLandingham & Alan Rowan

**OVERALL GOAL:** The College’s centers, institutes, and departments serve as a primary source for cutting-edge policy analysis, service, and outreach. This expertise will be provided to the campus community as well as external organizations and policymakers.

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<tr>
<td>Overall Goal</td>
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**Comments:**

**Objectives**
A. Each center, institute, and department will conduct an inventory of its current policy analysis service, outreach, and available resources to identify the types and levels
activities the college’s faculty, staff, and students are already providing to internal and external organizations and policymakers (excluding traditional academic publications).

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Comments:

B. The College will form a workgroup to conduct internal and external scans to identify opportunities for expanding current policy analysis, services, and outreach, including supporting big data initiatives and ongoing training and technical assistance activities.

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Comments:

C. The College will use the scan results to develop a long-range plan to position itself to become an acknowledged source for cutting-edge policy analysis, service, and outreach with Florida and the Southeast region.

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Comments:

Short Term (2019-21) Priority Actions:

1. Develop and implement an internal survey to identify current policy analysis, service, and outreach resources and activities, using the 2019 faculty evaluation process as a starting point (scan current faculty CVs to identify recent relevant activities).

2. Use survey results to develop a catalog or database of current policy analysis, service, and outreach services, listing contact persons for each activity.

Assignments: Who, What, By when:
- The college will form a faculty team to create a survey to distribute to all faculty and staff by the end of 2019

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Comments:

Long Term (2022-2030) Priority Actions:  
(Consider criteria for prioritizing actions below)

1. The college will update catalog or database on regular basis.
2. The College will form a workgroup to assess the feasibility for creating a COSSPP entrepreneurial center (i.e. coordinating body) that would engage students and faculty in meeting identified service needs.

3. The College will create a marketing plan to promote college’s expertise among targeted organizations and policy forums, coordinating with proposed big data center and Moran Institute.

**Assignments: Who, What, By when:**

- The college will name a committee to assess these issues on an ongoing basis.

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**Comments:**

**Information needed:**

- Data from 2019 faculty evaluations (updated CVs) to provide a starting point for developing survey and identifying current activities.
- Survey data to compile comprehensive catalog or database of current policy analysis, service, and outreach activities currently provided across the college.

**Support needed:**

- Faculty support and participation on the workgroup; administrative staff support for the effort.

**IV. STRENGTHEN COSSPP EXCELLENCE AND REPUTATION**

*Drafting Team Members:* Brad Gomez Stephanie Pau and Jerry Fisher,

**GOAL A. PROVIDE UNDERGRADUATE AND GRADUATE STUDENTS WITH AN EXCEPTIONAL LEARNING EXPERIENCE AND MEANINGFUL PREPARATION FOR SUCCESSFUL CAREERS.**

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<td>Goal A</td>
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**Comments:**

**Objective 1:** Offer innovative, engaging, and rigorous learning experiences

**Strategic Actions:**

- Minimize the number of upper-division classes with 40 or more students.
- Create learning experiences that emphasize respect for differences, awareness of unexamined biases, and provide training for faculty to teach or incorporate these topics in the classroom.
- Provide the resources necessary to implement Research Intensive Bachelors Certificate programs in each department, thus providing undergraduate students with opportunities to
receive intensive research training, opportunities to present their research at scholarly conferences, and opportunities to work as research assistants for faculty and Ph.D. students.

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Comments:

**Objective 2: Foster a culture where excellent teaching is expected**

*Strategic Actions:*

- Develop a new strategy to evaluate excellent teaching, independent of teaching evaluations, which studies have shown to be biased.
- Host speaker series for faculty and graduate students on advances in teaching and learning.
- Increase the number of college, university, and national teaching awards won by faculty.

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Comments:

**Objective 3: Create infrastructure to promote and support interdisciplinary learning**

*Strategic Actions:*

- Increase the number of permanent faculty who teach in the College’s Interdisciplinary Social Science program.
- Increase the number of research opportunities available to students enrolled in the College’s Interdisciplinary Social Science program, by supporting travel to interdisciplinary conferences.
- Create a college-level prize to celebrate the best examples of interdisciplinary social science research conducted at the undergraduate level.
- Promote research collaborations across departments.

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Comments:

**Objective 4: Enhance student connections to government and community leaders, well-placed alumni, and high profile academic leaders**

*Strategic Actions:*

- Increase the number of government officials and public policy leaders who speak in courses.
- Increase the number of well-placed alumni who speak in courses.
- Increase the number of high profile academic leaders who visit campus, give research presentations, and career advice.
- Increase the total number of internships performed by students.

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Objective 5: Provide graduates opportunities for excellent job placement

Strategic Actions:
- Increase job placement percentage upon graduation.
- Improve average salaries upon graduation.
- Improve career counseling services and job fairs available to undergraduates.
- Increase the number of Ph.D. students who achieve placements at peer or aspirant universities.

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Comments:

GOAL B: Provide faculty and doctoral students with the resources for, and create a culture consistent with being a preeminent home for social science and public policy research.

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Comments:

Objective #1: Foster a culture where premier scholarly research is the norm

Strategic Actions:
- Define premier journals across the college—at the unit level—in a way that is consistent with preeminent universities.
- Increase the number of scholarly articles submitted and published annually in premier journals.
- Develop a college-wide system for one-time bonuses paid for publications in premier journals.
- Increase the number of premier journal articles required for promotion to associate and full professor with tenure within each department.
- Increase the number of highly regarded and premier journal articles that are authored/co-authored by graduate students.

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Comments:
**Objective #2**: Provide faculty and doctoral students with the tools and resources necessary to produce research in premier outlets

*Strategic Actions:*

- Increase the number and amount of summer research grants available to research active faculty.
- Increase the number of full pay (or internal) sabbaticals available to research active faculty.
- Encourage centers to support faculty and doctoral student research.
- Work to increase salaries, professorships, and research chairs to support highly active research faculty.
- Continue to offer doctoral students stipends and other financial support that compare favorably with peer and aspirant universities.
- Provide core infrastructure for world-class social science research by developing a college institute providing faculty and doctoral students with continuing professional development opportunities and ongoing support in the areas of quantitative analysis, qualitative analysis, experimentation, survey research, GIS, data management, data science, and data visualization.

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**Comments:**

**Objective #3**  Enhance the college’s visibility and reputation for excellent scholarship

*Strategic Actions*

- Increase the number of scholars who visit the college (short- or long-term) to present research and take part in distinguished scholarly events.
- Increase the number of research symposia and other research events that occur in the college.
- Increase funding for faculty and graduate student travel to significant scholarly conferences.
- Increase support for faculty who take on editorial roles at premier scholarly journals or who play key leadership roles in high profile research conferences and scholarly associations.
- Increase the citation counts of faculty research in scholarly work.
- Increase the number of faculty who win national and international research awards and honors.
- Increase the number of doctoral students who receive National Science Foundation Graduate Fellowships and Dissertation Enhancement Grants or other prestigious fellowships.

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**Comments:**
GOAL C: SECURE THE FINANCIAL RESOURCES NECESSARY TO RANK AMONG PREEMINENT CENTERS
FOR SOCIAL SCIENCE AND PUBLIC POLICY RESEARCH

Acceptability Rating Scale
4 = Acceptable, I agree
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Goal C

Comments:

Objective #1: Increase the number and size of gifts from alumni and friends

Strategic Actions

- Develop and disseminate a clear vision of why it is important for the college to think, act, and perform like a preeminent center for social science and public policy research.
- Develop a Recent Alumni Board to establish incentives that encourage students and recent alumni to give back to the college.
- Utilize department chairs and key faculty to share the college’s vision and tighten connections to alumni groups and friends.
- Improve the College’s ability to track alumni so as to maintain the strong relationship built while on campus, foster future opportunities for collaboration and giving, and to celebrate the accomplishments of our graduates.
- Continue to ensure that all Memoranda of Understanding between the College (and its constituent units) and donors contain no provisions that violate the academic freedom of the faculty or students nor threatens the integrity of the university’s policies regarding faculty governance.

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Objective #1 and Strategic Actions

Comments:

Objective #2: Increase external research funding

Strategic Actions

- Increase the number and size of financial resources from externally funded research.
- Develop an incentive system to encourage faculty and doctoral students to pursue funded research opportunities.
- Identify the external entities that are most likely to support scholarly research and develop and disseminate best practices for securing funding from them.
- Give credit for promotion, tenure and merit to faculty who successfully pursue funded research.
- Develop a special recognition program for externally funded research that is published in premier scholarly outlets.

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Objective #2 and Strategic Actions

Comments: