COSSPP STRATEGIC DIRECTIONS COMMITTEE WORKSHOP #4  
Friday, March 29, 2019  
SDC Workshop #6 Objectives

- To review the College’s Strategic Directions Process and SDC Meeting #4 outcomes on mission, vision, core values
- To review the revised diversity and equity statement
- To review, rate and discuss the draft goals, objectives, and actions
- To clarify next steps, schedule, and assignments going forward

**SDC Workshop #6 Agenda**

8:30 a.m. Welcome Remarks and review of SDC Workshop #6 Objectives- Dean Tim Chapin

8:35 Overview of Workshop Guidelines, Roles, and the Strategic Directions Process, and Acceptance of SDC Meeting #5 Summary Report

8:40 Overview of Mission Statement, Vision Statement and COSSPP Core Values and Review and Rating of Diversity and Inclusion Statement

9:00 I. Recruit and Retain Exceptional and Diverse Faculty and Staff (2 goals, 7 objectives and 29 actions)

9:45 II. Supporting and Promoting Student Success. (2 goals, objectives and 29 actions)

10:30 III. Promote a Culture of Evidence-Based Policy Analysis, Engagement, Outreach, and Service. (2 goal, 5 objectives and 15 actions)

11:20 IV. Strengthen COSSPP Excellence and Reputation. (2 goals, 5 objectives and 24 actions)

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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<tr>
<td>Eliza Chase</td>
<td>Student Council</td>
<td>Undergraduate Student</td>
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<tr>
<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>
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<td>Jerry Fisher</td>
<td>Political Science Department</td>
<td>Staff</td>
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<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>
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<td>Tan Perry</td>
<td>Academic Affairs</td>
<td>Staff</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>
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<td>Lisa Vera</td>
<td>Interdisciplinary Social Sciences</td>
<td>Spec. Faculty</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
- **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 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 Committee Meeting #6.**
  o SDC Review, rate and refine drafting team draft goals, objectives and actions.
  o Review and refine and seek consensus on draft COSSPP Strategic Plan 2019-2029.

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 Committee Meeting #7.**
  o Recommendations to the Dean with implementation recommendations regarding alignment with Department plans for a ten-year College Strategic Plan 2019-2019.
  o Review input from College-wide 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 College Dean 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 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)

COSSPP Diversity and Inclusion Statement

This 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 Action Plan. COSSPP will incorporate diversity and inclusion as a goal with objectives and actions in its Strategic Directions Plan and a follow-on Diversity and Inclusion Action Plan.

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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.)

Overview of COSSPP Strategic Plan- 2019-2029
Mission
Vision
Core Values
Diversity and Inclusion Statement
Draft COSSPP Strategic Plan Goals, Objectives Actions
(4 Sections, 7 Goals, 21 Objectives & 89 Actions)

Section I. Recruit and Retain Exceptional and Diverse Talent
Goal #1: The College will provide a setting and promote a culture that aids in the recruitment and retention of exceptional and diverse faculty. (2 objectives, 12 actions)
Objective 1-1. The college will make investments and promote hiring practices that aid in the recruitment and retention of excellent tenure-track and specialized faculty. (4 actions)
Objective 1-2. Within the limitations of federal/state laws and university practices, the college will make investments and pursue strategies that aid in the recruitment and retention of diverse tenure-track and specialized faculty. (8 actions)

Goal #2: The college will provide a setting and promote a culture that aids in the recruitment and retention of exceptional and diverse staff. (2 objectives, 6 actions)
Objective 2-1. The college will make investments and promote hiring practices that aid in the recruitment and retention of excellent staff. (3 actions)
Objective 2-2. Within the limitations of federal/state laws and university practices, the college will make investments and pursue strategies that aid in the recruitment and retention of diverse staff. (3 actions)

Section II. Supporting and Promoting Student Success
Goal #3: The college will provide a setting and promote a culture that aids in the recruitment and retention of exceptional and diverse students. (2 objectives, 9 actions)
Objective 3-1. The college will make investments that aid in the recruitment and retention of excellent students. (3 actions)
Objective 3-2. Within the limitations of federal/state laws and university practices, the college will make investments and pursue strategies that aid in the recruitment and retention of diverse students. (6 actions)

Goal #4: The college will support educational programming that provides undergraduate and graduate students with exceptional learning experiences and meaningful preparation for a wide range of careers. (5 objectives, 20 actions)

Objective 4-1. The college will support and expand the number of innovative, engaging, and rigorous learning experiences at all levels. (3 actions)
Objective 4-2. The college will foster a culture where teaching excellence is expected, measured and rewarded. (4 actions)
Objective 4-3. The college will make investments and pursue strategies that support interdisciplinary learning experiences and activities. (4 actions)
Objective 4.4. The college will pursue strategies to enhance student connections to government, industry, non-profit, and community leaders, successful alumni, and high profile academic leaders. (3 actions)
Objective 4.5. The college will expand opportunities for students to seek and secure employment or continued study upon graduation. (6 actions)

Section III. Promote a Culture of Evidence-Based Policy Analysis, Engagement, Outreach, and Service

Goal #5: The college’s Centers, Institutes, and Departments will serve as a leading source for evidence-based policy analysis, community engagement, outreach, and service. (5 objectives, 15 actions)

Objective 5.1: Each of the college’s Centers and Institutes will clarify and advance their policy analysis, community engagement, outreach, and service missions. (3 actions)
Objective 5.2: The college will grow its reputation as an acknowledged source for evidence-based policy analysis, community engagement, and service on the FSU campus. (3 actions)
Objective 5.3: The college will grow its reputation as an acknowledged source for cutting-edge, evidence-based policy analysis, community engagement, and service to communities in North Florida and South Georgia. (3 actions)
Objective 5.4: The college will grow its reputation as an acknowledged source for cutting-edge, evidence-based policy analysis, community engagement, and service to the State of Florida and communities across the state. (3 actions)
Objective 5.5: The college will grow its reputation as an acknowledged source for cutting-edge, evidence-based policy analysis, community engagement, and service to the public, private and non-profit organizations outside of Florida. (3 actions)
Section IV. The Pursuit of Programmatic, Faculty, and Student Excellence

Goal #6. The college will foster and support a culture consistent with being a preeminent home for social science and public policy research. (3 objectives, 16 actions)

Objective 6.1: The college will promote faculty evaluation practices that promote a culture where premier scholarly research is expected and becomes the norm. (4 actions)

Objective 6.2: The college will make investments and seek funding to provide faculty and doctoral students with the tools and resources necessary to produce research in premier outlets. (6 actions)

Objective 6.3: The college will seek resources and make investments to enhance the college’s visibility and reputation for scholarly excellence. (6 actions)

Goal #7: The college will pursue investments and strategies that help to secure the financial resources necessary to rank among preeminent centers for social science and public policy research. (2 objectives, 8 actions)

Objective 7.1: The college will work to increase the number and annual amount of financial gifts from alumni and friends. (4 actions)

Objective 7.2: The college will make investments and pursue strategies that can yield annual increases external research funding. (4 actions)
Section I. Recruit and Retain Exceptional and Diverse Talent

Goal #1: The College will provide a setting and promote a culture that aids in the recruitment and retention of exceptional and diverse faculty.

Objective 1. The college will make investments and promote hiring practices that aid in the recruitment and retention of excellent tenure-track and specialized faculty.

Action Items (4)

- The Dean will require units to review and update their Promotion Guidelines and/or Guide to Faculty Expectations that more clearly establish the types, amounts, and examples of excellent scholarship, teaching, and service expected of faculty.
- The Dean will seek resources to fund a competitive program of annual one-semester research leaves for highly productive tenure-track faculty.
- The Dean, or a designated Associate Dean, will work with units to update and improve annual evaluation processes to ensure faculty are accurately rated each year.
- The Dean, or a designated Associate Dean, will develop better measures of faculty service loads in an effort to spread student advising, department/college/university service loads more equally across the faculty.

Objective 1.1 and 4 Actions

Acceptability Rating Scale

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Objective 1-2. Within the limitations of federal/state laws and university practices, the college will make investments and pursue strategies that aid in the recruitment and retention of diverse tenure-track and specialized faculty.

Action Items (8)
• The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
• The college and its units will make ongoing investments that advance the faculty diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
• The Dean, or a designated Associate Dean, will review unit-level recruitment strategies, position descriptions, and hiring plans with an eye towards ensuring unbiased, competitive, and open faculty searches.
• The college will create and support affinity groups for faculty from traditionally underrepresented groups.
• The Dean, or a designated Associate Dean, will develop measures of faculty service loads to ensure that women faculty and faculty of color are not overburdened by service demands.
• The Dean, or a designated Associate Dean, will work with units to identify and pursue strategies for reducing, and ultimately eliminating, gender, racial, and others biases in teaching and annual evaluations.
• The Dean will seek resources to support a 1-2 year Diversity Post-Doctoral Fellowship for recruiting faculty with research and/or teaching interests in marginalized communities.
• The Dean, or a designated Associate Dean, will work with unit leadership to ensure that student advising, department/college/university service loads are spread equally across the faculty.

**Objective 1.2 and 8 Actions**

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**Goal #2:** The college will provide a setting and promote a culture that aids in the recruitment and retention of exceptional and diverse staff.

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Objective 2-1. The college will make investments and promote hiring practices that aid in the recruitment and retention of excellent staff.

Action Items (3)

- The Dean will create and appoint a Staff Advisory Committee to hear concerns, generate ideas, and receive feedback from staff across the college.
- The Dean, COSSPP Chief of Staff, and the Staff Advisory Committee will work with supervisors to update and improve annual evaluation processes to ensure staff are accurately rated each year.
- The Dean will set aside funds each year for staff professional development activities, which may include online trainings, in-person trainings, and attendance at professional conferences/events.

Objective 2.1 and 3 Actions

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Objective 2-2. Within the limitations of federal/state laws and university practices, the college will make investments and pursue strategies that aid in the recruitment and retention of diverse staff.

Action Items (3)

- The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
- The college and its units will make ongoing investments that advance the staff diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
- The Dean, COSSPP Chief of Staff, or a designated Associate Dean, will review unit-level recruitment strategies, position descriptions, and hiring plans with an eye towards ensuring unbiased, competitive, and open staff searches.

Objective 2.2 and 3 Actions

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Section II. Supporting and Promoting Student Success

Goal #3: The college will provide a setting and promote a culture that aids in the recruitment and retention of exceptional and diverse students.

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<th>Objective 3-1. The college will make investments that aid in the recruitment and retention of excellent students.</th>
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<td>• The Dean will seek resources to support undergraduate research.</td>
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<td>• The Dean will seek resources to support graduate research.</td>
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<td>• The college will support faculty in providing culturally relevant and inclusive curricular and pedagogical approaches to teaching and research.</td>
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Objective 3.1 and 3 Actions

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Objective 3-2. Within the limitations of federal/state laws and university practices, the college will make investments and pursue strategies that aid in the recruitment and retention of diverse students.

Action Items

• The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
• The college and its units will make ongoing investments that advance the student and program diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
• The college will create and support affinity groups for students from traditionally underrepresented groups.
• The college will support inclusive and culturally relevant communication and learning strategies.
• The college expand and improve orientation activities for students from traditionally underrepresented groups.
• The college and units will support the creation of learning experiences that emphasize respect for differences and awareness of unexamined biases, as well as provide training for faculty to incorporate these topics in the classroom.

Objective 3.2 and 6 Actions

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Goal #4: The college will support educational programming that provides undergraduate and graduate students with exceptional learning experiences and meaningful preparation for a wide range of careers.

Objective 4-1. The college will support and expand the number of innovative, engaging, and rigorous learning experiences at all levels.

Action Items

• The college will seek funding for students to apply knowledge and learned skills to “outside world” through field trips, conferences, research, volunteering, internships and other opportunities.
• The college and units will seek to minimize the number of upper-division classes with 40 or more students.
• The college will support the creation of a range of Research Intensive Bachelors Certificate programs, which provides undergraduate students with opportunities to receive intensive research training, present their research at scholarly conferences, and work as research assistants.
Objective 4.1 and 3 Actions

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Objective 4-2. The college will foster a culture where teaching excellence is expected, measured and rewarded.

Action Items
- The college Dean will create an Ad Hoc Teaching Evaluation Committee whose charge will be to develop strategies for evaluate teaching excellence, independent of teaching evaluations as they have been shown to be biased.
- The college and units will develop a Teaching Excellence speaker series for faculty and graduate students.
- The college and units will work to advance nominations and develop supporting materials that can yield an increase in the number of college, university, and national teaching awards won by faculty and teaching assistants.
- The college Dean will create a “COSSPP Teacher of the Year” program that recognizes one tenure track faculty member and one specialized faculty member for their teaching excellence each academic year.

Objective 4.2 and 4 Actions

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Objective 4-3. The college will make investments and pursue strategies that support interdisciplinary learning experiences and activities.

Action Items
- The college and units will work to increase the number of permanent faculty that teach in interdisciplinary programs.
- The college and units will seek to increase the number of research opportunities available to students enrolled in the interdisciplinary programs, including travel to interdisciplinary conferences.
- The Dean will oversee the creation of a college-level prize that recognizes exemplary interdisciplinary social science research conducted at the undergraduate and graduate levels.
- Academic departments will review and update their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the desire to award appropriate credit to faculty who undertake interdisciplinary work in their research or in the classroom.

**Objective 4.3 and 4 Actions**

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**Objective 4.4. The college will pursue strategies to enhance student connections to government, industry, non-profit, and community leaders, successful alumni, and high profile academic leaders.**

**Action Items**
- The college and units will seek to increase the number of alumni, government officials, and public policy leaders who speak in courses and at events.
- The college and units will seek to 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

**Objective 4.4 and 3 Actions**

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**Objective 4.5. The college will expand opportunities for students to seek and secure employment or continued study upon graduation.**
Action Items

- The college and units will work the Career Center to increase the number of internship opportunities for students.
- The college and units will work with the Career Center to network with local alumni, state agencies, lobbying groups, and non-profits to expand Tallahassee internship opportunities for students.
- The college will work with The Washington Center, the Washington Internship Student Experience program, and other groups to expand internship opportunities in the Washington, DC area.
- The college Academic Affairs office and units will work with the Career Center to better track job placements, average salaries, and job satisfaction over time for alumni.
- The college Academic Affairs office and units will work with the Career Center to augment and improve career counseling services and job fairs for undergraduate students.
- College units will track the placement of PhD graduates in academic positions, with a preference for those who achieve placements at peer or aspirant universities or programs.

**Objective 4.5 and 6 Actions**

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**Comments:**

Section III. Promote a Culture of Evidence-Based Policy Analysis, Engagement, Outreach, and Service

Goal #5: The college’s Centers, Institutes, and Departments will serve as a leading source for evidence-based policy analysis, community engagement, outreach, and service.

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**Comments:**

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Objective 5.1: Each of the college’s Centers and Institutes will clarify and advance their policy analysis, community engagement, outreach, and service missions.

Action Items
- Drawing from their guiding documents (e.g. mission statements, bylaws, etc.) and engagement with relevant stakeholders, each Center, Institute, and Department will undertake an assessment of their role(s) and constituencies in providing policy analysis, community engagement, outreach, and service activities.
- Each Center, Institute, and Department will evaluate if and how they incentivize, penalize, and/or reward policy analysis, community engagement, outreach, and service in their annual evaluations of faculty and staff.
- Each Center, Institute, and Department will update its Mission Statement, Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the expectations and mission of the unit in regards to the provision of policy analysis, community engagement, outreach, and service activities.

Objective 5.1 and 3 Actions

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Comments:

Objective 5.2: The college will grow its reputation as an acknowledged source for evidence-based policy analysis, community engagement, and service on the FSU campus.

Action Items
- The Dean will oversee the completion of a scan and assessment of the ways units currently provides expert service, analysis, and advice to the FSU campus.
- The Dean will form an Engagement, Outreach, and Service Committee to assess and provide advice on advancement of this objective.
- The college, in concert with individual units, will identify ways and seek resources to incentivize and reward FSU campus-focused policy analysis, community engagement, and service activities by units.

Objective 5.2 and 3 Actions
Objective 5.3: The college will grow its reputation as an acknowledged source for cutting-edge, evidence-based policy analysis, community engagement, and service to communities in North Florida and South Georgia.

Action Items
- The Dean will oversee the completion of a scan and assessment of the ways units currently provides expert service, analysis, and advice to the regional community.
- The Dean will form an Engagement, Outreach, and Service Committee to assess and provide advice on advancement of this objective.
- The college, in concert with individual units, will identify ways and seek resources to incentivize and reward regionally-focused policy analysis, community engagement, and service activities by units.

Objective 5.3 and 3 Actions

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Comments:

Objective 5.4: The college will grow its reputation as an acknowledged source for cutting-edge, evidence-based policy analysis, community engagement, and service to the State of Florida and communities across the state.

Action Items
- The Dean will oversee the completion of a scan and assessment of the ways units currently provides expert service, analysis, and advice to the State of Florida.
- The Dean will form an Engagement, Outreach, and Service Committee to assess and provide advice on advancement of this objective.
- The college, in concert with individual units, will identify ways and seek resources to incentivize and reward regionally-focused policy analysis, community engagement, and service activities by units.

Objective 5.4 and 3 Actions

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Objective 5.5: The college will grow its reputation as an acknowledged source for cutting-edge, evidence-based policy analysis, community engagement, and service to the public, private and non-profit organizations outside of Florida.

Action Items
- The Dean will oversee the completion of a scan and assessment of the ways units currently provides expert service, analysis, and advice to the organizations outside of Florida.
- The Dean will form an Engagement, Outreach, and Service Committee to assess and provide advice on advancement of this objective.
- The college, in concert with individual units, will identify ways and seek resources to incentivize and reward unit level policy analysis, community engagement, and service activities in the United States and abroad.

Objective 5.5 and 3 Actions

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Section IV. The Pursuit of Programmatic, Faculty, and Student Excellence

Goal #6. The college will foster and support a culture consistent with being a preeminent home for social science and public policy research.

Objective 6.1: The college will promote faculty evaluation practices that promote a culture where premier scholarly research is expected and becomes the norm.
Action Items
- Academic departments will identify and list premier journals and academic presses in their discipline, in a way that is consistent with journal and academic press rankings at other preeminent universities.
- Academic departments will review and update their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the desire to see publications submitted to and published in premier journals and with premier academic publishers.
- Academic departments will identify practices for tracking and reporting the impact of faculty scholarship, including but not limited to scholarly citations, invitations to give talks, and popular media exposure.
- Academic departments will review and update their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the desire to see increase the impact of faculty scholarship.

Objective 6.1 and 4 Actions

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Comments:

- Objective 6.2: The college will make investments and seek funding to provide faculty and doctoral students with the tools and resources necessary to produce research in premier outlets.

Action Items
- The college and units will increase the number and amount of summer research grants available to research active faculty.
- The college will increase the number of semester-long research sabbaticals to research active faculty.
- The college will work with centers and institutes to secure resources, computing infrastructure, data, and space to promote and support faculty and doctoral student research.
- The college will continue to aggressively fundraise to secure professorships and research chairs to support highly active research faculty.
- The college work to secure and provide resources to offer doctoral student stipends and other support that compare favorably with peer and aspirant universities.
The college and units will continue to work to provide core infrastructure to support world-class social science research, which may include the development of a Public Policy Institute that supports a variety of research methods, including quantitative analysis, qualitative analysis, experimental design, survey research, GIS, data management, data science, and data visualization.

**Objective 6.2 and 6 Actions**

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**Comments:**

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**Objective 6.3: The college will seek resources and make investments to enhance the college’s visibility and reputation for scholarly excellence.**

**Action Items**

- The college and units will increase the number of visiting scholars to present research and take part in scholarly events.
- The college and units will make available resources to support greater numbers of research symposia and other scholarly events.
- The college and units will increase support for faculty and doctoral student travel to premier scholarly conferences.
- The college and units will 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.
- The college and units will provide support to faculty in their pursuit of national and international awards and honors.
- The Dean, or the Associate Dean for Research, will work to support activities that yield an increase the number of doctoral students who receive National Science Foundation Graduate Fellowships, Dissertation Enhancement Grants, or other prestigious fellowships.

**Objective 6.3 and 6 Actions**

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**Comments:**

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Goal #7: The college will pursue investments and strategies that help to secure the financial resources necessary to rank among preeminent centers for social science and public policy research.

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Comments:

Objective 7.1: The college will work to increase the number and annual amount of financial gifts from alumni and friends.

Action Items

- The Dean, working with the college leadership, will develop and disseminate a vision for the college as a preeminent center for social science and public policy research.
- The Dean will work with college leadership, unit leadership, and faculty to share the college’s vision in an effort to strengthen connections with alumni and friends.
- The Dean, working with the Assistant Dean for Development, the Chief of Staff, and leadership/staff in individual units, will develop strategies and pursue investments for better engaging alumni, which may include the creation of Alumni Boards, incentives for encouraging alumni and students to give back to the college.
- The Dean, working with the Assistant Dean for Development, the Chief of Staff, and leadership/staff in individual units, will develop strategies and actions to better track alumni so as to foster future opportunities for collaboration, giving back, and celebrate accomplishments of our graduates.

Objective 7.1 and 4 Actions

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Comments:

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**Objective 7.2:** The college will make investments and pursue strategies that can yield annual increases external research funding.

**Action Items**

- The Dean, through the Associate Dean for Research, will undertake a scan to identify appropriate and external funding opportunities that can support scholarly research.
- The Dean, through the Associate Dean for Research, will develop and disseminate best practices for securing funding from federal, state, local, industry, and foundation sources.
- The Dean, through the Associate Dean for Research and unit leadership, will develop an incentive system to encourage faculty and doctoral students to pursue funded research opportunities.
- Academic departments will review and update their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the desire to award appropriate credit to faculty who secure outside funding.

**Objective 7.2 and 4 Actions**

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**Comments:**
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