COSSPP STRATEGIC DIRECTIONS COMMITTEE WORKSHOP #2
Wednesday, November 7, 2018

SDC Workshop #2 Objectives

- To review the College's Strategic Directions Process and Meeting #1 outcomes.
- To review, discuss draft mission concepts and refine a draft mission statement for workshops with Departments and Centers.
- To review, discuss, and refine a draft list of COSSPP core values.
- To review, discuss, and refine a draft vision and related vision themes.
- To review, discuss, and refine a draft COSSPP diversity statement.
- To clarify next steps, schedule and assignments going forward.

SDC Workshop #2 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 #1 Summary Report**

8:40   **Review, discuss draft mission concepts and refine a draft mission statement**

9:30   **Review, discuss, and refine a draft list of COSSPP core values**

10:00   **Stretch Break**

10:10   **Review, discuss, and refine a draft vision and related vision themes from Meeting #1**

10:50   **Review, discuss, and refine a draft COSSPP diversity statement**

11:15 a.m.   **Next Steps**
- Review of outcomes and assignments.
- Review of Department and Center Input Sessions
- Written Workshop Evaluation.

11:30 a.m.   *Adjourn*

COLLEGE OF SOCIAL SCIENCES AND PUBLIC POLICY
STRATEGIC DIRECTIONS PROCESS

July-September 2018

SETTING THE COURSE

Design Strategic Directions Process
Conduct Faculty Questionnaire #1

SEPT. 2018

September 2018

1st Strategic Directions Committee (SDC) Meeting

October 2018

2nd SDC Meeting-Preparation for Departmental & Interdisciplinary Input Meetings

November-December 2018

SEEKING INPUT
Departmental, Interdisciplinary, Staff & Student Strategic Direction Input meetings

Jan-Apr. 2019

INTEGRATING & ALIGNING
SDC Meetings #3-7 to develop recommenda-tions to the Dean
2nd Faculty SD Questionnaire

MAY 2019 STRATEGIC DIRECTIONS PLAN

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.

November 7, 2018
- **COSSPP Strategic Directions Committee Meeting #2.** Review and refine the products of Retreat #1 (mission, vision themes, diversity statement). Review the agenda for proposed Departmental, Interdisciplinary, Staff and Student meetings and assignments.

B. SEEKING INPUT ON STRATEGIC DIRECTIONS- OCTOBER-DECEMBER 2018

November/December 2018
- **Departmental Strategic Direction Input Meetings** (faculty): Six departmental workshops to review the draft mission, vision themes, and diversity statement, and 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 themes, and diversity statement, and 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

Early January 2019
- **COSSPP Strategic Directions Committee Meeting #3- 1:00- 5:00 p.m.** Review input from Fall 2018 input workshops and meetings. Refine, as needed the products based on input (mission, vision, and diversity statement) and develop initial goal statements and objectives.
- Convene and charge Committee drafting teams for developing goal areas. (3-4 based on the vision themes identified in retreat #1 and refined over the Fall based on input from Departments, interdisciplinary programs, students and staff). Each drafting team will meet between Committee meetings to develop draft recommendations for goals, objectives, strategic actions and implementation guidance.

Early February 2019
- **Strategic Directions Committee Meeting #4.** 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.

Early March 2019
- **Strategic Directions Committee Meeting #5.** Review, rate and refine and provide additional feedback to drafting teams on their output and draft recommendations.

Late March 2019
- **Strategic Directions Meeting #6**. Review and refine and seek consensus on draft recommendations to the Dean with implementation recommendations regarding alignment with Department plans for a ten-year College Strategic Plan 2019-2019.
- **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.

Late April 2019
- **Strategic Directions Meeting #7.**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, 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 DRAFT MISSSION STATEMENT WORKSHEET

A mission statement defines what an organization is, why it exists, its reason for being. An effective COSSPP mission statement should address the following: Establish the identity of the COSSPP; state the COSSPP's purpose; be consistent with mandates and resources; motivate action and inspire support; be clear and concise.

Instructions: Below are alternative draft mission statements developed by the facilitators with different foci and similar language drawn from suggestions in the SDC Meeting #1 discussion and COSSPP Questionnaire responses. Please review and provide an initial rating for each. We will initially compile ratings and discuss the acceptability of the alternative statements. We then will seek suggestions for a draft mission statement to use for feedback in the upcoming COSSPP Input sessions.

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." *(Questionnaire Acceptability Rating 3.2 of 5)*

Alternative Mission Statement Concepts

Draft A Focus: Center of public policy research and teaching innovation for Florida and beyond

The College of Social Sciences and Public Policy serves as the center of public policy research and teaching innovation for Florida and beyond by championing diversity and inclusion in its programs across a broad array of ideas, insights, cultures and sectors. The College produces compelling scholarship that informs policymakers and practitioners as well as its teaching and community service. It provides promising students from all backgrounds the policy knowledge and skills needed to step up as the next generation of leaders, citizens and scholars and make a positive difference in organizations, 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*

Comments:

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Draft B Focus: Center of public policy research, teaching, and diversity champion.
The College of Social Sciences and Public Policy serves as the center of public policy research and innovation for Florida and beyond by championing diversity and inclusion in its programs. The College combines compelling scholarship, excellent teaching and community involvement to provide promising students from all backgrounds the policy knowledge and skills needed to step up as the next generation of leaders, citizens and scholars.

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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Draft C Focus: Creating public policy knowledge and sharing diverse expertise, making a positive difference
The College of Social Sciences and Public Policy is dedicated to creating public policy knowledge and sharing diverse expertise through world-class scholarship, teaching, and community engagement designed to guide the current and next generation of leaders, citizens and scholars and make a positive difference in organizations, 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

Comments:
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Draft D Focus: Unique intersection of fields and Interdisciplinary programs prepares current and future leaders, practitioners and scholars to effect positive change.
The College of Social Sciences and Public Policy incorporates the best practices in scholarship, research, teaching and service in the fields of economics, geography, political science, public administration, sociology, urban planning and interdisciplinary programs in social science, African American studies, demography, international studies and public health. The unique intersection of these disciplines and applied centers within one college allows for academic cross-collaboration and education that values diverse perspectives at the macro- and micro- organizational, community and governmental levels. It prepares the next generation to assume leadership roles and effect positive change as practitioners, researchers, and policymakers in the public, private, and non-governmental sectors.

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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Questionnaire Results on Mission Effectiveness

Acceptability Rating Scale	Avg.	Very Effective	Effective	Somewhat Effective	Less Effective	Ineffective	Don't Know
		5	4	3	2	1	
Ratings	3.2	8	33	26	8	10	2
SUMMARY OF MISSION EFFECTIVENESS COMMENTS *Listed in order of frequency from questionnaire*							

1. Lack of College identity; generic, bland, boilerplate (22)
2. Serving as a center of public policy research (15)
3. Clarify or delete "first class" research (7)
4. Reference students acquiring skills, not just instruction (6)
5. Reference diversity (5)
   Clarify "professional development" (5)
6. Service and community outreach lacking (4)
7. Align with FSU mission (2)
   Reference interdisciplinary teaching and research (2)
8. Reference role of social science scholars in a more just and equitable society (1)
   Reference character and intellectual capacity (1)
   Add dissemination (1)

DRAFT COSSPP VALUES[1]

A *value* is a belief that guides your choices and action. Core values are the fundamental shared beliefs which form the foundation on which we conduct ourselves.

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

A. **Supporting policy research that informs and matters with a local to global orientation**

B. **Deeply engaging in and supporting evidence based policy making**

C. **Providing teaching that empowers and inspires and committing to our students' success**

D. **Building a dynamic diverse and inclusive culture of people and ideas.**

E. **Facilitating collegiality and a collaborative approach**

Rate the acceptability of these value concepts

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 and Suggestions for Edits or Additional Values:

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[1] For examples of core values see, Duke University Sanford School Values and Principles https://sanford.duke.edu/about-us/our-values-principles, See, UCF School of Public Administration for examples of ethical and professional principles https://www.cohpa.ucf.edu/publicadmin/strategic-plan/

DRAFT COSSPP VISION STATEMENT

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.

COSSPP leads 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 offers solutions to social and policy challenges and makes 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*

Comments:
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Vision themes are the elements that characterize and encompass the desired future for COSSPP.

Draft Vision Themes- 2030 *(based on SDC September discussion & COSSPP Questionnaire responses)*

A. Strengthen the College's reputation as the focal point for social science public policy disciplinary and interdisciplinary research and education on public policy challenges in Florida and beyond.
B. The College's centers and departments serve as the source of service and policy expertise to leaders at the state, community, national, and international levels.
C. The College recruits and retains quality and diverse faculty and staff to foster and support exceptional scholarship and innovative teaching in a dynamic intellectual and collegial environment.
D. The College supports both the diversity and the success of undergraduate and graduate students on campus and beyond.

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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DRAFT COSSPP DIVERSITY AND INCLUSION STATEMENT

Several FSU departments, colleges and programs[2] have established diversity and inclusion statements. It is addressed as a goal in the FSU Strategic Plan.[3] There is also a brief FSU diversity statement[4]

Draft COSSPP Diversity and Inclusion Statement Ideas

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

Rate the acceptability of the draft diversity statement

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

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[2] College of Arts and Sciences https://artsandsciences.fsu.edu/diversity-statement. College of Medicine https://med.fsu.edu/?page=CouncilDiversityInclusion.Home ,Department of Philosophy https://philosophy.fsu.edu/graduate-study/diversity-statement-demographics, Biology https://www.bio.fsu.edu/diversity_statement.php

[3] FSU Strategic Plan Goal #3 Realizing the Full Potential of Diversity and Inclusion. Across the nation, institutions of higher education are struggling to build meaningful community from an increasingly diverse student body. With programs like Unconquered Scholars, FSU is redefining what inclusion can mean on college campuses—which has led to our being named one of only 10 "Diversity Champion" universities nationally by INSIGHT Into Diversity magazine. Our approach starts with a belief that diversity is about more than a particular head count: it must reflect the quality and depth of interactions. By valuing, celebrating and leveraging the differences and similarities within our community, we create a fertile environment for problem-solving—one that is more inventive and compassionate. We're proud that our cohesive community has become a signature of the FSU experience. But we can, and we will, do more.
- Increase the diversity of FSU's student body, faculty, and staff.
- We will set and pursue aggressive goals to enroll students and recruit and retain faculty and staff at all levels of the University who reflect the diversity of Florida and our nation.
- Expand and strengthen academic and co-curricular programs, as well as administrative initiatives, that increase diversity and inclusiveness.
- Develop globally and culturally competent students who are prepared to succeed in an increasingly multicultural and international society.

[4] "At Florida State University, diversity and inclusion are not only legal and ethical responsibilities, they are a lifestyle. FSU faculty and students work independently and together to broaden their own world views, to assess their own areas of exclusion and homogeneity, and to explore the complexities of living in relationships that change us." https://faculty.fsu.edu/diversity

SEEKING INPUT ON STRATEGIC DIRECTIONS- NOVEMBER-DECEMBER 2018

- **Departmental Strategic Direction Input Meetings** (faculty): Six departmental workshops to review the draft mission, vision themes and diversity statement, and 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 themes and diversity statement, and 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.

Role of SDC Members

- Help with the convening of Departmental, Interdisciplinary and Center/Institutes meetings.
- Introduce the process and the facilitators at the Workshops.

Draft Departmental and Centers/Institutes Strategic Direction Input Meeting Agendas

0:00	**Welcome Remarks and review of Meeting Objectives- Dean Tim Chapin**
0:05	**Summary and Overview the Strategic Directions Process**
0:10	**Presentation and Input on COSSPP Mission, Vision and Value Statements**
0:25	**Presentation and Input on Vision Themes and Departmental Challenges and Opportunities**
0:55	**Next Steps**
0:60	*Adjourn*