



**COSSPP STRATEGIC DIRECTIONS COMMITTEE ORGANIZATIONAL WORKSHOP
Friday, September 28, 2018**

Proposed Workshop Objectives

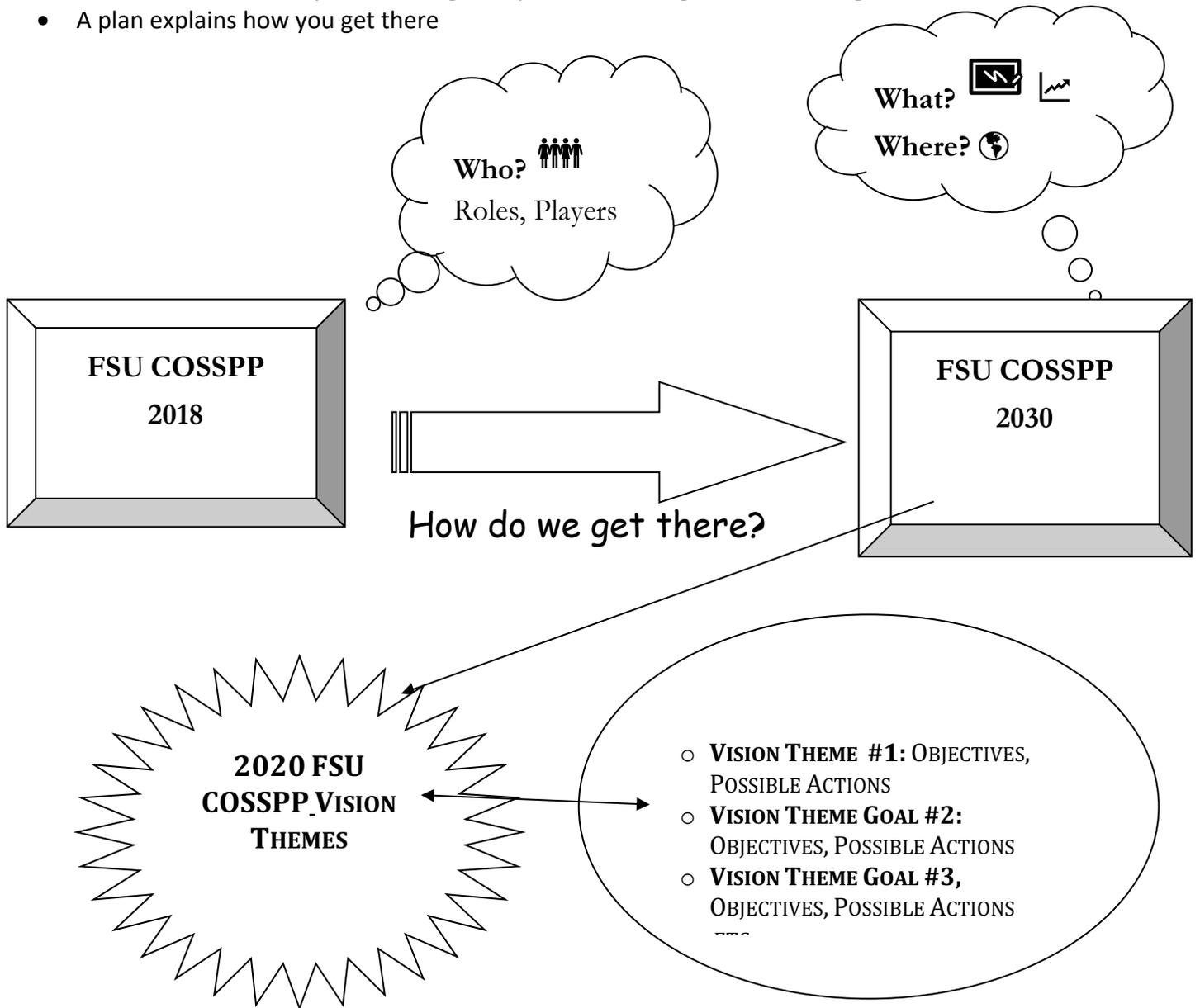
- To review the College's Strategic Directions process and expectations
- To review and discuss the questionnaire results on shared history, strengths and assets, external and internal challenges, and key trends faced by the College
- To review and refine vision themes and goals for a 10-year shared vision of success for the College
- Review COSSPP alignment with the FSU Strategic Plan
- To clarify next steps, schedule and assignments going forward

Draft Workshop Agenda

- 8:30 a.m. **Welcome** Remarks, Introduction of Facilitation team, review of Workshop Objectives- Dean Tim Chapin
- 8:45 **Overview of the Strategic Directions Process & Workshop Guidelines and Roles** (pp 2-7)
- 9:00 **Looking Back- Review of Shared History** Questionnaire responses. (pp 8-9)
- 9:15 **Review of College Mission** and Questionnaire responses (p 10)
- 9:45 **Looking Around-** Factors enhancing and impeding and trends impacting (pp 11-13)
- 10:15 *Break*
- 10:30 **Review of College Areas– Current Strengths and Strategic Focus** (pp 14-21)
Discussion of Questionnaire Results: Undergraduate Program; Doctoral; Masters; Interdisciplinary; Centers/Institutes & External Research Proposals & Funding
- 11:30 **Looking Forward- Shared Vision of Success in 2030** (pp 22-26)
Review Questionnaire Responses on a Vision of Success.
Review, identify and initially test a set of draft 2030 COSSPP Vision Themes
- 12:30 *Working Lunch (boxes on site)*
- 12:45 **Alignment with FSU Strategic Plan** (pp 27-31)
Review of Questionnaire Results on the Six FSU Goals
- 1:15 **How are We Ending?** (pp 32-33) What's next? Review of outcomes and assignments. Written Workshop Evaluations.
- 1:30 p.m. *Adjourn*

STRATEGIC VISIONING- COLLEGE OF SOCIAL SCIENCES & PUBLIC POLICY

- Effective planning begins with a shared vision of the successful destination
- A strategic vision can establish the common ground upon which to build a plan for the future
- A vision shows where you want to go—it provides strategic direction, targets and a focus
- A plan explains how you get there



STRATEGIC DIRECTIONS TIMELINE & PROCESS STEPS



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



July-September 2018
SETTING THE COURSE
Design Strategic Directions Process
Conduct Faculty Questionnaire #1

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 recommendations to the Dean
2nd Faculty SD Questionnaire

MAY 2019
STRATEGIC DIRECTIONS PLAN

SEPT. 2018

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.

October 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- OCTOBER-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 COSSPP 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, goals, objectives) and identify potential strategic actions.
- Convene and charge Committee drafting teams for each goal area. (3-4 based on the vision themes/goals 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 goal, 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.

PROPOSED CONSENSUS AND MEETING GUIDELINES

Proposed Consensus Building Procedure

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.

Proposed 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.

LOOKING BACK: COSSPP SHARED HISTORY-WHERE HAVE WE BEEN?

Looking back, faculty listed the key milestones, people, eras that have made a difference (for better or for worse) for the School:

KEY MILESTONES/ERAS/INITIATIVES	PEOPLE/LEADERS
<ul style="list-style-type: none"> • 1973 College founded • The wisdom of including both traditional social sciences and social science based professions was a smart move from the outset. Each strengthens the other. • 1977- Multidisciplinary Center on Gerontology within the College of Social Sciences' Institute for Social Research • 1979 - My first course in the Bellamy building. The building seemed "dated" then and I believe the elevators are the same and were just as scary as they are today. • In the late 80s and early 90s there was considerable enthusiasm for an international studies focus for the College. By the mid 90s the deanship changed and many departments turned away from an international focus • 1998 - My second stint at COSS - Criminology and Anthropology have moved out. Has no one here ever heard of computers or the Internet? • Dean Cowart directed all departments to create one year applied MS programs that, I think, have been very successful. They play an important role in augmenting the College's Get More than a Degree Program. • The College was an early adopter and supporter of demography as an independent discipline. • Creating a Masters in GIS program. • 1992- Funding for the Pepper Institute. • 1990's Research Center faculty lines and budgetary considerations were "folded back into" academic departments where the silo mentality of specific disciplines quickly reduced such interdisciplinary collaboration to nearly nothing. • 1998- Funding for the creation of Devoe Moore Center. • 2001? - Yearlong move for building wide renovation 	<ul style="list-style-type: none"> • Reuben Askew (Public Administration, 1951), former Florida governor • Lynda Kever (Political Science, 1969), former publisher of Florida Trend Magazine • Tomas Culligan (Political Science, 1973, and Public Administration, 1977), former CEO of Raytheon International, Inc. • Joyce Godwin (Political Science, 1965), a board member of World Vision International as well as many other non-profit organizations • Eric Reading (International Affairs, 1993), executive vice president of Chemonics International. • Dean Charles Cnudde • William Bell, DURP, Gerontology Center • Dean Marie E. Cowart -a transformational dean. • Dean David Rasmussen • Gus Stavros • DeVoe Moore • Claude Pepper • David Macpherson, Econ, Pepper Center 2000's • Mark Isaac • David Cooper Shawn Kantor, Hilton Chair/Center • Dean Tim Chapin

<p>out of Bellamy to the "old" Johnson building. Was scolded for painting my Bellamy office anything other than white.</p> <ul style="list-style-type: none"> • Accepting Koch Foundation money in exchange for partial control over hiring and curriculum • 2003 - Sandy D'Alemberte retires. • Starting the Master's in Public Health Program with admission of 1 student. • 2007 - Filled in the FSU Pool and built HCB. Goodbye lunch hour swims. • The budget crisis of the late 2000s hit our department hard, and in some ways it has never recovered. • 2010+ - Academic Way Garage and Business School parking. Finally something other than the old tennis courts parking. • 2010. College of Social Science added Public Policy to its name (COSSPP) • Losing Eppes professorships and not replacing at the senior levels since 2016 • Xs/Fs lab founded • "Get More Than a Degree" • 2012 & 2016- Two \$1 million dollar endowments were granted from the Bernard Osher Foundation to help sustain and support lifelong learning opportunities to older people in the Tallahassee area. • 2018- MPH graduates 45 students a year with 200 alumni. 	
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Anything missing?

Any surprises?

LOOKING AROUND: FSU COSSPP MISSION WORKSHEET

Questionnaire respondents were asked to review and rated the effectiveness of the current mission statement:

"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."

	Avg .	Very Effective	Effective	Somewhat Effective	Less Effective	Ineffective	Don't Know
Ratings		5	4	3	2	1	
Quest.	3.2	8	33	26	8	10	2
SDC 9-28							

The average rating for the effectiveness of the mission was 3.2 (somewhat effective) on a scale of 5. The large majority of respondents found it to be very effective, effective or somewhat effective. Most suggested the statement needed updating.

SUMMARY OF MISSION EFFECTIVENESS COMMENTS	
<i>Listed In order of frequency from Questionnaire</i>	
1.	Lack of College identity, Generic, Bland, Boilerplate (21)
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.	Align with FSU Mission? (3)
7.	Service and Community outreach lacking. (4)
8.	Reference interdisciplinary teaching and research? (2)
9.	Reference role of social science scholars in a more just and equitable society? (1) Reference character and intellectual capacity? (1) Add dissemination (1)

Use the space below to note your comments and suggestions on how to edit or refine the mission statement:

LOOKING AROUND - FACTORS ENHANCING SUCCESS WORKSHEET

Review the summary of the survey responses below identifying factors.

FACTORS ENHANCING COSSPP SUCCESS <i>Listed In order of frequency from Questionnaire</i>
1. Faculty commitment, quality and recruitment (27)
2. Multidisciplinary focus (16).
3. Quality faculty and student scholarship (14)
4. Strong Leadership (11)
5. Committed staff and student support (8)
6. Policy and community outreach (7)
7. Quality Teaching (6)
8. IT Resources (3)
9. Strategic Planning (3) Job placement (3) Engaged, passionate, high performing students (3) Research Centers (3)
10. Departments as a strength (1) Collegial environment (1) Social media presence (1) Building on strengths (1) Strong alumni network (1) Improved financial climate for College (1) Distance learning income (1) Study abroad (1)

Any missing factors?

Any surprises in the factors identified most often?

Any opportunities these factors might present or provide?

LOOKING AROUND - FACTORS IMPEDING SUCCESS WORKSHEET

Review the summary of the survey responses below identifying factors impeding College success. Respondents identified the key factors currently impeding the College's success. Below are their responses summarized and listed as themes in order by the frequency of responses. The full set of responses are included in the Summary.

FACTORS IMPEDING COSSPP SUCCESS <i>Listed In order of frequency from Questionnaire</i>
1. Tight budgets, lack of transparency, and faculty retention (22)
2. Staffing, management, and administrative support (14).
3. Lack of support and funding for recruiting high quality graduate students (10)
4. Department silos (9)
5. Lack of external grant application support (6)
6. How do centers fit in the College? Are there too many? (4) Lack of an infrastructure to support multidisciplinary work (4)
7. College not a priority for FSU (3) Difficulty recruiting and retaining senior scholars with national reputations (3) Inadequate support for faculty research (3)
8. Strategic Planning (3) Job placement (3) IT Resources (3) Engaged, passionate, high performing students (3) Research Centers (3)
9. Lack of diversity (2) Address sexual harassment (2) Better branding for COSSPP (2) Peer reviewed journals as key metric (2) High teaching load (2) Old facilities and labs (2)
10. Departments as a strength (1) Collegial environment (1) Social media presence (1) Building on strengths (1) Strong alumni network (1) Improved financial climate for College (1) Distance learning income (1) Study abroad (1)

Any missing factors?

Any surprises in the factors identified?

Any challenges presented by the factors identified?

LOOKING AROUND- TRENDS WORKSHEET

Respondents identified the key trends they believed would be driving the School in the coming years. Below are their responses summarized and listed as themes in order by the frequency of responses. The full set of responses are included in the Summary.

TRENDS IMPACTING COSSPP SUCCESS <i>Listed In order of frequency from Questionnaire</i>
1. Lack of Legislative support for the Social Sciences. (20)
2. Declining graduate enrollment (12)
3. Expectation for Job placement/job ready skills (8)
4. Big Data (5) Interdisciplinarity (5)
5. Addressing social and political issues through public scholarship (4) Preeminence designation and funding (4) Changing student and faculty demographics (4) Online courses (4) Aging population (4)
6. Losing top flight researchers (3) Declining federal social science support (3) International focus in an interconnected world (3)
7. Competitiveness of academic job market (2) Race, migrants diaspora (2) Economic inequality (2) Opportunity to align with and seek support for work advancing FSU strategic goals (2) Political correctness and open dialogue (2)
8. Demise of tenure (1) Job/industry focus to justify every discipline (1) Increase in foreign graduate students (1) Social media (1) New Technologies (1) Constrained hiring (1) Impact of recession on centralization of budgeting (1) Autonomous vehicles (1) Artificial intelligence (1) Increasing need for critical thinking skills (1) Socialist movement in the US (1) Souring Town/gown relationship (1)

Any missing trends?

Any surprises in the trends most often identified?

Any challenges or opportunities presented by the trends identified?

RATING THE STRENGTH OF CURRENT COSSPP PROGRAMS AND THEIR FUTURE IMPORTANCE

UNDERGRADUATE DEGREE PROGRAMS

A. UNDERGRADUATE DEGREE PROGRAMS

The FSU College of Social Sciences and Public Policy offers a range of undergraduate degrees through its departments and interdisciplinary programs. Respondents were asked to rate and comment their view on the strength of COSSPP undergraduate programs and rate the importance of focusing on these programs as the College develops its strategic plan.

Current strength of Undergraduate Programs	3.7 of 5 Average	13 of 90 don't know
Importance of future focus on Undergraduate Programs	3.9 of 5 Average	5 of 90 don't know

COMMENTS ON CURRENT STRENGTH OF COSSPP UNDERGRADUATE PROGRAMS

The majority of comments remarked on different areas of overall strength in the College's undergraduate programs but noted larger classes don't contribute to these strengths.

OVERVIEW OF COMMENTS/SUGGESTIONS ON COSSPP'S CRITICAL FUTURE FOCUS	
<i>Listed In order of frequency from Questionnaire</i>	
1. Strategic need for COSSPP undergraduate education (7)	
2. Improve quality and rigor of instruction to attract more students (4)	
3. Enhance student advising and support (3) Promote quantitative & Critical Thinking Skills (3) Attract and prepare undergraduates to go on for graduate study (3)	
4. Improve job placement Raise standards for admittance to the College (2) Publish graduation and placement rates (2) Provide solid interdisciplinary offerings (2)	
5. Expand Social Science Scholars (1) Highlight Graduation Rates in 4 years (1) Research excellence first, teaching follows (1) Expand the "Get more than a degree" initiative (1) Explore dual majoring (1) Funding undergraduates (1) Develop military security and administration (1) Address course size and transferable skills (1)	
What is your reaction to the thoughts offered on current strengths of Undergraduate programs?	What is your reaction to the areas of critical focus going forward for Undergraduate programs?
<i>Any surprises?</i>	<i>Any surprises?</i>

<i>Any guidance for addressing in the strategic directions process?</i>	<i>Any guidance for addressing in the strategic directions process?</i>
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GRADUATE DOCTORAL PROGRAMS

B. GRADUATE DOCTORAL PROGRAMS

The College's core departments and programs offer a wide range of doctoral degree programs. Respondents were asked to rate and comment their view on the strength of COSSPP doctoral programs and rate the importance of focusing on these programs as the College develops its strategic plan.

Current strength of Doctoral Programs	3.4 of 5 Average	<i>11 of 90 don't know</i>
Importance of future focus on Doctoral Programs	4.4 of 5 Average	<i>6 of 90 don't know</i>

COMMENTS ON THE CURRENT STRENGTH OF COSSPP DOCTORAL PROGRAMS

OVERVIEW OF COMMENTS ON COSSPP'S CURRENT STRENGTHS	
<i>Listed In order of frequency from Questionnaire</i>	
1.	Doctoral programs are the lifeblood of the College and its reputation (9)
2.	Doctoral placements determine strength of the College's doctoral programs (8)
3.	Strong doctoral programs in the College are limited by non-competitive funding levels (5)
4.	Program quality varies (3)
5.	Consistent with a mid-ranked state university, not a leader (2) Rushed pace of getting PhD students through (2) High but not exceptional quality graduate students (2) Economics doctoral program (2)
6.	Post-doctoral programs (1) Incentives lacking for getting research oriented students published (1) Declining doctoral cohorts Loss of prominent senior scholars impacts recruiting (1)

COMMENTS ON CRITICAL FUTURE FOCUS FOR COSSPP DOCTORAL PROGRAMS

OVERVIEW OF COMMENTS/SUGGESTIONS ON CRITICAL FUTURE FOCUS <i>Listed In order of frequency from Questionnaire</i>
1. Emphasize doctoral degree programs, graduation rates to advance recognition (14)
2. PhD education and recruiting top students is critical (9)
3. Address graduate funding and other restraints (8)
4. Job placement (3)
5. Promote post-doctoral programs (1) Creative thinking and effective presentation of ideas (1) Productive researchers (1) Hiring new senior faculty recruit doctoral students (1) Focus on policy areas of critical importance (1) Research progress monitoring (1)

What is your reaction to the thoughts offered on current strengths of COSSPP doctoral programs?	What is your reaction to the areas of critical focus going forward for COSSPP doctoral programs?
<i>Any surprises?</i>	<i>Any surprises?</i>
<i>Any guidance for addressing in the strategic directions process?</i>	<i>Any guidance for addressing in the strategic directions process?</i>

GRADUATE MASTER'S PROGRAMS

C. GRADUATE MASTER'S PROGRAMS

The College's core departments and programs offer a wide range of master's degree programs. Respondents were asked to rate and comment their view on the strength of COSSPP master's degree programs and rate the importance of focusing on these programs as the College develops its strategic plan.

Current strength of Doctoral Programs	3.6 of 5 Average	<i>9 of 90 don't know</i>
Importance of future focus on Doctoral Programs	3.8 of 5 Average	<i>8 of 90 don't know</i>

The majority of comments remarked on different areas of overall strength in the College's master's programs with high quality students being educated and trained for

professional fields in nationally visible and respected degree programs. These programs help to fund the doctoral programs but are not sufficiently marketed.

COMMENTS ON CRITICAL FUTURE FOCUS FOR COSSPP MASTER’S PROGRAMS

OVERVIEW OF COMMENTS/SUGGESTIONS ON CRITICAL FUTURE FOCUS <i>Listed In order of frequency from Questionnaire</i>	
1. Update curricula (3)	
2. Skills employers need (2) Graduate programs and preeminence (2) Financial aid (2) Marketing programs (2) Joint research less likely (2) Master’s programs revenue potential (2)	
3. Moving the needle on policy and social programs (1) Partnerships (1) Short duration programs, manageable workload (1) Encourage undergrads to enroll in BS/MS (1) Faculty disincentives (1) Job placement (1) New programs (1) Master’s degrees are not desired by all departments (1)	
What is your reaction to the thoughts offered on current strengths of COSSPP master’s programs?	What is your reaction to the areas of critical focus going forward for COSSPP master’s programs?
<i>Any surprises?</i>	<i>Any surprises?</i>
<i>Any guidance for addressing in the strategic directions process?</i>	<i>Any guidance for addressing in the strategic directions process?</i>

INTERDISCIPLINARY PROGRAMS

D. INTERDISCIPLINARY PROGRAMS

Our world is highly interdisciplinary. To one degree or another, solutions to social, political, and economic problems do not lie in a single disciplinary focus. Respondents

were asked to rate and comment their view on the strength of COSSPP interdisciplinary programs and rate the importance of focusing on these programs as the College develops its strategic plan.

Current strength of Interdisciplinary Programs	3.2 of 5 Average	<i>20 of 90 don't know</i>
Importance of future focus on Interdisciplinary Programs	3.8 of 5 Average	<i>13 of 90 don't know</i>

COMMENTS ON THE CURRENT STRENGTH OF COSSPP INTERDISCIPLINARY PROGRAMS

OVERVIEW OF COMMENTS ON COSSPP'S CURRENT STRENGTHS <i>Listed In order of frequency from Questionnaire</i>
1. Interdisciplinary program strengths (9) Quality varies (9)
2. Programs (5)
3. Investment in faculty lines and staff (3)
4. Leadership (2)
5. Faculty and retention (1) Administrative support (1) Incentives for collaboration (1) Emergency management and homeland security (1)

COMMENTS ON CRITICAL FUTURE COSSPP FOCUS ON INTERDISCIPLINARY PROGRAMS

OVERVIEW OF COMMENTS/SUGGESTIONS ON CRITICAL FUTURE COSSPP FOCUS <i>Listed In order of frequency from Questionnaire</i>
1. Societal need for interdisciplinary approaches (5) Student success and job placement (5)
2. Value of an interdisciplinary social science degree (3)
3. Students provided opportunities and included in greater College environment (2) Interdisciplinary programs support College mission (2) Coordination and communication among interdisciplinary programs and departments New hires (2) Disciplinary and/vs. interdisciplinary programs (2)
4. Integration into College infrastructure (1) Programs (1) Funding resources (1) Academic staff support (1) Interdisciplinary preparation for grad school (1) Developing and maintaining programs (1) Focus on developing and supporting a couple interdisciplinary programs- e.g.aging (1)

What is your reaction to the thoughts offered on current strengths of COSSPP interdisciplinary programs?	What is your reaction to the areas of critical focus going forward for COSSPP interdisciplinary programs?
<i>Any surprises?</i>	<i>Any surprises?</i>
<i>Any guidance for addressing in the strategic directions process?</i>	<i>Any guidance for addressing in the strategic directions process?</i>

CENTERS AND INSTITUTES

E. CENTERS/INSTITUTES

The College hosts a number of centers and institutes that continually contribute to their respective academic, policy, and practitioner communities and enrich the opportunities of our students. Respondents were asked to rate and comment their view on the strength of COSSPP centers and institutes and rate the importance of focusing on these programs as the College develops its strategic plan.

Current strength of Centers/Institutes	3.3 of 5 Average	19 of 90 don't know
Importance of future focus on Centers/Institutes	3.7 of 5 Average	17 of 90 don't know

COMMENTS ON THE CURRENT STRENGTH OF COSSPP CENTERS AND INSTITUTES

OVERVIEW OF COMMENTS ON COSSPP'S CURRENT STRENGTHS <i>Listed In order of frequency from Questionnaire</i>
1. Centers' strengths and value (11)
2. Quality varies (9)
3. Centers funding and role in research and teaching (3) Centers missions and purposes poorly understood (3) Address reputation of bias by showcasing rigorous research and education (3)
4. Student involvement (1) Centers vs. Departments (1) Fewer centers (1)

COMMENTS ON CRITICAL FUTURE COSSPP FOCUS ON CENTERS AND INSTITUTES

OVERVIEW OF COMMENTS/SUGGESTIONS ON CRITICAL FUTURE COSSPP FOCUS <i>Listed In order of frequency from Questionnaire</i>
1. Departments and Centers- review management structure, faculty lines and budgets

(5)
2. Center strengths and value
3. Centers and departments working together produce meaningful policy research (3) Partnerships for research and education (3)
4. Build on and support institutes and centers aligned with the College mission and plan (2)
5. Disciplinary vs. policy focus (1) Bridge to Practitioner Policy Communities (1)

What is your reaction to the thoughts offered on current strengths of COSSPP centers and institutes?	What is your reaction to the areas of critical focus going forward for COSSPP centers and institutes?
<i>Any surprises?</i>	<i>Any surprises?</i>
<i>Any guidance for addressing in the strategic directions process?</i>	<i>Any guidance for addressing in the strategic directions process?</i>

EXTERNAL PROPOSALS AND FUNDING

F. EXTERNAL PROPOSALS AND FUNDING

Current strength of External Proposals and Funding	2.8 of 5 Average	<i>18 of 90 don't know</i>
Importance of future focus on External Proposals and Funding	4.3 of 5 Average	<i>11 of 90 don't know</i>

COMMENTS ON CURRENT COSSPP STRENGTHS OF CENTERS AND INSTITUTES

OVERVIEW OF COMMENTS ON COSSPP'S CURRENT STRENGTHS <i>Listed In order of frequency from Questionnaire</i>
1. College external funding support historically weak but improving (14)
2. External funding support effectiveness (4)
3. More incentives and seed funding needed (2) Centers as source of external funding (2) Importance of external funding for the College (2) Address "free riders" (2)
4. Social science vs. classical science communities (1)

COMMENTS ON CRITICAL FUTURE COSSPP FOCUS ON EXTERNAL PROPOSALS AND FUNDING

OVERVIEW OF COMMENTS/SUGGESTIONS ON CRITICAL FUTURE COSSPP FOCUS <i>Listed In order of frequency from Questionnaire</i>	
1. Prioritize, incentivize, and reward seeking external research support (13)	
2. Seek new avenues of support (5)	
3. College Support for grant writing (4)	
4. Sponsored research and the College (2) Work with Centers to draw on alumni from public, private and nonprofit sector employers for funded research partnership opportunities (2) Seek state and local government and association research partnerships (2)	
5. Research productivity and College profile (1) Research agendas not suited for external funding (1) How much can the College directly control? (1)	

What is your reaction to the thoughts offered on current strengths of COSSPP external proposals and funding?	What is your reaction to the areas of critical focus going forward for COSSPP external proposals and funding?
<i>Any surprises?</i>	<i>Any surprises?</i>
<i>Any guidance for addressing in the strategic directions process?</i>	<i>Any guidance for addressing in the strategic directions process?</i>

LOOKING FORWARD- ENVISIONING SUCCESS FOR THE COLLEGE IN 2030

“If one does not know to which port one is sailing, no wind is favorable.” – Seneca

Strategic visioning requires members of the College to understand the College’s past, its current position, and possible directions it could take towards a positive future. The College’s strategy should be a combination of its desired end goals based on the vision of success and the policies that it will enact to reach those goals. A well-crafted mission and vision can steer the College toward systemic and strategic policies and changes that will help its vision of success become reality.

A. AN UNDESIRABLE PICTURE OF THE FUTURE FOR THE COLLEGE IN 2030

Before thinking about a successful future, respondents were asked to briefly describe what an undesirable potential picture of the College could look like in 2030. Below is an overview and listing of the comments.

UNDESIRABLE PICTURE OF COSSPP IN 2030 <i>Listed In order of frequency from Questionnaire</i>
1. Declining faculty and growing adjunct numbers and sagging reputation (12)
2. Students shortchanges and student quality is mixed (10)
3. Stagnation (6)
4. A divisive College without a plan and resources (4) No legislative support for College mission (4) A less interdisciplinary approach (4) Facilities decline, parking still an issue (4)
5. Innovation tied to money (3)
6. Departments diminished and don’t cooperate (2)
7. Same level of diversity (1) We have become a degree mill (1) Failing leadership (1) Anti-intellectual (1) No external funding (1)

Anything missing from this picture of failure?

Any surprises?

B. ENVISIONING A SUCCESSFUL FUTURE FOR THE COLLEGE IN 2030

Respondents were asked to envision a successful future for the College in 2030 in which everything is going right by answering the following three vision questions:

1. The year is 2030 and you are describing to an incoming cohort of students the stellar accomplishments of the College over the past decade in advancing towards its vision of success established in 2018. What would you tell them?

A SUCCESSFUL FUTURE FOR COSSPP IN 2030 <i>Listed In order of frequency from Questionnaire</i>
1. National and state recognition of programs and world class faculty (17)
2. Students and alumni success in the workplace and society (9)
3. Creative, interdisciplinary researchers and students addressing social challenges (8)
4. Dynamic intellectual environment to address public policy issues (4) Dedication to gender and racial diversity (4) More undergraduate research opportunities (4) Graduate students are placed into other R1 universities (4)
5. Student support to excel (2) Research excellence top priority (2) Improved facilities and technology (2) Quality teaching (2)

2. What would the College be doing in 2030 that is different from what it is doing today?

WHAT WOULD COSSPP BE DOING DIFFERENTLY IN 2030 ? <i>Comments listed In order of frequency from Questionnaire</i>
1. Recruiting out of state and international graduate students (4)
2. Adaptive, nimble, responsive to positive change but grounded in ideals of scholarship and teaching (2) Real world undergraduate training and job placement (2) Stable funding (2) Competing with peer and aspirational institutions (2)
3. Positive change for the future of Florida (1) Increase diversity of faculty (1) More flexible course offerings (1) Greater outreach to the community (1) Centers and Departments working together (1) Student learning, small classes (1) Focus on research quality (1) Faculty retention and teaching loads (1) Culture change in seeking excellence Greater collaboration with centers and department Interdisciplinary connections among faculty and students Exploring organizational structures to bring more synergy in College departments

3. What themes do you think characterize and encompass the desired future for the College in 2030?

WHAT ARE THE COSSPP 2030 VISION THEMES ? <i>Comments listed In order of frequency from Questionnaire</i>	
1.	Fostering exceptional policy scholarship (11)
2.	College with a reputation as the focal point for the interdisciplinary study of and teaching about Florida’s public policy challenges (9)
3.	Recruiting and retaining quality faculty (5) Promoting teaching innovation and excellence (5) Building on the College’s reputation and strengths and addressing challenges through shared leadership, collaboration and teamwork (5) Recruiting quality and diverse undergraduate and graduate students and ensuring their success on campus and beyond (5)
4.	Engaging with policy stakeholders, the community and College alumni (4)

COSSPP DRAFT 2030 VISION THEMES WORKSHEET

Take a moment to list below possible vision themes and then offer up for discussion any candidate “vision themes,” in light of the vision statements summarized from Questionnaire above.

Vision themes should help to cover and characterize the constituent elements and encompass the desired future of the College in 2030. These themes in turn will in turn serve as a draft goal framework.

Examples of themes based on the vision of success responses might include:

- A. Build on and strengthen the College’s reputation as the focal point for social science public policy disciplinary and interdisciplinary research and education on Florida’s challenges through shared leadership and teamwork
 - B. Recruit and retain quality and diverse faculty to foster exceptional scholarship in a dynamic intellectual environment
 - C. Promote undergraduate and graduate teaching innovation and excellence with Department and centers.
 - D. Support and ensure the success of undergraduate and graduate students on campus and beyond.
 - E. Provide service and policy expertise to leaders at the state and community levels through centers and departments
 - F. Secure the resources and support needed to achieve preeminence as a College
- *Do the vision themes identified adequately characterize the desired future for the College in 2030?*
 - *Is there anything that is important to the College’s future success that cannot be addressed or covered by these themes?*

ENVISIONING COSSPP SUCCESS IN 2030

DRAFTING GOAL STATEMENTS AND RELATED ACTIONS FOR VISION THEMES *(2nd SDC Meeting)*

<p>A goal should be simply stated and describe a positive new future of what you want the final outcome to be in relation to the vision theme.</p> <ul style="list-style-type: none"> • Goals are broad • Goals are general intentions • Goals are intangible • Goals are abstract • Goals are generally difficult to measure 	<p>Objectives are specific, measurable steps that can be taken to move towards the positive change suggested by the goal</p> <ul style="list-style-type: none"> • Objectives are narrow • Objectives are precise • Objectives are tangible. • Objectives are concrete. • Objectives are measurable
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Writing the Goal Statements and Specific Actions

1. Begin individually to consider rough-draft form ideas/statements, and then work together to build your draft goal statement(s).
2. To help clarify the goal statement consider some specific actions that can mobilize energy and individuals and advance the movement toward the vision of success.

NOTE: This is hard work! Rely on your listening skills in working together. Frame all goal statements in the affirmative. In essence you will “backcast” as you work to identify innovative ways to bring into existence the “preferred future” for the College that you have envisioned.

Tips for Writing COSSPP Goal Statements

As you draft your goal statement(s), ask yourselves the following:

- Is it imaginative, provocative and interesting? Does it stretch, challenge, or innovate?
- Is it what we want? Will people get passionate about it and defend it?
- Is it stated in affirmative, bold terms and in the present tense, as if it was already happening?

General Criteria for Strategic Areas & Issues

Importance:	Judged from your perspective, is this action critically important in helping the College achieve its mission and vision?
Practical/Doable	Will there be a focus and ongoing commitment to implementing this action over the coming decade?
Achievable	Does it appear that the action can achieve helpful results in advancing the College’s mission and vision?
Timely	Does this action address a key, timely opportunity? Will things get worse if we don’t act?
Builds on	Does this link with and build on previous investments of the College’s resources and expertise?
Investment	Are there resources that can be accessed (human and funding) that can support implementing the action?

RATING THE ALIGNMENT WITH FSU STRATEGIC GOALS

In 2016 FSU adopted its 2017-2022 strategic plan, “The Future is Florida State.” The plan is organized around core values (transformative daring, inspired excellence, dynamic inclusiveness, responsible stewardship, and engaged community). The plan features six strategic goals, identified in the subsections below for which respondents rated the College’s success in advancing the goal and the importance of the College pursuing strategies in alignment with the goal as it develops its strategic directions plan. Respondents reviewed and rated the College’s success in advance each of the goals and assessed and rated the importance for the College of a future focus on each goal.

GOAL I: ENTREPRENEURSHIP AND INNOVATION

Make FSU a recognized leader and partner in academic, economic, and social innovation and entrepreneurship

Current COSSPP success in advancing goal	3.1 of 5 Average	<i>29 of 90 don't know</i>
Importance of future COSSPP focus on goal	3.4 of 5 Average	<i>22 of 90 don't know</i>

Summary of comments on the College pursuing strategies in advancing entrepreneurship and innovation:

Some believe this should continue to be a critical interdisciplinary area of focus for the College that is aligned with the FSU strategic plan and is preparing students with a rigorous set of concepts and skills for a rapidly changing world. They argue this presents an interdisciplinary theme with connections and overlap with many faculty in the College and should be made more visible, robust and community oriented. It provides an opportunity and winning proposition to collaborate and coordinate research teams within COSSPP and across the university to teach our students to be critical and flexible thinkers who can solve problems analytically and quantitatively. It may also offer the potential for generating external funding and alumni donations. Others believe “entrepreneurship seems out of our wheelhouse” with the College of Business and the Jim Moran Institute better suited to address this topic. Some believe Entrepreneurship is viewed more favorably than it should be, and overemphasizing it may not be healthy for students. “This may be a passing fad” or is “abetting the academy's slide into a corporate model.” Given FSU and COSSPP's effective role in serving less advantaged students, placing emphasis on entrepreneurship which requires resources and connections in order to start businesses could set students up for failure.

Any surprises?

Any guidance for addressing in the strategic directions process?

GOAL II FACULTY AND RESEARCH

A. Strategically grow and support the faculty to promote FSU as a preferred climate for faculty engagement, productivity, and career longevity

Current COSSPP success in advancing goal	3.4 of 5 Average	<i>8 of 90 don't know</i>
Importance of future COSSPP focus on goal	4.6 of 5 Average	<i>6 of 90 don't know</i>

Summary of comments on the importance of the College pursuing strategies in advancing faculty engagement, productivity and career longevity: There was support for the strategic plan articulating and implementing strategies to reward and achieve excellence in scholarship and teaching and promoting communities of inclusion, support and accountability among faculty in the College. Seeking a balance between research and teaching is important to allow faculty to be more productive. Both societal impact and international reputation will depend on the College’s success in this. The role of non-tenure track specialized faculty should be clarified. The College will need to invest in recruiting top faculty and in faculty productivity especially early in their careers (not just in lines and salary, but availability of travel, graduate assistants, research leaves and research support). The College needs more staff to support the outside activities that faculty, departments, centers and institutes are engaged in or would like to participate in but do not feel they have the infrastructure in place to do such activities. Some suggested considering a post-doctoral programs to draw top students.

Any surprises?

Any guidance for addressing in the strategic directions process?

- B. Establish FSU as a sought-after destination for high quality graduate and professional students, and postdoctoral fellows

Current COSSPP success in advancing goal	2.8 of 5 Average	9 of 90 don't know
Importance of future COSSPP focus on goal	4.5 of 5 Average	5 of 90 don't know

Summary of comments on the importance of the College pursuing strategies in recruiting graduate and professional students: Many noted the importance of top tier universities developing a distinct identity along with more generous financial support (PhD student stipends, out of state waivers, health insurance subsidies, professional degree scholarships, and increased recruitment efforts). Good faculty attract good students. The College could improve the stipend levels by either increasing those resources or dividing the existing support among fewer students. Some programs within the College have larger funding pools to draw on. Some suggested developing post doc programs could help draw top students.

Any surprises?

Any guidance for addressing in the strategic directions process?

- C. Encourage and place value in interdisciplinary activities throughout campus

Current COSSPP success in advancing goal	3.0 of 5 Average	13 of 90 don't know
Importance of future COSSPP focus on goal	3.9 of 5 Average	8 of 90 don't know

Summary of comments on the College pursuing strategies in the future advancing interdisciplinary programs: All agreed the College should clarify with the faculty and in the plan the current and future state of interdisciplinary programs and research centers in terms of promotion strategies and new faculty hires. One suggested, “The best universities, and especially in social sciences, are becoming much more interdisciplinary, and with a global focus, it is even more critical for us to stop being so insular and silo-oriented.” Another commented that the “College's professional programs are inherently interdisciplinary and should be recognized and emphasized as such within the university's

interdisciplinary initiatives.” Many pointed to an organizational dilemma. “If we are thinking about doing work that is relevant to the real world, interdisciplinary activities have much to recommend them. But thinking about one's own academic career, or a department's national and international reputation, not much weight is placed on being interdisciplinary.” Some also suggested that lack of consensus across departments regarding tenure standards makes interdisciplinary faculty vulnerable and has resulted in diminished research output. One comment suggested that interdisciplinary research centers should have a more direct voice in recruiting, hiring, promoting and tenuring faculty. Others suggested that Interdisciplinary research is overrated, “How many Nobel prizes have been awarded for interdisciplinary research?”

Any surprises?

Any guidance for addressing in the strategic directions process?

GOAL III. DIVERSITY AND INCLUSION

- A. Build an academic, work, and social environment where a diverse community of scholars from throughout the world and members of historically underrepresented and marginalized populations feel welcomed and included.
- B. Create and promote a global identity for FSU that reflects our impressive academic strengths and achievements.

Current COSSPP success in advancing goal	3.6 of 5 Average	8 of 90 don't know
Importance of future COSSPP focus on goal	4.3 of 5 Average	6 of 90 don't know

Summary of comments on the College pursuing strategies in the future advancing diversity and inclusion: All agreed that efforts to recruit diverse faculty have been undertaken but there remains room for improvement. One commented, “While the College has clearly put in an effort to recruit a more racially diverse faculty, there definitely areas for improvement. For instance, there are no more than 15 women of color faculty across all departments, only four of which are Black. It is unclear how many of our faculty are Hispanic/Latinx identified. With over 100 faculty members in the College, this is not ideal.” “Comments on the strategic importance of diversity suggested, “When we lack diversity, it makes diverse faculty leave early, and they are highly recruited by other places.” “This is especially critical in the current political and social climate. If diverse faculty and students do not feel supported in the College, they will look elsewhere.” Suggestions for improving the diversity of faculty included: signal the importance of diversity, and inclusion and incorporating diverse views and perspectives in the College mission statement; recruit more diverse tenure-track faculty; provide more money for salaries to hire faculty of color who will be competitive; dedicate more resources to marketing to improve recognition of the quality programs at FSU/COSSPP; include diverse faculty in decision making, and increase their significance in the department; support the building of an environment and networks for LGBTQ faculty and students to connect; and in some fields consider 'growing our own' future faculty members. Others suggested diversity of ideas should be considered, “Shouldn't we, as an academic institution, be more concerned about diversity of ideas than other types of diversity?” “Department search committees should try to hire outside the box and bring in scholars who have views that differ from the prevailing views in the department.” “Creating a faculty of different viewpoints requires more than just selecting on observable race and gender characteristics.” One suggested that “diversity should not be a box to

check, but departments should hire the highest quality candidates irrespective of race/gender/orientation, etc.”

Any surprises?

Any guidance for addressing in the strategic directions process?

GOALS IV AND V: STUDENT SUCCESS AND POST-GRADUATION OUTCOMES

Ensure student success on campus and beyond by preparing our graduates for 21st century careers.

Current COSSPP success in advancing goal	3.6 of 5 Average	<i>21 of 90 don't know</i>
Importance of future COSSPP focus on goal	4.4 of 5 Average	<i>15 of 90 don't know</i>

Comments on the College pursuing strategies in the future advancing success on campus and beyond: Several agreed that defining and measuring success will be problematic and may be the source of the most rancorous disagreements among otherwise well-intentioned faculty, administrators, and public officials. “Student "success’ is a water balloon filled with nitroglycerin. Handle with care!” Many suggested the College should continue to support strong advising, strong mentoring, and initiatives such as Get More Than a Degree that continue to inspire and challenge students. Some thought there should be more collaboration with resources across campus (from CARE, the Center for Leadership & Social Change, and mental health services) which are all important to helping ensure student success. Several suggested the College should develop active alumni lists, encourage all departments to develop mentoring, internship and job placement networks for current and recent graduates and possibly create a centralized career resources center for graduate student career counseling and placement. Some suggested that greater attention and support for career development and job searches by doctoral students is necessary as this group is often overlooked.

Any surprises?

Any guidance for addressing in the strategic directions process?

GOAL VI: EXCELLENCE AND REPUTATION

Build and promote a public identity for FSU that reflects our preeminence as a major public research institution of high rank and distinguished quality by:

- Investing strategically in our Institution and reputation
- Strengthening the University’s financial foundation
- Providing an up-to-date and adaptable information infrastructure
- Fostering a culture of service, problem solving, and teamwork among all FSU employees, and
- Incorporating sustainable living practices into all FSU activities.

Current COSSPP success in advancing goal	3.5 of 5 Average	<i>14 of 90 don't know</i>
Importance of future COSSPP focus on goal	4.3 of 5 Average	<i>12 of 90 don't know</i>

Summary of comments on the College pursuing strategies in the future contributing to FSU's excellence and reputation: There was general support for need to continue efforts within the College to bolster its reputation and help others across campus and beyond become aware of the strong work in the College that is in alignment with the FSU strategic plan. "The College and its departments need to be more vocal (and have more marketing resources) in order to ensure that their quality is recognized by peers and within FSU and beyond." Another suggested, "Branding is critical for all public organizations. External stakeholders must have an emotional connection with the College based on our value." Suggestions included: reward those who are making a contribution that is visible and positive to those outside the university; more resources for more interdisciplinary efforts to appeal to students and to help with grant funding (e.g. sustainability on energy usage, waste management, encouraging sustainable mobility, food and product choices at events, etc.). Some suggested that becoming the center for policy relevant research in the state and region will garner positive attention for the university and the College's reputation. "These goals are aligned, and I believe will flow from increasing the quality of research and faculty." However, one posed questions of focus: "Is helping to craft better state and local policy essential to achieving this objective? What will it take to re-center the College on public policy as opposed to private entrepreneurship?"

Any surprises?

Any guidance for addressing in the strategic directions process?

NEXT STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS

D. 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.

October 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.

E. 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 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.

F. INTEGRATING AND ALIGNING THE COSSPP 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, goals, objectives) and identify potential strategic actions.
- Convene and charge Committee drafting teams for each goal area. (3-4 based on the vision themes/goals 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 goal, 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.