COSSPP Strategic Plan
2019-2029

DRAFT FOR CIRCULATION
TO COLLEGE
Section I: College Statements

COSSPP Mission Statement
The Florida State University College of Social Sciences & Public Policy 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.

The COSSPP Vision
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 on 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.

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.
COSSPP’s Core Values
The college is dedicated to achieving our mission by advancing our collective core values that inform and shape 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.

2. Recruit and retain diverse faculty, students, and staff of the highest quality.

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. Empower students through innovative teaching, mentoring, and advising.

5. Facilitate critical thinking through a collaborative interdisciplinary approach to solving problems that confront society.
Section II. The Pursuit of Programmatic, Faculty, Staff, and Student Excellence

Goal #1. The college will be a preeminent home for social science and public policy research.

Objective 1.1: The college will promote faculty evaluation practices that advance 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, as appropriate, 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, as appropriate, their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the desire to see increase the impact of faculty scholarship.

Objective 1.2: 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 fundraise aggressively to secure professorships and research chairs to support highly active research faculty.
• The college will work to secure and provide resources to offer doctoral student, (and when appropriate, master 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 1.3: 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.

Goal #2: The college will pursue investments and strategies that help to secure the financial resources necessary to be a preeminent place for social science and public policy research.

Objective 2.1: 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 place 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 to foster future opportunities for collaboration, giving back, and celebrate accomplishments of our graduates.

**Objective 2.2: The college will make investments and pursue strategies that yield annual increases in 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, as appropriate, to reflect the desire to award appropriate credit to faculty who secure outside funding.
Section III. Supporting and Promoting Student Success

Goal #3: The college will provide undergraduate and graduate students with exceptional learning experiences and meaningful preparation for a wide range of careers.

Objective 3.1: The college will support quality educational programming that provides for timely graduation of undergraduate and graduate students.

Action Items
- The college’s Academic Affairs office will track student graduation rates by undergraduate major and annually assess its performance in comparison to other large, diverse colleges in the university.
- The college’s graduate programs will track student graduation rates and annually assess its performance in comparison to other peer programs as they are able.
- The college will seek and obtain resources to support the Academic Affairs office to ensure adequate advising services are available to undergraduates in every major in the college.
- The college’s Academic Affairs office will expand programming aimed at incoming freshman and transfer students to better orient them to the college’s programs and majors.
- The college will seek and obtain resources to provide for Academic Program Specialists to serve all graduate programs in the college.

Objective 3.2: The college will make investments that aid in the recruitment and retention of excellent students.

Action Items
- The COSSPP Academic Affairs office will oversee the development of graduate student recruitment and retention plans for each graduate program.
- The college’s Academic Affairs office will expand programming aimed at incoming freshman and transfer students to showcase the college’s Get More Than a Degree programming.
- The college will support faculty in providing culturally relevant and inclusive curricular and pedagogical approaches to teaching and research.

Objective 3.3: The college will support and expand the number of innovative, engaging, and rigorous learning experiences at all levels.
Objective 3.4: 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 better evaluating 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 on advances in teaching and learning.
• The college and its units will actively encourage and support faculty and teaching assistants to work with the university’s Center for Teaching Excellence.
• 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 3.5: 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 undergraduate and graduate 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, as appropriate, to reflect the desire to award appropriate credit to faculty who undertake interdisciplinary work in their research or in the classroom.

**Objective 3.6: The college will pursue strategies to enhance student connections to government, industry, non-profit, 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.
- The college and units will track and seek to increase the number of professional internships performed by students.

**Objective 3.7: 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 will work with the International Affairs program and International Programs office to expand internship opportunities abroad.
• The college’s 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’s Academic Affairs office and units will work with the Career Center to augment and improve career counseling services and job fairs for undergraduate students.
• Doctoral granting units in the college 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.
• The college will work with units to strengthen interdepartmental coordination, including the more regular sharing of information on electives for applied master’s programs and doctoral programs.
Section IV. Recruit and Retain Exceptional and Diverse Talent

Goal #4: The College will provide an environment and promote a culture that ensures the recruitment and retention of exceptional and diverse faculty.

Objective 4.1: The college will make investments and promote hiring practices that ensure the recruitment and retention of excellent tenure-track and specialized faculty.

Action Items
- 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 that 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 4.2: The college will make investments and pursue strategies that ensure the recruitment and retention of diverse tenure-track and specialized faculty.

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 will appoint a Diversity and Inclusion Committee to review and recommend any necessary changes to the College’s recruitment, search, promotion and tenure procedures, and training and orientation programs consistent with best practices.
- 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.

Goal #5: The college will provide an environment and promote a culture that ensure the recruitment and retention of exceptional and diverse staff.

Objective 5.1: The college will make investments and promote hiring practices that ensures the recruitment and retention of excellent staff.

Action Items
• 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 that staff are accurately rated and evaluated 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 5.2: The college will make investments and pursue strategies that ensure the recruitment and retention of diverse staff.

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 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.

Goal #6: The college will provide an environment and promote a culture that ensure the recruitment, retention, timely graduation and successful careers of exceptional and diverse students.

Objective 6.1: 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 Dean, or a designated Associate Dean, 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’s Academic Affairs office will 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.
Section V. Promote a Culture of Evidence-Based Policy Analysis, Engagement, Outreach, and Service

Goal #7: The college’s Centers, Institutes, and Departments will serve as a leading source for evidence-based policy analysis, community engagement, outreach, and service.

Objective 7.1: Each of the college’s Centers and Institutes and Departments 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), their geographic scope, and their 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 7.2: The college will grow its reputation as a leading source for evidence-based policy analysis, community engagement, and service relative to each unit’s mission.

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 regional North Florida and South Georgia community, the State of Florida and communities across the state, and outside the state and country.
- The Dean will form an Engagement, Outreach, and Service Committee to assess and provide advice on advancement of this goal and objective.
- The college and units will identify ways and seek resources to incentivize and reward policy analysis, community engagement, and service activities by faculty, staff, and students.
Appendix A. COSSPP Strategic Directions Timeline and Process Steps

During the 2018-2019 academic year, the College of Social Sciences and Public Policy (COSSPP) undertook a Strategic Planning process that was purposefully designed to engage and include the broad and diverse stakeholders from across the college. This process centered on the creation of a Strategic Directions Committee (SDC) made up of faculty, staff and a student representative drawn from across the core six academic departments and the many centers, institutes, programs that call the college home. There was also an intention to reflect the race, gender, ethnicity make-up of the college, as well as its diversity of political worldviews.

The college engaged with consultants from the Florida Consensus Center to develop a strategic plan making process, facilitate the SDC meetings, and engage stakeholders through a combination of in-person meetings and online questionnaires. The plan development process is summarized and described below.

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<th>STRATEGIC DIRECTIONS TIMELINE &amp; PROCESS STEPS</th>
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<tr>
<th>COLLEGE OF SOCIAL SCIENCES AND PUBLIC POLICY</th>
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<tr>
<td>STRATEGIC DIRECTIONS PROCESS</td>
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| 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 |

| MAY 2019                                   |
| STRATEGIC DIRECTIONS PLAN                  |
MAJOR STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS, 2018-2019

SETTING THE COURSE: JUNE-NOVEMBER 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.

September 28, 2018
• COSSPP Strategic Directions Committee Meeting #1.

November 7, 2018
• COSSPP Strategic Directions Committee Meeting #2.
  o 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.

SEEKING INPUT ON STRATEGIC DIRECTIONS: NOVEMBER-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.

INTERGRATING FEEDBACK AND CREATING THE PLAN: JANUARY-MARCH 2019
February 1, 2019
• COSSPP Strategic Directions Committee Meeting #3- 8:30 am- 12:00 p.m.
  o Review input from Fall 2018 input workshops and meetings. Refine, as needed the products based on input (mission, vision, goals, objectives) and identify potential strategic actions. Seek member preferences in terms of goals/objectives drafting groups.

February 15, 2019
• Strategic Directions Committee Meeting #4.
- Review Meeting #3 outcomes.
- Convene and charge Committee drafting teams for each goal area. Each drafting team will meet between Committee meetings to develop draft recommendations for goal, objectives, strategic actions and implementation guidance.

**March 15, 2019**
- **Strategic Directions Committee Meeting #5.**
  - SDC Review, rate and refine and provide feedback to drafting teams on their output and draft recommendations.
  - Drafting Teams refine their drafts based on input and consider implementation issues, measures, milestones and assignments.

**March 29, 2019**
- **Strategic Directions Meeting #6.**
  - SDC Review, rate and refine drafting team draft goals, objectives and actions.
  - Review and refine and seek consensus on draft COSSPP Strategic Plan 2019-2030.

**INPUT ON STRATEGIC PLAN FINAL RECOMMENDATIONS: APRIL-MAY 2019**

**Early April 2019**
- **College-wide Strategic Directions Online Questionnaire #2-** To test acceptability of goals, objectives and actions. Compile, analyze, summarize and distribute the questionnaire results to the Strategic Directions Committee in advance of meeting #7.

**April 26, 2019**
- **Strategic Directions Meeting #7.**
  - Recommendations to the Dean with implementation recommendations regarding alignment with Department plans for a ten-year College Strategic Plan 2019-2019.
  - Review input from College Wide Workshop and online questionnaire and refine and seek consensus on recommendations to the Dean on adopting a COSSPP strategic plan with implementation recommendations regarding alignment with Department plans for a ten-year plan 2019-2019.

**FINAL PLAN RECOMMENDATIONS: MAY 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.
# Appendix B: COSSPP Strategic Direction Committee Members

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<thead>
<tr>
<th>Name</th>
<th>Core Unit</th>
<th>Type</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 Leadership Council</td>
<td>Student</td>
</tr>
<tr>
<td>Katrinell Davis</td>
<td>Sociology Department, African American Studies</td>
<td>TT Faculty</td>
</tr>
<tr>
<td>Petra Doan</td>
<td>Urban &amp; Regional Planning Department</td>
<td>TT Faculty</td>
</tr>
<tr>
<td>Jerry Fisher</td>
<td>Political Science Department</td>
<td>Staff</td>
</tr>
<tr>
<td>Brad Gomez</td>
<td>Political Science Department</td>
<td>TT Faculty</td>
</tr>
<tr>
<td>Shawn Kantor</td>
<td>Economics Department, The Hilton Center</td>
<td>TT Faculty</td>
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<tr>
<td>Stephanie Pau</td>
<td>Geography Department</td>
<td>TT Faculty</td>
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<tr>
<td>Tan Perry</td>
<td>Academic Affairs</td>
<td>Staff</td>
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<tr>
<td>Alan Rowan</td>
<td>Public Health Program</td>
<td>Spec. Faculty</td>
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<td>Lisa Turner de Vera</td>
<td>Interdisciplinary Social Sciences</td>
<td>Spec. Faculty</td>
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<tr>
<td>Gary VanLandingham</td>
<td>Askew School of Public Administration</td>
<td>Spec. Faculty</td>
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<tr>
<td>Jeff Blair</td>
<td>Facilitator, FSU Consensus Center</td>
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<tr>
<td>Bob Jones</td>
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<tr>
<td>Tim Chapin</td>
<td>COSSPP Dean</td>
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