COSSPP STRATEGIC DIRECTIONS COMMITTEE
MEETING V SUMMARY
Friday, March 15, 2019

CONSENSUS CENTER
“Facilitating Solutions, Supporting Collaborative Action
Florida State University
Facilitation Team: Bob Jones & Jeff Blair
COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING V SUMMARY

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COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING V
EXECUTIVE SUMMARY
Friday, March 15, 2019

Tim Chapin opened the meeting, thanked the Committee’s for its work over the past month in providing initial draft goals, objectives and actions. He introduced the facilitators provided an overview of the meeting objectives and agenda. The Committee accepted the Meeting #4 summary without corrections. The Facilitators reviewed the mission, values and vision statement refined at the February 15 meeting.

In introducing the draft diversity and inclusion statement revised by Lisa Vera and Stephanie Pau, Tim Chapin announced his intent to form a committee in the Fall of 2019 to produce a College Diversity and Inclusion Action Plan. He noted that following that Committee’s report the COSSPP would review and refine as needed the strategic directions plan. Lisa Vera and Stephanie Pau reviewed the Committee’s discussions of diversity in previous meetings and presented a draft diversity and inclusion statement, values and strategies. The SDC rated the revised statement with a 4.0 of 4 average which suggested sharing the draft values and strategies in the statement with the Diversity and Inclusion Action Plan committee and included the following:

“The COSSPP Strategic Plan affirms clearly that Diversity and Inclusion are central to the college’s mission and values. The Strategic Plan will align its mission and actions to be inclusive of the mission, actions, and achievements anticipated by the fulfillment of the COSSPP Diversity and Inclusion 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.”

The SDC reviewed and discussed each of the drafting groups that developed initial goals, objectives and actions for four vision theme goals.

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

I. RECRUIT AND RETAIN EXCEPTIONAL AND DIVERSE FACULTY AND STAFF

*Drafting team members: Katrinell Davis, Petra Doan, Shawn Kantor*

Goal: The COSSPP is a place that attracts and retains exceptional and diverse faculty and staff. (3.9 of 4 avg.)

Objective A. The COSSPP will make investments to advance the recruitment of diverse and exceptional faculty and staff. (4.0 of 4 avg.) (2 actions related to the appointment of an Associate Dean for Recruitment and Retention and the creation of a post-doctoral diversity fellowship).
Objective B. The COSSPP will commit resources and pursue strategies to help academic units to retain its diverse and exceptional faculty and staff. (4.0 of 4 avg.) (4 actions related to diverse and exceptional tenure track faculty service loads; assess SPOT teaching evaluation for bias and enhance teaching strategies; departmental reviews of standards for excellence and faculty expectations; establish a competitive semester research leave to support diverse faculty working on innovative research.

Objective C. The COSSPP will devote resources and pursue and implement strategies laid out by the Diversity Action Plan. (4.0 of 4 avg.)

Objective D. The COSSPP will invest in recruiting and retaining exceptional and diverse staff. (4.0 of 4 avg.)

II. RECRUITING AND SUPPORTING STUDENT SUCCESS

Drafting team members: Eliza Chase, Tanya Perry, Lisa Turner de Vera

Goal: The College will recruit and attract exceptional students and cultivate the critical thinking abilities and skills of its graduate and undergraduate students to support their success in the classroom, on campus, and beyond.

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

The Drafting Team presented the a set of strategic actions and priority short and long term actions. The Committee discussed organizing the strategies into objectives perhaps focusing on: students Intellectual growth in the classroom; a professional development for students objective; a community engagement objective; and students treated as human beings. Tim Chapin offered to review all four vision goal areas to create more consistency and minimize duplication.
III. EVIDENCE-BASED SERVICE, OUTREACH AND EXPERTISE

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

**Goal**: The College’s centers, institutes, and departments serve as a primary source for evidence-based cutting-edge policy analysis, service, and outreach provided to the campus community as well as external organizations and policymakers. *(4.0 of 4 avg.)*

**Objective**: The College will use the scan results to develop a long-range plan to position itself to become an acknowledged source for cutting-edge policy analysis, service, and outreach with both a Florida and a more global focus. *(4.0 of 4 avg.)* *(2 strategic actions addressed: producing an inventory of faculty and center internal and external service, outreach and resources; form a workgroup to expand policy analysis services)*

The drafting team also provided an overview of draft short term and long term priority actions.

IV. STRENGTHEN COSSPP EXCELLENCE AND REPUTATION

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

**Goal A.** Provide undergraduate and graduate students with an exceptional learning experience and meaningful preparation for successful careers. *(4.0 of 4 avg.)*

**Objective 1**: Offer innovative, engaging, and rigorous learning experiences *(4.0 of 4 avg.)* *(3 actions addressed: minimizing the number of upper-division classes with 40 or more students; learning experiences emphasize respect for difference, examining biases and faculty training)*

**Objective 2**: Foster a culture where excellent teaching is expected. *(4.0 of 4 avg.)* *(3 actions addressed: new strategy for evaluating teaching; host speaker series for faculty and graduate students on teaching and learning; and increase the number of college, university and national teaching awards won by faculty)*

**Objective 3**: Create infrastructure to promote and support interdisciplinary learning. *(4.0 of 4 avg.)* *(4 actions addressed: Increase the number of permanent faculty who teach in the College’s Interdisciplinary Social Science program; increase research opportunities by supporting travel to interdisciplinary conferences; college level prize for interdisciplinary social science research conducted at the undergraduate level; and promote research collaborations across departments)*

**Objective 4**: Enhance student connections to government and community leaders, well-placed alumni, and high profile academic leaders. *(4.0 of 4 avg.)* *(4 actions addressed: Increase the number of government officials and public policy leaders and well placed alumni who speak in courses; Increase the number of high profile academic leaders who visit campus, give research presentations, and career advice; Increase the total number of internships performed by students)*

**Objective 5**: Provide graduates opportunities for excellent job placement. *(4.0 of 4 avg.)* *(4 actions addressed: Increase job placement percentage upon graduation; Improve average salaries upon graduation; Improve career counseling services and job fairs available to
undergraduates; Increase the number of Ph.D. students who achieve placements at peer or aspirant universities.

GOAL B: Create a culture consistent with being a preeminent home for social science and public policy research. (4.0 of 4 avg.)

Objective #1  Foster a culture where premier scholarly research is the norm. (4.0 of 4 avg.) (5 actions addressed: academic units identify premier journals in a way that is consistent with preeminent universities: Increase the number of scholarly articles submitted and published annually in premier journals; Develop a college-wide system for one-time bonuses paid for publications in premier journals; Increase the number of premier journal articles required for promotion to associate and full professor with tenure within each department; Increase the number of highly regarded and premier journal articles that are authored/co-authored by graduate students.

Objective #2: Provide faculty and doctoral students with the tools and resources necessary to produce research in premier outlets. (4.0 of 4 avg.) (6 actions addressed: Increase the number and amount of summer research grants available to research active faculty; Increase the number of full pay (or internal) sabbaticals available to research active faculty; Encourage centers to support faculty and doctoral student research; Work to increase salaries, professorships, and research chairs to support highly active research faculty; Continue to offer doctoral students stipends and other financial support that compare favorably with peer and aspirant universities; Provide core infrastructure for world-class social science research by developing a college institute providing faculty and doctoral students with continuing professional development opportunities and ongoing support in the areas of quantitative analysis, qualitative analysis, experimentation, survey research, GIS, data management, data science, and data visualization.

Objective #3 Enhance the college’s visibility and reputation for excellent scholarship. (4.0 of 4 avg.) (7 actions addressed: Increase the number of scholars who visit the college (short- or long-term) to present research and take part in distinguished scholarly events; Increase the number of research symposia and other research events that occur in the college; Increase funding for faculty and graduate student travel to significant scholarly conferences; Increase support for faculty who take on editorial roles at premier scholarly journals or who play key leadership roles in high profile research conferences and scholarly associations; Increase the citation counts of faculty research in scholarly work; Increase the number of faculty who win national and international research awards and honors; Increase the number of doctoral students who receive National Science Foundation. Graduate Fellowships and Dissertation Enhancement Grants or other prestigious fellowships.

GOAL C: Secure the financial resources necessary to rank among preeminent centers for social science and public policy research. (4.0 of 4 avg.)

Objective #1: Increase the number and size of gifts from alumni and friends. (4.0 of 4 avg.) (5 actions addressed: Develop and disseminate a clear vision of why it is important for the college to think, act, and perform like a preeminent center for social science and public policy research;
Develop a Recent Alumni Board to establish incentives that encourage students and recent alumni to give back to the college; Utilize department chairs and key faculty to share the college’s vision and tighten connections to alumni groups and friends; Improve the College’s ability to track alumni so as to maintain the strong relationship built while on campus, foster future opportunities for collaboration and giving, and to celebrate the accomplishments of our graduates; Continue to ensure that all Memoranda of Understanding between the College (and its constituent units) and donors contain no provisions that violate the academic freedom of the faculty or students nor threatens the integrity of the university’s policies regarding faculty governance.

Objective #2: Increase external research funding. (4.0 of 4 avg.) (5 actions addressed: Increase the number and size of financial resources from externally funded research; Develop an incentive system to encourage faculty and doctoral students to pursue funded research opportunities; Identify the external entities that are most likely to support scholarly research and develop and disseminate best practices for securing funding from them; Give credit for promotion, tenure and merit to faculty who successfully pursue funded research; Develop a special recognition program for externally funded research that is published in premier scholarly outlets.

The SDC agreed to have Tim Chapin take each of the drafting team’s products that were refined in today’s discussion and seek to develop a consistent, non-duplicative plan format utilizing the substance of the drafting team’s efforts. This will be circulated to the Drafting Teams for their review following the Spring Break. Each of the drafting team agreed to be prepared to work on refining the redrafted reorganized plan at the March 29 meeting. If needed, drafting teams could meet early in the week of March 25 and send by COB Wednesday March 27 any changes that could be incorporated into the agenda packet and circulated to the SDC members on Thursday March 28. Following the March 29, 2019 SDC meeting a collegewide questionnaire seeking input on the draft strategic plan will be conducted and the SDC will review then review the input and refine the plan at the final meeting on April 26.

The members completed a meeting evaluation form (see Appendix #3 for a summary). The meeting adjourned at 11:50 a.m.
COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING V SUMMARY
Friday, March 15, 2019

I. WELCOME AND INTRODUCTIONS

Tim Chapin opened the meeting, thanked the Committee’s for its work over the past month in providing initial draft goals, objectives and actions. He introduced the facilitators provided an overview of the meeting objectives and agenda. The Committee accepted the Meeting #4 summary without corrections.

II. COSSPP STRATEGIC DIRECTION STATEMENTS

A. Mission, Core Values and Vision Statements

The Facilitators reviewed the mission, values and vision statement refined at the February 15 meeting. (See Appendix #4).

B. Draft COSSPP Diversity and Inclusion Statement

Tim announced his intent to form a committee in the Fall of 2019 to produce a College Diversity and Inclusion Action Plan. He noted that following that Committee’s report the COSSPP would review and refine as needed the strategic directions plan. Lisa Vera and Stephanie Pau reviewed the Committee’s discussions of diversity in previous meetings and presented a draft diversity and inclusion statement, values and strategies.

Comments before rating:
- Tim Chapin: plans to appoint committee next year to develop a diversity and inclusion plan. Will develop and implement an action plan.
- Concern that we don’t let this drop. Refer to diversity and inclusion. The action plan should be consulted when updating the strategic plan following the development of the action plan.
- Action items- do they belong in a strategic plan? Stop on page 9 and actions 1 & 2.
- Take the work seriously. Provide the list as part of the charge to consider these items in the work on the action plan.
- Will require a longer discussion.
- Diversity committee after they meet, will need to align with and adjust the strategic plan.
- This needs more attention
- Academic units, centers, institutes responsibility for addressing diversity strategy.
- #7- consideration of gender, race under a court order. Will this be viewed as a “quota”? May need going forward legal counsel. Make sure we don’t harm our efforts.
Revised Draft Diversity and Inclusion Statement

“[A] diverse student body adds significantly to the rigor and depth of students’ educational experience. Diversity encourages students to question their own assumptions, to test received truths, and to appreciate the complexity of the modern world. This larger understanding prepares graduates to be active and engaged citizens wrestling with the pressing challenges of the day, to pursue innovation in every field of discovery, and to expand humanity’s learning and accomplishments.”1

Prominent social science research has demonstrated that diversity:
- Improves critical thinking and problem-solving;
- Promotes enhanced learning outcomes for, all students by introducing new ideas in the classroom and limiting implicit bias;
- Increases intercultural and cross-racial knowledge, understanding, and empathy;
- Enhances “democratic outcomes,” including engagement in political issues and participation in democratic processes; and
- Improves students’ leadership skills, psychological well-being, intellectual engagement and intercultural effectiveness, preparing them for employment in the global economy.

The purpose of a diversity statement at the college level is to set the expectation for continued learning and the establishment of inclusive scholarship. The academic units are then responsible for creating and implementing diversity strategies that will be developed through the follow-on Diversity and Inclusion Action Plan to meet the overarching goals set by the university and the College of Social Science and Public Policy. With this purpose in mind, COSSPP recognizes the need for improving the representation of diverse experiences, backgrounds, perspectives, and cultures which underlie the COSSPP community’s core values as follows:
- Enrich the learning and research environment.
- Support the college value of a robust and free exchange of ideas that is critical to good social science and public policy.
- Equip faculty and students in engaging social science research and teaching by incorporating authentic experiences in engaging communities and contributing to the advancement of social and economic mobility.
- Use multifaceted and collaborative approaches to solving problems that confront society.
- Pursue excellence through the recruitment and retention of diverse faculty, students and staff.
- Address the challenges of social injustice and inequities that limit equal access to higher education.

1 Amicus Brief, in Fisher v. University of Texas, filed jointly with Brown University, University of Chicago, Columbia University, Cornell University, Dartmouth College, Duke University, Johns Hopkins University, Massachusetts Institute of Technology, University of Pennsylvania, Princeton University, Stanford University, Vanderbilt University, and Yale University.
The strategy of the COSSPP is to incorporate the common values outlined and contemplated in the strategic plan for achieving outcomes related to improved inclusion and diversity of faculty, staff and students as follows:

- The COSSPP Strategic Plan affirms clearly that Diversity and Inclusion are central to the college’s mission and values. The Strategic Plan will align its mission and actions to be inclusive of the mission, actions, and achievements anticipated by the fulfillment of the COSSPP Diversity and Inclusion 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.

**SDC Comments:**
- Concern that we don’t let this drop. Refer to diversity and inclusion. The action plan should be consulted when updating the strategic plan following the development of the action plan.
- Action items - do they belong in a strategic plan? Rate up to page 9 and actions 1 & 2.
- Take the work seriously. Provide the list of values as part of the charge to consider these items in the work on the Diversity and Inclusion Action Plan next year.
- This will require a longer discussion than the SDC can commit to.
- Diversity committee after they meet, will need to align with and adjust the strategic plan.
- This needs more attention going forward.
- Academic units, centers, institutes responsibility for addressing diversity strategy.
- #7 - consideration of gender, race under a court order. Will this be viewed as a “quota”? May need going forward legal counsel. Make sure we don’t harm our efforts.
- This comes from the FSU strategic plan.

**Other proposed values for consideration when the COSSPP Diversity and Inclusion Committee is convened, include:**
- We commit to continued learning related to the value of diversity and the provision of tools for incorporating diverse faculty, students, materials and curriculum.
- The college supports the resources necessary for the efforts and contributions to an equitable and just society through research, teaching and the support for all students to participate successfully in this college.
- We commit to raising a diversity of future scholars and innovators by practicing pro-active methods of inclusion. This relates to practices of recruitment, retention and research support for students.
- We will respond to the demands of society by raising critical awareness of the experiences and contributions of a diversity of actors. This will be evident in curriculum and research support for faculty.
- We will improve the level of diversity of faculty, students and staff within the college by ___% by 2030.
• COSSPP is committed to growing and supporting a community that welcomes and respects diverse perspectives of our faculty, students and staff. We encourage and facilitate the exchange of ideas and culture and the understanding of diverse viewpoints, experiences, and traditions.
• We will create and sustain an environment that encourages and facilitates the exchange of ideas and culture and the understanding of diverse viewpoints, experiences, and traditions.
• We recognize diversity as it exists and is expressed through a broad spectrum of factors, including but not limited to race, ethnicity, national origin, gender, gender identity, sexual orientation, age, disability, religion, socio-economic background and status, geographic region, and social or political belief.
• We offer an environment where civic discourse and academic freedom are valued, expressed with respect, and appreciated.
• We protect equal access to opportunities consistent with democratic principles and policies for a diverse society.

III. VISION THEME GOAL FRAMEWORK AND DRAFTING GROUP REPORTS

The SDC reviewed and discussed each of the drafting groups that developed initial goals, objectives and actions for the following four vision theme goals:

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

A. RECRUIT AND RETAIN EXCEPTIONAL AND DIVERSE FACULTY AND STAFF AND STUDENTS.

Drafting team members: Katrinell Davis, Petra Doan, Shawn Kantor

SDC Drafting Team Introduction Comments:
• Drafting team conversation veered towards diversity issues
• Recruit and retain diverse faculty. What is going on in the College in terms of the climate that would make people come and stay
• Stock taking- Associate Dean- first figure out/gather information. Diversity across the college and units. Don’t currently have a good sense of this.
• Didn’t wanted to talk about diversity and excellence together. They go together.
• Someone should take a leadership role. Tenured faculty member. Take heat and put pressure. Look at this across the college.
• E.g. position descriptions, hiring plans, etc. would need to be redrafted for each Department.
• UNC and Ohio State minority post doc e.g.s Diversity post doc fellowship- competitive across college. 2 year post doc.
• Trying to think big with these objectives. 6 vs. 1?
• Post doc- just 1 tokenized vs. a cohort? Provost post doc program. Attract underrepresented groups in their field. Our college could appeal to the Provost.

Goal: The COSSPP is a place that attracts and retains exceptional and diverse faculty and staff, and students.

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SDC Comments before rating
• These might be covered in student success II. Take students out of this? Is this redundant. Address students in section II

SDC Comments after rating
• A little more umph?
• More specific language?
• Add a diversity objective on the Diversity and Inclusion Action Plan?

Objective A. The COSSPP will make investments to advance the recruitment of diverse and exceptional faculty and staff. seriously.

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

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

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SDC Comments:
• Another associate dean vs. using funds for a post doc?
• Diversity vs. minority? OSU/UNC minority?
• Best young faculty studying marginalized communities.
• UC post-doctoral- build diverse faculty through a post doc- focusing on diverse/marginalized communities.
• Post doc Defined by topic? E.g. race, ethnicity etc.? Yes. Focus on a topic to attract minority scholars was the intent.
• Do we want another administrator? Should be viewed as a time bound job over 3-5 years. Not permanent. When reach steady state may not need this.
• It is important to have a person with title and tenure in the College to do this. Assoc. dean-course releases. May not be an excessive cost.
• Department job ongoing.
• More affirmative in objective language? Didn’t spend time wordsmithing this.
• How about we make investments to advance the recruitment?
• We will need to land on consistent language- future tense, present tense in 2030 etc..

Objective B. The COSSPP will commit resources and pursue strategies to help academic units to retain its diverse and exceptional faculty and staff.

Action #1: COSSPP Associate Dean for Recruitment and Retention oversees another stock taking of faculty workloads (service assignments and actual service workloads) for faculty at all levels, but especially for tenure track diverse and exceptional faculty. When tenure track faculty are found to have higher than assigned service loads, the Associate Dean may recommend reduced teaching loads as compensation.

Action #2: The Associate Dean for Recruitment and Retention ensures that all tenure track faculty (Pre-tenure) work with the Center for Teaching and Learning on an annual basis to enhance their teaching strategies. If diverse faculty are concerned about bias in existing use of the SPOT teaching evaluation procedure, the CTL “may” also be able to provide a more balanced assessment of teaching skills.

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

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

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SDC Comments:
• Associate Dean’s role in making sure diverse faculty are not over burdened with this diversity planning work. E.g. teaching load reduction (Action 1)
• Spot forms- biased against women and people of color (Action 2)
• Guide to faculty expectations- DURP- recalibrate.
• 1- semester research leave. Boost for those performing well. It is cost. Reduction in teaching load. Some are doing that. Make competitive.
• 1 and 2 separated from 3 and 4? Other universities promoting and retaining progressive policies. Setting high standards and articulating. Get tenure in 6 years is hard to be considered outstanding by profession. Asst. Professors offered post-doc for 2 years.
• Not an exhaustive list of strategies and best practices.
• Objective needs more action

Objective C. The COSSPP will devote resources and pursue and implement strategies laid out by the Diversity Action Plan.

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SDC Comments
• Add actions
• Ran out of time on actions.
• Include reference to diversity/inclusion as an objective.
• Try to create parallel objectives for faculty, staff and students.
• Separate out students and deal with Goal II Student Recruitment and Success.

Objective D. The COSSPP will invest in recruiting and retaining exceptional and diverse staff.

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SDC Comments
• Add actions

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

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

V. RECRUITING AND SUPPORTING STUDENT SUCCESS

Drafting team members: Eliza Chase, Tanya Perry, Lisa Turner de Vera

Goal: The College will recruit and attract exceptional students and cultivate the critical thinking abilities and skills of its graduate and undergraduate students to support their success in the classroom, on campus, and beyond.

We will provide an environment where students have tools and skills to become resilient, adults with a strong sense of agency, dedication to citizenship, and a value for lifelong learning. COSSPP will assist students to graduate in a timely and efficient manner prepared for post-graduation outcomes. COSSPP will support the creation and maintenance of an inclusive community of students, faculty and staff that recognizes the power of diversity, provides a foundation for growth, and the development of tomorrow’s leaders.

SDC Comments
• Consider multiple goals. Look at the long term priority strategies as possible goals. E.g. “Provide a college-wide advisement model that aligns across departments, compliments academic instruction and student retention, success and completion.” & “Continue to be a national leader in student retention, satisfaction, engagement, and completion, building on FSU’s successful programs in these areas.”

Objective A: COSSPP should invest in the College advising function to measurably improve our undergraduate and graduate students abilities to:

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

SDC Comments on Objective

• Undergrad. Perspective and role of advising and staff. Graduate student perspective not on the drafting group.
• The content is here, it should be possible to fix the organizational and format issues
• These fell like course objectives vs. setting forth objectives for the College role and recruiting and supporting students? Is this a Dean of students role?
• Students may need to come to the College or faculty first before referencing over to Dean of Students.
• Is this a role for advising?
• Should this be reframed as a vision for student success?
• Consider a possible set of objectives? E.g. Students Intellectual growth in the classroom; Professional development objective; Community that allows to thrive objective; and Students treated as human beings and accountable.
• Duplicative efforts? FSU has resources for advising and counseling.
• We are not aware of these things. Resources changing and growing.
• Providing- a structure for this. Success- where? More productive.
• Tim Chapin offered to work on developing a consistent format for goals, objectives and actions. He proposed doing this for the other 3 goal areas.

The Drafting Team presented the a set of strategic actions and priority short and long term actions (See Appendix #5)

SDC Comments:

• What is meant by student success?
• We should add “recruiting” to this goal
• Think about organizing by objectives.
• This currently does not reach into classrooms.
• #6- resiliency goal. Some additional information.
• E.g. website action related to strategic plan?
• #2 part of staff development? Address. In Staff section?
• Communication exchange between faculty staff and students.
• Establishing identity of college and graduate programs to undergraduate students?

VI. Innovative Evidence-Based Service, Outreach and Expertise
Drafting Team Members: Joe Calhoun, Gary VanLandingham & Alan Rowan

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

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SDC Comments on Goal
• Drafting Team suggest deleting “innovative” from the title.
• Tried to clarify roles of centers and their connection with departments.
• Focused on who is doing what for whom.
• Who are our customers.
• “Cutting edge” vs. “innovative” vs. “Rigorous”?
• Evidence based? Yes, add.
• Unsure about “cutting edge”?
• Do we need the 2nd sentence? Are internal and external assumed?
• “Source” for whom?
• COSSPP is the first place to come to for evidenced-based policy analysis.
• Who’s doing what for whom?
• “Service”: is this a clear concept? Difficult to define consistently across the College.
• Suggest leaving “service” in goal even though it is a broad concept.
• If we went with “evidence based training” vs. service, it will require definition.
• Should the objective suggest expanding College activities?
• This connects with enhancing COSSPP reputation through supporting policy analysis service and outreach.
• Is interdisciplinary work a part of addressing this goal? It will be achieved not just through centers and institutes

Objective

A. The College will use the scan results to develop a long-range plan to position itself to become an acknowledged source for cutting-edge policy analysis, service, and outreach with both a Florida and a more global focus. the Southeast region.
**Strategic Actions**

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

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

**SDC Comments:**
- Original objectives A and B could be strategic actions under Objective C.
- Possibly add an objective about valuing interaction and connection with centers and institutes and COSSPP faculty and academic units?
- Perhaps a separate objective: Valuing and supporting academic service
- Focused on non-academic service? Add as an objective E.g. serving on editorial boards and journals? Serving on academic society boards, etc.
- Objective to Florida focused evidenced policy research and non-Florida work- Planet and beyond?

The drafting team provided an overview of draft short term and long term priority actions.

**VII. STRENGTHEN COSSPP EXCELLENCE AND REPUTATION**

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

**GOAL A.** Provide undergraduate and graduate students with an exceptional learning experience and meaningful preparation for successful careers.

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**SDC Comments:**
- There is overlap with the student recruitment and success goal? This should be incorporated into Section II.
- The Drafting Group reviewed a handful of strategic plans including the FSU strategic plan, College of Education plan, College of Business plan (using bullet points)
- Referenced Eliza’s comments at the last meeting.
- This Drafting Team had broadest charge and needs to be organized in reference to the other 3 goals and objectives.

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

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

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**SDC Comments:**
• 52 to 49 in the classroom. Next level 39 and below would be impactful on learning experience.
• 2nd bullet references the diversity and inclusion values.
• 3rd bullet for undergrad programs.

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

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

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

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

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

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

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**Objective 5: Provide graduates opportunities for excellent job placement**

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

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

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**SDC Comments:**
- The goal over the next 11 years should be COSSPP becomes a “preeminent home.” This is well stated. Foster a culture where excellence is the norm.
- 1 time bonuses? May be problematic.

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

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

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SDC Comments:
- Departments define what are the premier journals? Yes.
- Consider the DURP Guide to Faculty Expectations model?
- Consistent with preeminent universities/programs. “

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

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

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SDC Comments:
- Models for the last bullet E.g. Odom Institute UNC, Harvard Institute for Quantitative Social Science.

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

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

SDC Comments:
- Think about outreach to alumni and friends and increase faculty success in external research funding.

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

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

SDC Comments:
- Consider the model used by the FSU College of Business of a board of visitors.
- Univ. of South Carolina used a board of visitors who made $25k donations and up.
- “Recent alumni board” also used by the FSU College of Business- Alumni 3-15 years out. Rewards on status on board and locks them into to long term support.
- Objective 1- Clarify the policy for academic freedom related to donations. FSU’s response to the Koch Brothers donations may be a helpful consideration here.

Objective #2: Increase external research funding

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

**SDC Comments:**

• Associate Dean for Research. What support is there for writing grants? Enhance this function at the College?
• Use alumni to get funding. Tracking hard? Career center does a lot of this.
• Need to check if they can share that information?
• This is a task to do work down the road in the plan with a number of considerations to take into account.

**IV. NEXT STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS**

The facilitators reviewed the assignments. The SDC agreed to have Tim Chapin take each of the drafting team’s products that were refined in today’s discussion and seek to develop a consistent, non-duplicative plan format utilizing the substance of the drafting team’s efforts. This will be circulated to the Drafting Teams for their review following the Spring Break. Each of the drafting team agreed to be prepared to work on refining the redrafted reorganized plan at the March 29 meeting. If needed, drafting teams could meet early in the week of March 25 and send by COB Wednesday March 27 any changes that could be incorporated into the agenda packet and circulated to the SDC members on Thursday March 28. Following the March 29, 2019 SDC meeting a collegewide questionnaire seeking input on the draft strategic plan will be conducted and the SDC will review then review the input and refine the plan at the final meeting on April 26.

The members completed a meeting evaluation form (see Appendix #3 for a summary).

The meeting adjourned at 11:50 a.m.
Appendix #1- Meeting Agenda

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

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

SDC Workshop #5 Agenda

8:30 a.m. Welcome Remarks and review of Workshop #5 Objectives- Dean Tim Chapin

8:35 Overview of Workshop Guidelines, Roles, and the Strategic Directions Process, and Acceptance of SDC Meeting #4 Summary Report

8:40 Overview of Mission Statement, Vision Statement and COSSPP Core Values

8:45 Discuss, rate and refine draft diversity and inclusion values statement

9:30 I. Recruit and retain exceptional and diverse faculty, staff and students.

10:15 II. Support student success.

10:45 III. Innovative Service, Outreach and Expertise.

11:20 IV. Strengthen COSSPP Excellence and Reputation.

11:55 Next Steps: Schedule, assignments and written meeting evaluation

12:00 p.m. Adjourn
## Appendix #2 - COSSPP Strategic Direction Committee

(Bold= participants, *Italicics* = unable to participate)

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<thead>
<tr>
<th>Name</th>
<th>Core Unit</th>
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<tr>
<td>Joe Calhoun</td>
<td>Economics Department, Gus A. Stavros Center</td>
<td>TT Faculty</td>
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<td>Eliza Chase</td>
<td>Student Council</td>
<td>Undergraduate</td>
</tr>
<tr>
<td>Katrinell Davis</td>
<td>Sociology, African American Studies</td>
<td>TT Faculty</td>
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<tr>
<td>Petra Doan</td>
<td>Urban and Regional Planning</td>
<td>TT Faculty</td>
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<td>Jerry Fisher</td>
<td>Political Science Department</td>
<td>Staff</td>
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<tr>
<td>Brad Gomez</td>
<td>Political Science Department</td>
<td>TT Faculty</td>
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<tr>
<td>Shawn Kantor</td>
<td>Economics Department, The Hilton Center</td>
<td>TT Faculty</td>
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<td>Stephanie Pau</td>
<td>Geography</td>
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<td>Tan Perry</td>
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<td>Alan Rowan</td>
<td>Master’s of Public Health</td>
<td>Spec. Faculty</td>
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<td>Gary Van Ladingham</td>
<td>Askew School of Public Administration</td>
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<td>Lisa Vera</td>
<td>Interdisciplinary Social Sciences</td>
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<td>Jeff Blair</td>
<td>Facilitator, FSU Consensus Center</td>
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<tr>
<td>Bob Jones</td>
<td>Facilitator, FSU Consensus Center</td>
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<tr>
<td>Tim Chapin</td>
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Appendix #3- Meeting Evaluation Summary

COSSPP STRATEGIC DIRECTIONS INITIATIVE
COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING V
MARCH 15, 2019
MEETING EVALUATION SUMMARY

Members evaluated the meeting using a 0 to 10 Rating Scale where a 0 = Totally Disagree and a 10 = Totally Agree, and provided any relevant comments.

1. Please assess the overall meeting
9.3 The background information was very useful.
9.6 The agenda packet was very useful.
8.4 The objectives for the meeting were stated at the outset.
7.8 Overall, the objectives of the meeting were fully achieved.

2. Rate your level of agreement that each of the following meeting objectives was achieved
8.0 Review and discussion of COSSPP Diversity Statement.
8.2 Discussion and evaluation of Vision/Goal Theme I: Exceptional Faculty, Staff, and Students.
8.0 Discussion and evaluation of Vision/Goal Theme II: Support Student Success.
9.0 Discussion and evaluation of Vision/Goal Theme III: Innovative Service, Outreach, and Expertise.
9.2 Discussion and evaluation of Vision/Goal Theme IV: Strengthen COSSPP Excellence and Reputation.
9.3 Discussion of next steps, assignments and Initiative schedule.

3. Please tell us how well the Facilitator helped the Committee members engage in the meeting
9.8 The Committee members followed the direction of the Facilitator.
10.0 The Facilitator made sure the concerns of all Committee members were heard.
9.2 The Facilitator helped us arrange our time well.
9.4 Committee Member input was documented accurately.

4. Please tell us your level of satisfaction with the meeting?
8.1 Overall, I am very satisfied with the meeting.
9.3 I was very satisfied with the services provided by the Facilitator.
8.6 I am satisfied with the outcome of the meeting.

5. Please tell us how well the next steps were communicated?
9.2 I know what the next steps following this meeting will be.
9.7 I know who is responsible for the next steps.

6. What did you like best about the Meeting?
   • Good discussion
7. How could the Meeting been improved?
   • I didn’t necessarily agree with the process or objective (Comment on “Overall, objectives of the meeting were fully achieved”)
Appendix #4- COSSPP Draft Statements, Mission, Vision & Values

COSSPP MISSION

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

COSSPP VISION OF SUCCESS

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

COSSPP CORE VALUES

The College is dedicated to achieving our mission by advancing our collective core values that inform the COSSPP culture and programmatic areas. We:

1. Foster a diverse and inclusive College culture, welcoming all into a robust and free exchange of ideas. (4.0 of 4 avg.)

2. Recruit and retain diverse faculty, students, and staff of the highest quality. (3.9 of 4 avg.)

3. Promote and clearly communicate evidence-based social science research and teaching to:
   - Inform and shape public policy;
   - Empower and engage communities; and
   - Contribute to the advancement of social and economic mobility, equal opportunity, and a sustainable world. (4.0 of 4 avg.)

4. Empower students through innovative teaching, mentoring, and advising. (3.7 of 4 avg.)

5. Facilitate critical thinking through a collaborative interdisciplinary approach to solving problems that confront society. (3.7 of 4 avg.)
Appendix #5- Recruiting and Supporting Student Success- Actions

Strategic Actions:

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

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

Priority Actions: Short term –2019-2021
1. Develop and implement outreach, recruitment and marketing efforts to support the college’s graduate enrollment goals.
2. Develop and implement academic advisor/program specialist training portal to ensure adequate cross-training and professional development of all student services staff.
3. Make improvements to the COSSPP website (building and maintaining virtual spaces for information and exchange)
   a. Revamp the advising webpage
   b. Make pages consistent and appealing
4. Create a Semi-Annual advising event
   a. Have advising collaborate with departments, the career center, and the FSU administration
5. Encourage more participation from departments and programs for Get More Than A Degree students.
   a. Have a meeting to reimagine the ‘Get More Than a Degree Fair’ with the Dean’s Office, departments, and students
6. Build recognition of student resiliency needs
   a. Faculty and student involvement in Resiliency Project
7. Create opportunities for student participation in programs that demand integrating learning (research, capstone project, service learning, internships, writing-intensive courses, academic campus employment, and leadership development).
8. Locate funding opportunities for students interested in research, service learning, etc.

**Long Term Action: 2022-2030**
1. Provide a college-wide advisement model that aligns across departments, compliments academic instruction and student retention, success and completion.
2. Continue to be a national leader in student retention, satisfaction, engagement, and completion, building on FSU’s successful programs in these areas.
Appendix #6 COSSPP Strategic Directions Timeline and 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

STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS- 2018-2019

SETTING THE COURSE- JUNE-SEPTEMBER 2018

June-September 2018
• Meet with Dean and review and refine as needed the proposed process, the planning horizon and conduct a strategic directions questionnaire for COSSPP faculty and staff.
• Compile, analyze, summarize and distribute the questionnaire results and incorporate into a Strategic Directions Committee Meeting #1 agenda packet.
• September appoint and convene the Strategic Directions Committee (SDC) for its first meeting on September 28, 2018.

September 28, 2018
• COSSPP Strategic Directions Committee Meeting #1.
November 7, 2018

- **COSSPP Strategic Directions Committee Meeting #2.**
  - Review and refine the products of Retreat #1 (mission, vision themes). Develop initial goals and review the agenda for proposed Departmental, Interdisciplinary, Staff and Student meetings and assignments.

**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.

**INTEGRATING AND ALIGNING THE CSSPP STRATEGIC DIRECTIONS PLAN- JANUARY-MARCH 2019**

February 1, 2019

- **COSSPP Strategic Directions Committee Meeting #3- 8:30 am- 12:00 p.m.**
  - Review input from Fall 2018 input workshops and meetings. Refine, as needed the products based on input (mission, vision, goals, objectives) and identify potential strategic actions. Seek member preferences in terms of goals/objectives drafting groups.

February 15, 2019

- **Strategic Directions Committee Meeting #4.**
  - Review 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.

**SEEKING INPUT ON STRATEGIC PLAN FINAL RECOMMENDATIONS**

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

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

May 2019
- Facilitators provide the SDC’s Strategic Directions Plan Recommendations to the Department Chair based on the input from the 2018-19 Process.
- Dean adopts and disseminates College Strategic 10-Year Plan to CSSPP Faculty, Students, Staff and Alumni.