CONSENSUS CENTER

“Facilitating Solutions, Supporting Collaborative Action
Florida State University
Facilitation Team: Bob Jones & Jeff Blair
COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING VI
EXECUTIVE SUMMARY
Friday, March 29 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 noted following the March 15 meeting input he circulated to the SDC at March 21 which we would be reviewing and refining today. He introduced the facilitators provided an overview of the meeting objectives and agenda. The Committee accepted the Meeting #5 summary without corrections.

The Facilitators reviewed the mission, values and vision statement and diversity and inclusion statement refined at the February 15, March 1 and March meeting. The SDC then reviewed and approved the COSSPP Diversity and Inclusion Statement Below

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.

(4.0 avg. of 4)

The meeting then reviewed the goal framework and the draft March 21 Draft Plan based on the SDC meeting of March 15. Below are the goals, objectives and actions as refined and amended in the meeting.

SECTION I. RECRUIT AND RETAIN EXCEPTIONAL AND DIVERSE TALENT

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

(4.0 avg. of 4)

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

Action Items (4)

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

**Objective 1.1 and 4 Actions- (3.9 avg. of 4)**

**Objective 1-2. The college will make investments and pursue strategies that ensures the recruitment and retention of diverse tenure-track and specialized faculty.**

**Action Items**

- The Diversity and Inclusion Committee will review and recommend any changes to the College’s recruitment, search, promotion and tenure process and procedures consistent with best practices.
- The Dean will ensure that all college recruitment and search, promotion and tenure committee members shall take the training consistent with the limitations of federal/state laws and university practices.
- The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
- The college and its units will make ongoing investments that advance the faculty diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
- The Dean, or a designated Associate Dean, will review unit-level recruitment strategies, position descriptions, and hiring plans with an eye towards ensuring unbiased, competitive, and open faculty searches.
- The 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 #2: The college will provide an environment and promotes a culture that aids ensures the recruitment and retention of exceptional and diverse staff. (4.0 avg. of 4)**

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

**Action Items (3)**
• The Dean will create and appoint a Staff Advisory Committee to hear concerns, generate ideas, and receive feedback from staff across the college.
• The Dean, COSSPP Chief of Staff, and the Staff Advisory Committee will work with supervisors to update and improve annual evaluation processes to ensure staff are accurately rated each year.
• The Dean will set aside funds each year for staff professional development activities, which may include online trainings, in-person trainings, and attendance at professional conferences/events.

Objective 2.1 and 3 Actions- (3.75 avg. of 4)

Objective 2-2., the college will make investments and pursue strategies, that ensure the recruitment and retention of diverse staff.
Action Items (3)
• The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
• The college and its units will make ongoing investments that advance of the staff diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan within the limitations of federal/state laws and university practices.
• 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.

SECTION II. SUPPORTING AND PROMOTING STUDENT SUCCESS

Goal #3: The college will provide an environment setting and promote a culture that ensures aids in the recruitment, retention, timely graduation and successful careers of exceptional and diverse students.

Move 3.1 under goal 4 to Section 1) (4.0 avg. of 4)

Objective 3-2. Within the limitations of federal/state laws and university practices, the college will make investments and pursue strategies that aid in the recruitment and retention of diverse students.
Action Items
• The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
• The college and its units will make ongoing investments that advance of the student and program diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
• The college will create and support affinity groups for students from traditionally underrepresented groups.
• The college will support inclusive and culturally relevant communication and learning strategies.
• The college expand and improve orientation activities for students from traditionally underrepresented groups.
• The college and units will support the creation of learning experiences that emphasize respect for differences and awareness of unexamined biases, as well as provide training for faculty to incorporate these topics in the classroom.

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

Objective 4-1. The college will make investments that aid in the recruitment and retention of excellent students.
Action Items
• The Dean will seek resources to support undergraduate research...
• The Dean will seek resources to support graduate research...
• The college will support faculty in providing culturally relevant and inclusive curricular and pedagogical approaches to teaching and research.

Objective 4-2. The college will support and expand the number of innovative, engaging, and rigorous learning experiences at all levels.
Action Items
• The college will seek funding for students to apply knowledge and learned skills to “outside world” through field trips, conferences, research, volunteering, internships and other opportunities.
• The college and units will seek to minimize the number of upper-division classes with 40 or more students.
• The college will support the creation of a range of Research Intensive Bachelors Certificate programs, which provides undergraduate students with opportunities to receive intensive research training, present their research at scholarly conferences, and work as research assistants.

Objective 4-2. The college will foster a culture where teaching excellence is expected, measured and rewarded.
Action Items
• The college Dean will create an Ad Hoc Teaching Evaluation Committee whose charge will be to develop strategies for evaluate teaching excellence, independent of teaching evaluations as they have been shown to be biased.
• The college and units will develop a Teaching Excellence speaker series for faculty and graduate students on advances in teaching and learning.
• The college and units will work to advance nominations and develop supporting materials that can yield an increase in the number of college, university, and national teaching awards won by faculty and teaching assistants.
• The college Dean will create a “COSSPP Teacher of the Year” program that recognizes one tenure track faculty member and one specialized faculty member for their teaching excellence each academic year.
Objective 4.3. The college will make investments and pursue strategies that support interdisciplinary learning experiences and activities.

Action Items

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

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

Action Items

- The college and units will seek to increase the number of alumni, government officials, and public policy leaders who speak in courses and at events.
- The college and units will seek to increase the number of high profile academic leaders who visit campus, give research presentations, and career advice.
- Increase the total number of internships performed by students.

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

Action Items

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

SECTION III. PROMOTE A CULTURE OF EVIDENCE-BASED POLICY ANALYSIS, ENGAGEMENT, OUTREACH, AND SERVICE

Goal #5: The college’s Centers, Institutes, and Departments will serve as a leading source for evidence-based policy analysis, community engagement, outreach, and service. (4.0 avg. of 4)

Objective 5.1: 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
• Clarifying part of geographic focus of the outreach, policy analysis, service missions.
• Drawing from their guiding documents (e.g. mission statements, bylaws, etc.) and engagement with relevant stakeholders, each Center, Institute, and Department will undertake an assessment of their role(s) and constituencies in providing policy analysis, community engagement, outreach, and service activities.
• Each Center, Institute, and Department will evaluate if and how they incentivize, penalize, and/or reward policy analysis, community engagement, outreach, and service in their annual evaluations of faculty and staff.
• Each Center, Institute, and Department will update its Mission Statement, Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the expectations and mission of the unit in regards to the provision of policy analysis, community engagement, outreach, and service activities.

Objective 5.1 and 3 Actions (4.0 avg. of 4)

Objective 5.2: The college will grow its reputation as an acknowledged as a leading source for evidenced-based policy analysis, community engagement, and service relative to each unit’s mission. (5.2, 3, 4, and 5 as action items)

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

Objective 5.2 and 3 Actions (4.0 avg. of 4)

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

Action Items
The Dean will oversee the completion of a scan and assessment of the ways units currently provides expert service, analysis, and advice to the regional community.

The Dean will form an Engagement, Outreach, and Service Committee to assess and provide advice on advancement of this objective.

The college, in concert with individual units, will identify ways and seek resources to incentivize and reward regionally-focused policy analysis, community engagement, and service activities by units.

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

**Action Items**

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

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

**Action Items**

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

**SECTION IV. THE PURSUIT OF PROGRAMMATIC, FACULTY, STAFF, AND STUDENT EXCELLENCE**

(Move this as Section #1.) (4.0 avg. of 4)

**Goal #6. The college will be a preeminent home for social science and public policy research. (4.0 avg. of 4)**

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

**Action Items**
• Academic departments will identify and list premier journals and academic presses in their discipline, in a way that is consistent with journal and academic press rankings at other preeminent universities.
• Academic departments will review and update, 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 their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the desire to see increase the impact of faculty scholarship.

Objective 6.1 and 4 Actions (4.0 avg. of 4)

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

Action Items
• The college and units will increase the number and amount of summer research grants available to research active faculty.
• The college will increase the number of semester-long research sabbaticals to research active faculty.
• The college will work with centers and institutes to secure resources, computing infrastructure, data, and space to promote and support faculty and doctoral student research.
• The college will continue to 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 6.2 and 6 Actions (4.0 avg. of 4)

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

Action Items
• The college and units will increase the number of visiting scholars to present research and take part in scholarly events.
• The college and units will make available resources to support greater numbers of research symposia and other scholarly events.
The college and units will increase support for faculty and doctoral student travel to premier scholarly conferences.

The college and units will increase support for faculty who take on editorial roles at premier scholarly journals or who play key leadership roles in high profile research conferences and scholarly associations.

The college and units will provide support to faculty in their pursuit of national and international awards and honors.

The Dean, or the Associate Dean for Research, will work to support activities that yield an increase the number of doctoral students who receive National Science Foundation Graduate Fellowships, Dissertation Enhancement Grants, or other prestigious fellowships.

Objective 6.3 and 6 Actions (4.0 avg. of 4)

Goal #7: 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. (4.0 avg. of 4)

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

Action Items

- The Dean, working with the college leadership, will develop and disseminate a vision for the college as a preeminent 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 so as to foster future opportunities for collaboration, giving back, and celebrate accomplishments of our graduates.

Objective 7.1 and 4 Actions (4.0 avg. of 4)

Objective 7.2: 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 to reflect the desire to award appropriate credit to faculty who secure outside funding.

Objective 7.2 and 4 Actions (4.0 avg. of 4)

Following the review of the goals, objectives and actions the SDC discussed: what the College is trying to accomplish; the need for a strategic plan to guide collective and strategic action and the lack of one presently; whether these are directed towards preserving the status quo; have we defined an identity for the College; whether there are big ideas that might animate the plan; and what is the role of Departmental strategic plans in the future.

Tim offered his thanks to the SDC, noting that it was not his plan but the college plan. The SDC discussed how to receive input on the draft plan from faculty, staff and students. It was agreed to have the Dean convene an input workshop in mid-April, solicit comments on an online survey and in messages to the Dean and the SDC members. These will be reviewed at the April 26 meeting and as needed the Plan will be refined and approved as a recommendation of the SDC. The members completed a meeting evaluation form. The meeting adjourned at 11:50 a.m.
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

The Facilitators reviewed the mission, values and vision statement refined at the February 15 meeting. The SDC then reviewed and approved the COSSPP Diversity and Inclusion Statement Below

**COSSPP Diversity and Inclusion Statement**

This Strategic Plan affirms clearly that Diversity and Inclusion are central to the college’s mission and values. The Strategic Plan will align its mission and actions to be inclusive of the mission, actions, and achievements anticipated by the fulfillment of the COSSPP Diversity and Inclusion Action Plan. COSSPP will incorporate diversity and inclusion as a goal with objectives and actions in its Strategic Directions Plan and a follow-on Diversity and Inclusion Action Plan.

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SECTION I. RECRUIT AND RETAIN EXCEPTIONAL AND DIVERSE TALENT

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

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Comments:
- “setting”? Environment?

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

Action Items (4)
- The Dean will require units to review and update their Promotion Guidelines and/or Guide to Faculty Expectations that more clearly establish the types, amounts, and examples of excellent scholarship, teaching, and service expected of faculty.
- The Dean will seek resources to fund a competitive program of annual one-semester research leaves for highly productive tenure-track faculty.
- The Dean, or a designated Associate Dean, will work with units to update and improve annual evaluation processes to ensure faculty are accurately rated each year.
- The Dean, or a designated Associate Dean, will develop better measures of faculty service loads in an effort to spread student advising, department/college/university service loads more equally across the faculty.

**Objective 1.1 and 4 Actions**

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- “Aid”? “Ensure” ? “Prioritizes“?
- Connect with Section 4- build excellence in the college? Connect this/comb through in terms of common themes.
- Do a cross walk? E.g. Excellence- theme.

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

**Action Items**
- The Diversity and Inclusion Committee will review and recommend any changes to the College’s recruitment, search, promotion and tenure process and procedures consistent with best practices.
- The Dean will ensure that all college recruitment and search, promotion and tenure committee members shall take the training consistent with the limitations of federal/state laws and university practices.
- The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
- The college and its units will make ongoing investments that advance the faculty diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
- The Dean, or a designated Associate Dean, will review unit-level recruitment strategies, position descriptions, and hiring plans with an eye towards ensuring unbiased, competitive, and open faculty searches.
- The college will create and support affinity groups for faculty from traditionally underrepresented groups.
- The Dean, or a designated Associate Dean, will develop measures of faculty service loads to ensure that women faculty and faculty of color are not overburdened by service demands.
The Dean, or a designated Associate Dean, will work with units to identify and pursue strategies for reducing, and ultimately eliminating, gender, racial, and other biases in teaching and annual evaluations.

The Dean will seek resources to support a 1-2 year Diversity Post-Doctoral Fellowship for recruiting faculty with research and/or teaching interests in marginalized communities.

The Dean, or a designated Associate Dean, will work with unit leadership to ensure that student advising, department/college/university service loads are spread equally across the faculty.

**Objective 1.2 and 8 Actions**

**Comments:**
- Does the reference to federal/state practice dilute this objective?
- Important reminder of the process and law
- Looks like a disclaimer - diversity is not an affirmative action program.
- Place the disclaimer at the end of the objective?
- Action item: college recruitment committees should take the training to be within the limitations of federal/state laws and university practices
- “Aid”
- Search training online

**Goal #2:** The college will provide an environment setting and promotes a culture that aids ensures the recruitment and retention of exceptional and diverse staff.

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**Comments:**
- “Setting”.

**Objective 2.1. The college will make investments and promote hiring practices that aid in ensures the recruitment and retention of excellent staff.**

**Action Items (3)**
- The Dean will create and appoint a Staff Advisory Committee to hear concerns, generate ideas, and receive feedback from staff across the college.
- The Dean, COSSPP Chief of Staff, and the Staff Advisory Committee will work with supervisors to update and improve annual evaluation processes to ensure staff are accurately rated each year.
- The Dean will set aside funds each year for staff professional development activities, which may include online trainings, in-person trainings, and attendance at professional conferences/events.

**Objective 2.1 and 3 Actions**
Comments:
- Competitive salary for staff? Relates to retention.
- Internal vs external staff recruitment.
- Hard to promise in a plan.
- Assess staffing levels across units? Action 1.
- Figure out how to meet gaps in terms of division of labor.
- Univ. vs. college sets salary levels. HR gives a salary range. This is a messy area.
- Need to add these action items.
- Think about our strengths
- If there isn’t pay on salary have to be other aspects of the job more pleasant. Create a culture.
- Staff advisory council- feel valued and heard. Professional development.

**Objective 2-2., the college will make investments and pursue strategies that aid in ensures the recruitment and retention of diverse staff.**

**Action Items (3)**
- **Action item-Within the limitations of federal/state laws and university practices**
  - 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 of the staff diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
  - The Dean, COSSPP Chief of Staff, or a designated Associate Dean, will review unit-level recruitment strategies, position descriptions, and hiring plans with an eye towards ensuring unbiased, competitive, and open staff searches.

**Objective 2.2 and 3 Actions**

**Comments:**
- None

**SECTION II. SUPPORTING AND PROMOTING STUDENT SUCCESS**

**Goal #3: The college will provide an environment setting and promote a culture that ensures aids in the recruitment, retention, timely graduation and successful careers of exceptional and diverse students.**

*Move to Section 1. 3.1 under goal 4.*

- Goal- timely graduation and successful careers? New goal
- Investments, structures, inter department collaboration, advising to ensure
• Process matters in terms of the experience.
• Transition from undergrad to grad school. Senior year curriculum. Here’s what we offer
• 4.5 – can work on this

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Comments:
• Academic advising/mentoring is key to this section and isn’t clearly referenced. Should be an objective
• Graduation- timely- in goal statement
• Under specified because we haven’t asked students what they care about.
• Collaboration among academic programs. Work together. E.g. policy analysis
• Think about teaching. Ask students. Public admin. E.g.
• Internships – silent on this.
• Graduate students- figure out their needs.
• Successful careers- this is under goal 4.
• Don’t pursue numerous needs assessments for grad students.
• Soc. just did a survey of grad students.
• Communication and of students, faculty and staff.
• Plan needs to create a stronger link to alumni.
• Goal 3 under section 1?
• Objective 3.1 under goal 4. Objective 3.2 under goal 1.
• Intention of goal 3? Overlapping with goal 4
• Students need own goal.
• Rewrite goal 3? Writing another goal under Section 2?
• Call for different measures, actions and approaches.
• Recruiting talent- we want better students to make us more productive.
• Section 2- goal three and take 3.1 out under goal 4.
• Undergrads are not a recruitment issue? We are in competition for students from other units.
• If keep in section 2- doesn’t have language of goal 1 and 2.
• 2 issues- Goal 3- recruiting good students. Move to section 1.
• Section 4 is adding value to student experience.
• Section 1 getting the talent, Section 2
• Add value and get them out.
• Graduating them?

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

- The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
- The college and its units will make ongoing investments that advance the student and program diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
- The college will create and support affinity groups for students from traditionally underrepresented groups.
- The college will support inclusive and culturally relevant communication and learning strategies.
- The college 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.

Objective 3.2 and 6 Actions

Comments:

- None

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

Comments:

- Goal 5- timely graduation and successful career.
- What is our graduate attainment for undergrads? 30% of DURP grads from FSU. DURP has pre-grad program.
- Raise the visibility- action under 4.5
- 3.1- enrollment targets, grad students.
- Section 1- add students excellence /diversity goal/objective
- Section 2 student experience and timely graduation.
- Timely graduation as a goal vs. objective? Incentive for timely grad? Get rid of worst students.
- FSU has made a big deal about timely graduation.
- Don’t have issue retaining those start as social science major. E.g. excess credit surcharges.
- Students from other majors don’t get credit for those students.
- Graduation rate vs. timeliness as the goal.
- Can we petition institutional research to run numbers. Looking at graduation. Getting them out on time.
- Getting resources- requires data. FSU forgets regularly.
- Action item.
- We get a certain quality of student- help us succeed by providing resources.
Objective 4-1. The college will make investments that aid in the recruitment and retention of excellent students.

Action Items
- The Dean will seek resources to support undergraduate research.
- The Dean will seek resources to support graduate research.
- The college will support faculty in providing culturally relevant and inclusive curricular and pedagogical approaches to teaching and research.

Objective 3.1 and 3 Actions
Comments:
- None

Objective 4-2. The college will support and expand the number of innovative, engaging, and rigorous learning experiences at all levels.

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

Objective 4.2 and 3 Actions
Comments
- None

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

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

Objective 4.2 and 4 Actions
Comments:
Objectives:

- 2nd action item. Too vague. Host speaker series on advances in teaching and learning
- Add “advances in teaching and learning” to bullet 2

Objective 4.3. The college will make investments and pursue strategies that support interdisciplinary learning experiences and activities.

Action Items

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

Objective 4.3 and 4 Actions

Comments:

- None

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

Action Items

- The college and units will seek to increase the number of alumni, government officials, and public policy leaders who speak in courses and at events.
- The college and units will seek to increase the number of high profile academic leaders who visit campus, give research presentations, and career advice.
- Increase the total number of internships performed by students.

Objective 4.4 and 3 Actions

Comments:

- None

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

Action Items

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

Objective 4.5 and 6 Actions
Comments:
• Global opportunities- and connection locally.
• Strengthen interdepartmental coordination. Work together to share info on electives for career track programs.

SECTION III. PROMOTE A CULTURE OF EVIDENCE-BASED POLICY ANALYSIS, ENGAGEMENT, OUTREACH, AND SERVICE

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

<table>
<thead>
<tr>
<th>Acceptability Rating Scale</th>
<th>4 = Acceptable, I agree</th>
<th>3 = Acceptable with minor reservations</th>
<th>2= I don’t agree unless major reservations addressed</th>
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<tr>
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</table>

Comments:
• None

Objective 5.1: 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
• Clarifying part of geographic focus of the outreach, policy analysis, service missions.
• Drawing from their guiding documents (e.g. mission statements, bylaws, etc.) and engagement with relevant stakeholders, each Center, Institute, and Department will undertake an assessment of their role(s) and constituencies in providing policy analysis, community engagement, outreach, and service activities.
• Each Center, Institute, and Department will evaluate if and how they incentivize, penalize, and/or reward policy analysis, community engagement, outreach, and service in their annual evaluations of faculty and staff.
• Each Center, Institute, and Department will update its Mission Statement, Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the expectations...
and mission of the unit in regards to the provision of policy analysis, community engagement, outreach, and service activities.

**Objective 5.1 and 3 Actions**

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Comments:
- Add to first bullet: **geographic focus of the outreach, policy analysis, service missions**

**Objective 5.2: The college will grow its reputation as an acknowledged as a leading source for evidence-based policy analysis, community engagement, and service relative to each unit’s mission. (5.2, 3,.4, 5 as action items) on the FSU campus.**

Comments:
- Add “a leading source of”
- Add “relative to each unit’s mission”
- Delete “on the FSU campus”
- Clarify geography as appropriate to the center/institutes
- Value of different geography
- Add new action item- charges units to articulate the focus of their outreach

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

**Objective 5.2 and 3 Actions**

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Comments:
- 5.2 campus, 5.3 state. 5.4 and 5.5
- Awkward. Need to separate it out? One objective
- Capture in the action items?
- Where are we now? What are opportunities to build.
- North Florida
- 5.2 take out campus
- Work with Foundation to work to find funding sources for this work.
Objective 5.3: The college will grow its reputation as an acknowledged source for cutting-edge, evidence-based policy analysis, community engagement, and service to communities in North Florida and South Georgia.

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

Objective 5.3 and 3 Actions
Comments:
- None

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

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

Objective 5.4 and 3 Actions
Comments:
- None

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

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

Objective 5.5 and 3 Actions
Comments:
- Incentivize these actions to help with implementation.
- Connect with

**SECTION IV. THE PURSUIT OF PROGRAMMATIC, FACULTY, STAFF, AND STUDENT EXCELLENCE**

*Comments*
- Move this section to #1.
- Add “staff”

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

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*Comments:*
- Delete- foster and support a culture consistent with
- Leaving out top 25 national rating? Reflected as an action item or objective?
- Strategy- what are we as a college intellectually and what are we trying to accomplish?
- These are strategies for how things are as status quo.
- “Staff”
- Some don’t do social science but basic science. Used to allocate $$ to research?
- Doesn’t grab.
- Should the plan lead with this section?
- Section 4 to section 1.? All good.
- Put teaching after this one? Section 2.

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

*Action Items*
- Academic departments will identify and list premier journals and academic presses in their discipline, in a way that is consistent with journal and academic press rankings at other preeminent universities.
- Academic departments will review and update, 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 their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the desire to see increase the impact of faculty scholarship.

*Objective 6.1 and 4 Actions*
Objective 6.2: The college will make investments and seek funding to provide faculty and doctoral, students with the tools and resources necessary to produce research in premier outlets.

Action Items

- The college and units will increase the number and amount of summer research grants available to research active faculty.
- The college will increase the number of semester-long research sabbaticals to research active faculty.
- The college will work with centers and institutes to secure resources, computing infrastructure, data, and space to promote and support faculty and doctoral student research.
- The college will continue to 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 6.2 and 6 Actions

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Comments:

- 6.2 (funding) and 6.3 and Goal 7?
- Action item-4th bullet- add “aggressively”
- 5th bullet: “and when appropriate masters student”
- Master student stipends. Add to this. Perhaps in student section

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

Action Items

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

**Objective 6.3 and 6 Actions**

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Comments:
- Lots of $$ being spent here.

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

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Comments:
- “centers”
- “To enable units to rank among the preeminent sources”
- Objectives are college center.
- “Locus”

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

**Action Items**
- The Dean, working with the college leadership, will develop and disseminate a vision for the college as a preeminent 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 so as to foster future opportunities for collaboration, giving back, and celebrate accomplishments of our graduates.

Objective 7.1 and 4 Actions

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Comments:
• Really important and require a lot of work
• Termed out members with excess campaign $$ to COSSPP?

Objective 7.2: 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 to reflect the desire to award appropriate credit to faculty who secure outside funding.

Objective 7.2 and 4 Actions

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Overall Comments on the Plan to date
• Strategy- what are we as a college intellectually and what are we trying to accomplish?
• These are strategies for how things are as status quo.
• Big ideas?
• College saying- e.g. research centered around economic analysis of policy
• Department strategic plans.
• Happy- yes and no. Don’t have a strategic plan to guide collective and strategic action.
• Excellence up front.
• Aspirational as we like? No. Not as good as we hoped. Guide spending for next 10 years?
• End of the beginning not beginning of the end?
• Culture has to change, embedded here.
• Strategy has been safe.
• Alternative strategy would be more visionary. Little bit risky in some areas.
• Define an identity for the College?
• Elevates excellence- good.
• Section IV- action item. Give the dean the license to allocate resources strategically to achieve this excellence.
• Put more teeth in here for the Dean? Units to be more accountable
• Big ideas as a college. Where will FL be in 50 years. Deal with the consequences? Sea level, climate change. What if retirement to FL is no longer attractive.
• Include in a preamble- applied focus to the state, nation and globe-
• College take an approach to identify themes for research or fundraising themes.
• Starting from scratch- start conversations to inform the next steps.
• Put in aspirational goals- increase graduate enrollment.
• Other areas- you want to see in your heart of hearts.
• Westcott to College and college to units- lay out the rules. Putting out resources.

III. NEXT STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS

Comments on Next Steps in the Development of the Plan
• Tim offered his thanks to the SDC, noting that it was not his plan but the college plan. There is lots of great stuff in the plan.
• Rework the draft based on the input today.
• Options- questionnaire or open house? Perhaps a way to comment on the plan online and a faculty/staff input workshop.
• Open house, input workshop for faculty and staff. Would like to get students input on this
• Don’t go back to Departments. College plan outside department
• Get to students by mid-April if possible. Dean will be at the open house.
• Hard to get students engagement- grad and undergrad.
• Send the plan out to all the College community.
• Share the info and ask for verbal feedback. Is there anything causing heartburn? Missed something that is important to deal with?
• Include staff.
• What happens after our next meeting. Approval of the SDC’s recommendations to the dean.

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 29, 2019
SDC Workshop #6 Objectives

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

SDC Workshop #6 Agenda

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

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

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

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

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

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

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

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

12:00 p.m. Adjourn

COSSPP Strategic Directions Committee Meeting VI Summary, March 29,2019
## Appendix #2- SDC Members

COSSPP Strategic Direction Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Core Unit</th>
<th>Type</th>
</tr>
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<tbody>
<tr>
<td>Joe Calhoun</td>
<td>Economics Department, Gus A. Stavros Center</td>
<td>TT Faculty</td>
</tr>
<tr>
<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>
</tr>
<tr>
<td>Petra Doan</td>
<td>Urban and Regional Planning</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>
</tr>
<tr>
<td>Stephanie Pau</td>
<td>Geography</td>
<td>TT Faculty</td>
</tr>
<tr>
<td>Tan Perry</td>
<td>Academic Affairs</td>
<td>Staff</td>
</tr>
<tr>
<td>Alan Rowan</td>
<td>Master’s of Public Health</td>
<td>Spec. Faculty</td>
</tr>
<tr>
<td>Gary Van Landingham</td>
<td>Askew School of Public Administration</td>
<td>Spec. Faculty</td>
</tr>
<tr>
<td>Lisa Vera</td>
<td>Interdisciplinary Social Sciences</td>
<td>Spec. Faculty</td>
</tr>
<tr>
<td>Tim Chapin</td>
<td>Dean, COSSPP</td>
<td>-</td>
</tr>
<tr>
<td>Jeff Blair</td>
<td>Facilitator, FSU Consensus Center</td>
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Appendix #3- Meeting Evaluation Summary

COSSPP STRATEGIC DIRECTIONS Initiative

COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING VI
MARCH 29, 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. 11 forms were received.

1. Please assess the overall meeting
   - 9.7 The background information was very useful.
   - 9.7 The agenda packet was very useful.
   - 9.8 The objectives for the meeting were stated at the outset.
   - 9.5 Overall, the objectives of the meeting were fully achieved.

2. Rate your level of agreement that each of the following meeting objectives was achieved
   - 8.3 Review of revised COSSPP Diversity Statement.
   - 9.6 Review, Discuss, and Rate Draft Goals, Objectives, and Actions.
   - 9.8 Clarification of next steps, assignments, and Initiative schedule.

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

4. Please tell us your level of satisfaction with the meeting?
   - 9.7 Overall, I am very satisfied with the meeting.
   - 10.0 I was very satisfied with the services provided by the Facilitator.
   - 9.6 I am satisfied with the outcome of the meeting.

5. Please tell us how well the next steps were communicated?
   - 9.8 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?**
   - Openness and honesty of the discussion
   - The friendly dialogue

7. **How could the Meeting been improved?**
   - More healthy food like fruit and sugar free yogurt.

8. **Other Comments?**
   - It is nice to start to see the final product.
Appendix #4 COSSPP Strategic Directions Timeline and Process Steps

**STRATEGIC DIRECTIONS TIMELINE & PROCESS STEPS**

**COLLEGE OF SOCIAL SCIENCES AND PUBLIC POLICY**

**STRATEGIC DIRECTIONS PROCESS**

### 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.
  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.

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.
  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.
  o Review Meeting #3 outcomes.
  o 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.
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.