

College of Social Sciences & Public Policy

Strategic Plan 2019-2029

ADOPTED PLAN
May 30, 2019



Section I. College Statements

COSSPP Mission Statement

The Florida State University College of Social Sciences and Public Policy is dedicated to excellence in creating and communicating social science and public policy knowledge through leading edge research, interdisciplinary programs, and teaching. We inspire and create opportunities for our diverse student body to become the next generation of leaders, citizens, and innovators to advance scholarship, engage communities, and serve society.

The COSSPP Vision

COSSPP offers an inclusive and collaborative college culture, welcoming all into a robust and free exchange of ideas. The college recruits and retains exceptional and diverse faculty, graduate and undergraduate students, and staff to advance the college's mission and undertake core disciplinary and interdisciplinary research, teaching, and service activities. Students are supported in the classroom and on campus to become critical thinkers and are prepared through teaching, mentoring, advising, and service to successfully contribute and serve as leaders, citizens, and innovators. The college's reputation for excellence in creating and applying knowledge is reflected in units and programs that are the best in Florida and highly ranked among all public universities.

COSSPP Diversity and Inclusion Statement

This Strategic Plan affirms clearly that diversity and inclusion are central to the college's mission and values. The Strategic Plan will be informed by and be in alignment with the mission, actions, and achievements of the COSSPP Diversity and Inclusion Action Plan.

COSSPP's Core Values

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

1. Foster a diverse and inclusive college culture, welcoming all into a robust and free exchange of ideas;
2. Recruit and retain diverse faculty, students, and staff of the highest quality;
3. Promote and clearly communicate evidence-based social science research and teaching to:
 - Inform and shape public policy,
 - Empower and engage communities, and
 - Contribute to the advancement of social and economic mobility, equal opportunity, and a sustainable world;
4. Empower students through innovative teaching, mentoring, and advising; and
5. Facilitate critical thinking through a collaborative interdisciplinary approach to solving problems that confront society.

Section II. The Pursuit of Programmatic, Faculty, Staff, and Student Excellence

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

Objective 1.1: The college will promote faculty evaluation practices that advance a culture where premier scholarly research is expected and becomes the norm.

Action Items

- Academic departments will review and update, as appropriate, their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations to reflect the expectation that faculty will submit and publish in premier journals and with premier academic publishers consistent with 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 increases in the impact of faculty scholarship.
- Academic departments will identify practices for tracking and reporting the impact of faculty scholarship, such as, but not limited to, scholarly citations, invitations to give talks, and popular media exposure.

Objective 1.2: The college will make investments and seek funding to provide faculty and doctoral students with the tools and resources necessary to produce research in premier outlets.

Action Items

- The college and units will increase the number and amount of summer research grants available to research-active faculty.
- The college will increase the number of semester-long research leaves 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 master's student stipends and other support to compare favorably with peer and aspirant universities.
- The college and units will work to provide core infrastructure to support world-class social science research, which may include the development of a Public Policy Institute that embraces a variety of research methods, including quantitative analysis, qualitative analysis, experimental design, survey research, GIS, data management, data science, and data visualization.

Objective 1.3: The college will seek resources and make investments to enhance the college's visibility and reputation for scholarly excellence.

Action Items

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

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

Objective 2.1: The college will work to increase the number and annual amount of financial gifts from alumni and friends.

Action Items

- The Dean, working with the college leadership, will develop and disseminate a vision for the college as a preeminent place for social science and public policy research.
- The Dean will work with college leadership, unit leadership, and faculty to share the college's vision in an effort to strengthen connections with alumni, donors, 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, as well as incentives for encouraging alumni and students to give back to the college.
- The Dean, working with the Assistant Dean for Development, the Chief of Staff, and leadership/staff in individual units, will develop strategies and actions to better track alumni to foster future opportunities for collaboration and giving back and to celebrate accomplishments of our graduates.

Objective 2.2: The college will make investments and pursue strategies that yield annual increases in external research funding.

Action Items

- The Dean, through the Associate Dean for Research, will undertake a scan to identify appropriate and external funding opportunities that can support scholarly research.
- The Dean, through the Associate Dean for Research, will develop and disseminate best practices for securing funding from federal, state, local, industry, and foundation sources.
- The Dean, through the Associate Dean for Research and unit leadership, will develop an incentive system to encourage faculty and doctoral students to pursue funded research opportunities.
- Academic departments will review and update their Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations, as appropriate, to reflect the desire to award appropriate credit to faculty who secure outside funding.

Section III. Supporting and Promoting Student Success

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

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

Action Items

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

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

Action Items

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

Objective 3.3: The college will support and expand the number of innovative, engaging, and rigorous learning experiences at all levels.

Action Items

- The college will seek funding for students to apply knowledge and learned skills to the “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 provide undergraduate students with opportunities to receive intensive research training, develop research skills, and work with faculty as research assistants.

Objective 3.4: The college will foster a culture where teaching excellence is expected, measured, and rewarded.

Action Items

- Each academic department will review and update Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations, as appropriate, to reflect expectations for excellence in teaching.
- The Dean will create an Ad Hoc Teaching Evaluation Committee whose charge will be to develop strategies for better evaluating teaching excellence independent of teaching evaluations, as they have been shown to be biased.
- The college will work with units to develop a Teaching Excellence speaker series for faculty and graduate students on advances in teaching and learning.
- The college and its units will actively encourage and support faculty and teaching assistants to work with the university’s Center for Teaching Excellence.
- The college and units will work to advance nominations and develop supporting materials that can yield an increase in the number of college, university, and national teaching awards won by faculty and teaching assistants.

- The Dean will create a “COSSPP Teacher of the Year” program that recognizes one tenure-track faculty member and one specialized faculty member for their teaching excellence each academic year.

Objective 3.5: The college will make investments and pursue strategies that support interdisciplinary learning experiences and activities.

Action Items

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

Objective 3.6: The college will pursue strategies to enhance student connections to government, industry, nonprofits, community leaders, alumni, and academic leaders.

Action Items

- The college and units will seek to increase and track 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 and track the number of high profile academic leaders who visit campus, give research presentations, and offer career advice.
- The college and units will seek to increase and track the number of professional internships performed by students.

Objective 3.7: The college will expand opportunities for students to seek and secure employment or continued study upon graduation.

Action Items

- The college and units will work with 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 nonprofits to expand Tallahassee internship opportunities for students.
- The college will work with The Washington Center, the Washington Internship Student Experience program, and other groups to expand internship opportunities in the Washington, DC, area.
- The college will work with the International Affairs program and International Programs office to expand internship opportunities abroad.
- The college's Academic Affairs office and units will work with the Career Center to better track job placements, average salaries, and job satisfaction over time for alumni.
- The college's Academic Affairs office and units will work with the Career Center to augment and improve career advising services and job fairs for students.
- Doctoral-granting units in the college will track the placement of PhD graduates in academic and non-academic positions.
- The college will work with units to strengthen interdepartmental coordination, including the more regular sharing of information on electives for applied master's programs and doctoral programs.

Section IV. Recruit and Retain Exceptional and Diverse Talent

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

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

Action Items

- The Dean will require units to review and update their promotion guidelines, as appropriate, to clearly articulate expectations for excellent scholarship, teaching, and service.
- The Dean will seek resources to fund a competitive program of annual one-semester research leaves for highly productive tenure-track faculty.
- The Dean, working through the Associate Dean for Faculty Development, will work with units to update and improve annual evaluation processes to ensure that faculty are accurately rated each year.
- The Dean, working through the Associate Dean for Faculty Development, will develop better measures of faculty service loads in an effort to spread student advising and department/college/university service loads more equitably across the faculty.

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

Action Items

- The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
- The college will appoint a Diversity and Inclusion Committee to review and recommend any necessary changes to the college's recruitment, search, promotion, and tenure procedures, and training and orientation programs consistent with best practices.
- The college and its units will make ongoing investments that advance the faculty diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.

- The Dean, working through the Associate Dean for Faculty Development, 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, working through the Associate Dean for Faculty Development, will develop measures of faculty service loads to ensure that women faculty and faculty of color are not overburdened by service demands.
- The Dean, working through the Associate Dean for Faculty Development, 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 Postdoctoral Fellowship for recruiting faculty with research and/or teaching interests in marginalized communities.
- The Dean, working through the Associate Dean for Faculty Development, will work with unit leadership to ensure that student advising and department/college/university service loads are spread equitably across the faculty.

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

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

Action Items

- The Dean will create and appoint a representative College Staff Advisory Committee to hear concerns, generate ideas, and receive feedback from staff across the college.
- The Staff Advisory Committee will work with the Dean and Chief of Staff to review resource equity across the college units.
- The Dean, Chief of Staff, and the Staff Advisory Committee will work with supervisors to update and improve annual evaluation processes to ensure that staff are accurately rated and evaluated each year.

- The Dean will set aside funds each year for staff professional development activities, which may include online trainings, in-person trainings, and attendance at professional conferences/events.
- The Dean will create a “COSSPP Staffperson of the Year” program that recognizes one office staffperson and one advising/academic program specialist staffperson for their excellence each academic year.

Objective 5.2: The college will make investments and pursue strategies that ensure the recruitment and retention of diverse staff.

Action Items

- The Dean will oversee the completion of a COSSPP Diversity and Inclusion Action Plan by the end of the 2019-2020 academic year.
- The college and its units will make ongoing investments that advance the staff diversity goals and objectives as established in the COSSPP Diversity and Inclusion Action Plan.
- The Dean, Chief of Staff, and/or a designated Associate/Assistant Dean will review unit-level recruitment strategies, position descriptions, and hiring plans with an eye towards ensuring unbiased, competitive, and open staff searches.

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

Objective 6.1: The college will make investments and pursue strategies that aid in the recruitment and retention of diverse students.

Action Items

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

- The college will support inclusive and culturally relevant communication and learning strategies.
- The college's Academic Affairs office will expand and improve orientation activities for students from traditionally underrepresented groups.
- The college and units will support the creation of learning experiences that emphasize respect for differences and awareness of unexamined biases, as well as provide training for faculty to incorporate these topics in the classroom.

Section V. Promote a Culture of Evidence-Based Policy Analysis, Engagement, Outreach, and Service

Goal #7: The college's centers, institutes, and departments will serve as a leading source for evidence-based policy analysis, community engagement, outreach, and service.

Objective 7.1: Each of the college's centers, institutes, and departments will clarify and advance their policy analysis, community engagement, outreach, and service missions.

Action Items

- Drawing from their guiding documents (e.g., mission statements, bylaws, etc.) and engagement with relevant stakeholders, each center, institute, and department will undertake an assessment of their role(s), their geographic scope, and their constituencies in providing policy analysis, community engagement, outreach, and service activities.
- Each center, institute, and department will evaluate if and how they incentivize, penalize, and/or reward policy analysis, community engagement, outreach, and service in their annual evaluations of faculty and staff.
- Each center, institute, and department will update its Mission Statement, Bylaws, Promotion Guidelines, and/or Guide to Faculty Expectations, as appropriate, to reflect the expectations and mission of the unit regarding the provision of policy analysis, community engagement, outreach, and service activities.

Objective 7.2: The college will grow its reputation as a leading source for evidence-based policy analysis, community engagement, and service relative to each unit's mission.

Action Items

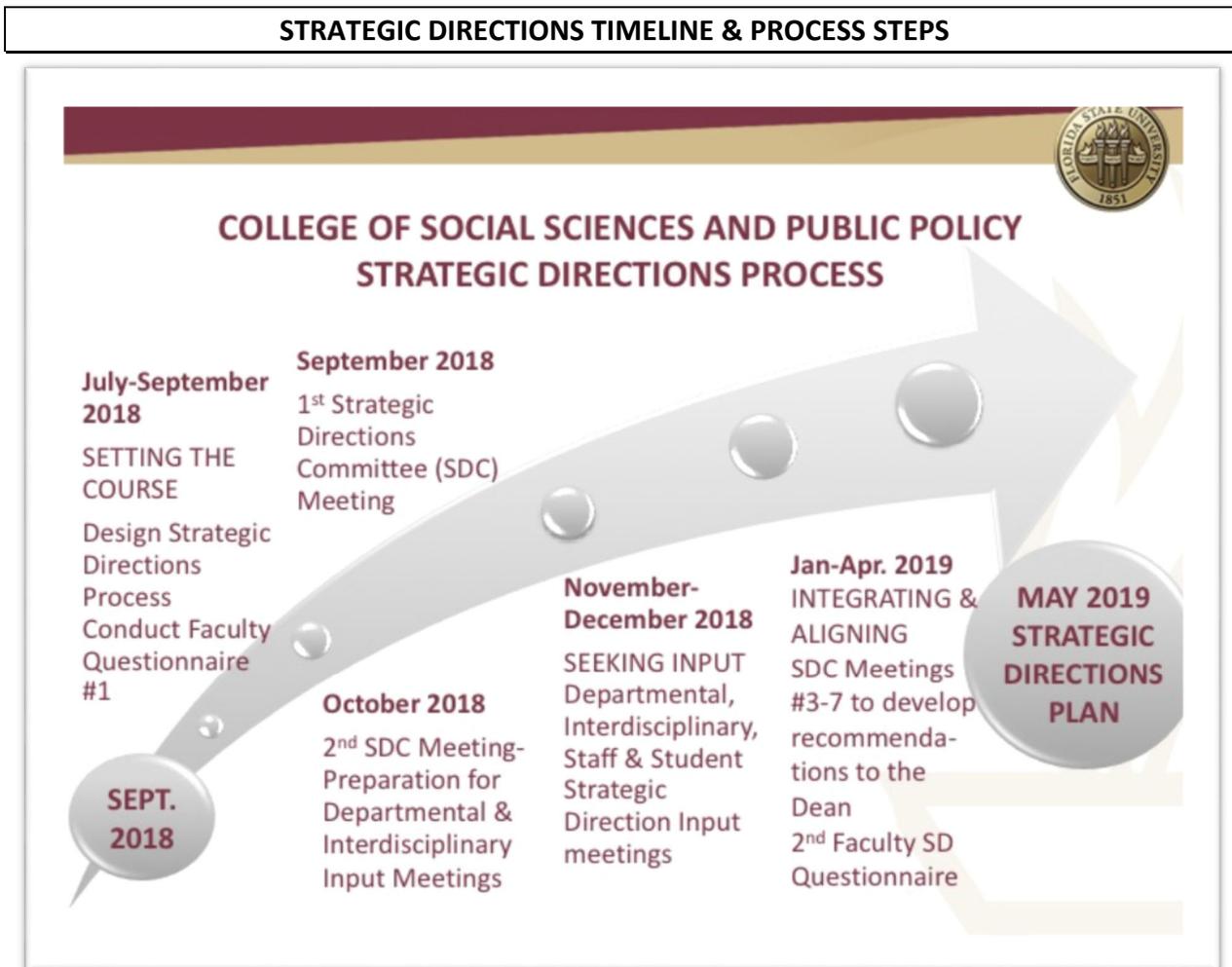
- The Dean will oversee the completion of a scan and assessment of the ways units currently provide expert service, analysis, and advice to the FSU Campus, the regional North Florida and South Georgia community, the State of Florida and communities across the state, and outside the state and country.

- The Dean will form an Engagement, Outreach, and Service Committee to assess college performance and provide advice on advancement of this goal and objective.
- The college and units will identify ways and seek resources to incentivize and reward policy analysis, community engagement, and service activities by faculty, staff, and students.

Appendix A. COSSPP Strategic Directions Timeline and Process Steps

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

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



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

SETTING THE COURSE: JUNE-NOVEMBER 2018

June-September 2018

- Meet with the Dean and review and refine, as needed, the proposed process and the planning horizon. 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.
- Appoint and convene the Strategic Directions Committee (SDC) for its first meeting on September 28, 2018.

September 28, 2018

- **Strategic Directions Committee Meeting #1.**
Organizational meeting and the development of a preliminary set of products (mission, vision themes).

November 7, 2018

- **Strategic Directions Committee Meeting #2.**
Review and refine the products of Meeting #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.** Six departmental faculty workshops to review the draft mission, vision themes, and draft goals. Review alignment with department plans and FSU plan and 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. Review alignment with interdisciplinary program plans and identify challenges and opportunities. (African American Studies, Demography, International Studies, Interdisciplinary Social Science, Public Health.)
- **College-wide Academic Recruitment/Student Advising Staff Workshop.** Review the plan framework and solicit information on operational and implementation issues.
- **College-wide Student Strategic Directions Workshop/Fair.** Review and seek feedback through the Student Leadership Council on the plan framework and solicit ideas for improvements.

INTEGRATING FEEDBACK AND CREATING THE PLAN: JANUARY-MARCH 2019

February 1, 2019

- **Strategic Directions Committee Meeting #3.**
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 of 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 goals, 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 drafts based on input and consider implementation issues, measures, milestones, and assignments.

March 29, 2019

- **Strategic Directions Committee Meeting #6.**
 - Review, rate, and refine drafting team draft goals, objectives, and actions.
 - Review, refine, and seek consensus on draft COSSPP Strategic Plan 2019-2029.

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

Early April 2019

- **College-wide Strategic Directions Online Questionnaire #2.** Administer questionnaire 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 Committee Meeting #7.**
 - Present recommendations to the Dean with implementation recommendations for a ten-year College Strategic Plan 2019-2029.
 - Review input from College Wide Workshop and online questionnaire to refine and seek consensus on recommendations to the Dean on adopting a COSSPP strategic plan with implementation recommendations.

REPORTING FINAL PLAN RECOMMENDATIONS: MAY 2019

May 2019

- Facilitators provide the SDC's Strategic Directions Plan Recommendations to the Dean based on the input from the 2018-2019 process.
- Dean adopts and disseminates the College Strategic Ten-Year Plan to COSSPP faculty, students, staff, and alumni.

Appendix B. COSSPP Strategic Direction Committee Members

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