COSSPP STRATEGIC DIRECTIONS COMMITTEE WORKSHOP #4

Friday, February 15, 2019

SDC Workshop #4 Objectives

- To review the College’s Strategic Directions Process and SDC Meeting #3 outcomes.
- Review COSSPP Mission Statement, Core Values and Diversity statement
- To review, discuss, & refine a draft Vision Statement
- Identify key issues for Vision/Goal drafting groups to consider.
- To clarify next steps, SDC approach, meeting schedule & assignments going forward.

SDC Workshop #3 Agenda

8:30 a.m. Welcome Remarks and review of Workshop Objectives- Dean Tim Chapin
8:35 Overview of Workshop Guidelines, Roles, and the Strategic Directions Process, and Acceptance of SDC Meeting #3 Summary Report
8:40 Review Mission Statement
8:55 Review COSSPP Core Values
9:15 Review COSSPP Diversity Statement
9:30 Review, rate, discuss and refine draft COSSPP Vision Statement
10:15 Stretch Break
10:25 Review and identify key issues and challenges for Vision/Goal drafting groups
11:30 Review Drafting Group Appointment and Assignments
11:45 Next Steps: SDC approach, schedule, assignments and written meeting evaluation
12:00 p.m. Adjourn
<table>
<thead>
<tr>
<th>Name</th>
<th>Core Unit</th>
<th>Type</th>
</tr>
</thead>
<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 Student</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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Core Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim Chapin</td>
<td>Dean, COSSPP</td>
</tr>
<tr>
<td>Jeff Blair</td>
<td>Facilitator, FSU Consensus Center</td>
</tr>
<tr>
<td>Bob Jones</td>
<td>Facilitator, FSU Consensus Center</td>
</tr>
</tbody>
</table>
A. SETTING THE COURSE- JUNE-SEPTEMBER 2018

June-September 2018

• Meet with Dean and review and refine as needed the proposed process, the planning horizon and conduct a strategic directions questionnaire for COSSPP faculty and staff.
• Compile, analyze, summarize and distribute the questionnaire results and incorporate into a Strategic Directions Committee Meeting #1 agenda packet.
• September appoint and convene the Strategic Directions Committee (SDC) for its first meeting on September 28, 2018.
November 7, 2018

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

**B. SEEKING INPUT ON STRATEGIC DIRECTIONS- OCT.-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 challenges and opportunities: African American Studies, Demography, International Studies, Interdisciplinary Social Science & Public Health.

- **College-wide Academic Recruitment, Student Advising Staff Workshop** to review the plan framework and solicit information on operational and implementation issues.

- **College-wide Student Strategic Directions Workshop/Fair** to review and seek feedback through the Student Leadership Council on the plan framework and solicit ideas for improvements.

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

February 1, 2019

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

February 15, 2019

- **Strategic Directions Committee Meeting #4.**
  - Review and Refine Meeting #3 outcomes and Identify issues and challenges for each vision/goal area.
  - Convene and charge Committee drafting teams for each vision/goal area. Each drafting team will meet between Committee meetings to develop draft recommendations for goal, objectives, strategic actions and implementation guidance.

March 15, 2019

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

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

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.**
  o Recommendations to the Dean with implementation recommendations regarding alignment with Department plans for a ten-year College Strategic Plan 2019-2019.
  o 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.
**Consensus Building Procedures**

For the COSSPP Strategic Directions Committee consensus recommendations for strategic actions and recommendations shall be defined as any goal, objective and strategic action achieving a 75% or greater number of 4s and 3s in proportion to 2s and 1s based on the results of SDC members present and voting.

The SDC members will seek consensus on their recommendations for Strategic Directions Plan goals, objectives and implementation actions/strategies. General consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the SDT members can accept, support, live with or agree not to oppose. In instances where, after vigorously exploring possible ways to enhance the SDT members’ support for the final package of recommendations, and the members finds that 100% acceptance or support is not achievable, final consensus recommendations will require at least 75% favorable vote of all SDT members present and voting. This super majority decision rule underscores the importance of actively developing consensus throughout the process on substantive issues with the participation of all SDT members and which all can live with.

The members will develop their recommendations using consensus-building techniques with the assistance of the facilitator. Techniques such as brainstorming, ranking and prioritizing approaches will be utilized. The strategic directions process will be conducted as a facilitated consensus-building process.

**The Facilitators will seek to:**
- Propose the structure and sequence & facilitate the meeting process.
- Keep all informed of established parameters for time and tasks.
- Support and facilitate large group in plenary discussions.
- Keep us focused and on track.
- Accurately capture the ideas, themes and comments.
- Start and stop on time.

**Retreat Participants will:**
- Participate actively and share opinions in the conversation – engage fully in this process.
- Tell stories, provide information, and make meaning.
- Manage own small groups.
- Experiment & take risks to share, while engaging in conversation with others.
- Actively contribute to the creation of the shared vision.
- Listen actively, attentively, respectfully. Listen to understand, not contradict. Check your understanding by asking questions.
- Take responsibility . . . for the conversation and the ideas developed here.
- Be here while you’re here.
Rules of the Road for a Successful Meeting

- Everyone participates and everyone is responsible for the success of the meeting.
- Respect the views of others. Varying perspectives and points of view are welcomed and honored and needed for an effective team.
- Speak from your own experience instead of generalizing ("I" instead of "they," "we," and "you").
- Stay on task, no side conversations during the sessions.
- A “Parking lot” will be kept for ideas or issues that are “off topic” for possible review later.
- Raise name tents when you want to speak. The facilitator will call on people who have raised their tents and will make a running list and keep to that order. Occasionally, it may be necessary to temporarily “suspend” the existing speakers’ list, if the group hits a particular topic that requires a more intensive discussion. In these cases, the existing speakers list may be put on hold to allow the specific sub-discussion to come to a conclusion.
- Please don’t interrupt another person while they are speaking. Only one person speaks at a time.
- Challenge the ideas, not the speakers: i.e. challenge opinions you don’t agree with without attacking the individual who expresses them. No personal attacks, no blaming ("mud thrown is ground lost").
- Let others have a chance to speak on the same issue: i.e. share the airtime so all have a chance to participate.
- Feelings may be expressed. Humor is welcome, but not at anyone’s expense.
- Turn off or on vibrate or otherwise silence cell phones and check emails/texts at breaks.
- If you must take a call, take it out of the room.
COSSPP MISSION

Current COSSPP Mission: “The College of Social Sciences and Public Policy is dedicated to providing students with the highest quality instruction, offering opportunities for professional development, and performing first class research to serve society.” (COSSPP Sept. 2018 Questionnaire Acceptability Rating 3.2 of 5)

February 1, 2019 SDC Draft

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

Comments:

COSSPP CORE VALUES

The SDC reviewed the input and ratings from the Fall 2018 Input Sessions. It then reviewed, discussed and rated revised 2nd draft COSSPP value statements offered by the facilitation team. Below is the 3rd draft of COSSPP values agreed on at the February 1. 2019 SDC meeting:

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

1. We foster a diverse and inclusive College culture, welcoming all into a robust and free exchange of ideas. (4.0 of 4 avg.)
2. We recruit and retain diverse faculty, students, and staff of the highest quality. (3.9 of 4 avg.)
3. We promote and clearly communicate evidence-based social science research and teaching to:
   • Inform and shape public policy;
   • Empower and engage communities; and
   • Contribute to the advancement of social and economic mobility, equal opportunity, and a sustainable world. (4.0 of 4 avg.)
4. We empower students through innovative teaching, mentoring, and advising. (3.7 of 4 avg.)
5. We facilitate critical thinking through a collaborative interdisciplinary approach to solving problems that confront society. (3.7 of 4 avg.)

Comments:
COSSPP DIVERSITY AND INCLUSION STATEMENT

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

Prominent social science research has demonstrated that diversity:

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

1. COSSPP will incorporate diversity and inclusion as a goal with objectives and actions in its Strategic Directions Plan. (4.0 of 4 avg.)
2. The COSSPP is committed to fostering community that welcomes and respects diverse perspectives of our faculty, students and staff. We encourage and facilitate the exchange of ideas and culture and the understanding of diverse viewpoints, experiences, and traditions. (3.5 of 4 avg.)
3. We value diversity along a broad spectrum of factors, including but not limited to race, ethnicity, national origin, gender, gender identity, sexual orientation, age, disability, religion, socio-economic background and status, geographic region, and social or political belief. (4.0 of 4 avg.)
4. We offer an environment where civic discourse and academic freedom are valued. (3.7 of 4 avg.)
5. We strive to achieve equal access to opportunities consistent with democratic principles and policies for a diverse society. (3.7 of 4 avg.)

Alternate Statement: We strive to achieve are committed to equal access to academic opportunities for faculty and students consistent with democratic principles and policies for a diverse society.

<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>
<th>1 = Not Acceptable</th>
</tr>
</thead>
</table>

1 Amicus Brief, in Fisher v. University of Texas, filed jointly with Brown University, University of Chicago, Columbia University, Cornell University, Dartmouth College, Duke University, Johns Hopkins University, Massachusetts Institute of Technology, University of Pennsylvania, Princeton University, Stanford University, Vanderbilt University, and Yale University.
The Vision is idealized and hopeful picture of where or what the COSSPP would like to be in 2030 and serves as the framework for setting strategic directions.

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

A. Recruiting and retaining exceptional and diverse faculty, staff and students. The College will recruit and retain exceptional and diverse faculty, staff and students to support the College’s mission and core research, teaching and service activities.

1. Exceptional faculty  
   a. Disciplinary and interdisciplinary research  
   b. Teaching  
   c. Service and Expertise  
2. Diverse disciplinary and interdisciplinary faculty  
   a. Recruiting  
   b. Retaining  
3. Capable and diverse staff  
   a. Recruiting  
   b. Retaining  
4. Recruiting and retaining diverse students  
   a. Recruiting  
   b. Retaining

What key issues or challenges should the Drafting Group Focus on?

•
B. **Support student success.** The College will cultivate the critical thinking abilities and skills of its graduate and undergraduate students to support their success in the classroom, on campus, and beyond.

1. Graduate students
2. Undergraduate

*What key issues or challenges should the Drafting Group Focus on?*

C. **Innovative Service, Outreach and Expertise.** The College’s centers, institutes, and departments serve as a key source of innovative service, outreach, and policy analysis.

1. Support cutting edge Centers and Institutes
2. State- innovation, outreach and expertise
3. Local- innovation, outreach and expertise
4. National- innovation, outreach and expertise
5. International- innovation, outreach and expertise

*What key issues or challenges should the Drafting Group Focus on?*

D. **Strengthen COSSPP Excellence and Reputation.** Strengthen the College’s reputation for excellence by being home to units and programs that are best in Florida, and by continuously increasing our high rankings among all public universities.

1. Departments
2. Centers
3. Staff
4. Students
5. Alumni

*What key issues or challenges should the Drafting Group Focus on?*
2030 COSSPP Vision/Goal Themes:

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

Sample SDC Drafting Group Charge

Vision/Goal Theme: (insert)

Drafting Team Members: (insert)

Drafting Group Charge:
Work together on behalf of the Committee to develop a goal or set of goals, objectives and strategic actions by March 11, 2019 consistent with the draft Mission, Values and Vision for review at the March 15 SDC meeting. Feel free to review the SDC meeting summaries COSSPP 2018 Input Summary, and August Questionnaire Summary on the COSSPP website. If you find areas or statements on which your drafting group cannot agree, include alternative formulations which will be reviewed, rates and refined at the March 15 and March 29 SDC meetings to gauge support for the goals, objectives and actions. These statements will be included in a questionnaire in April 2019 to faculty, staff and students and reviewed at the SDC meeting #7 in April 2019.

Goal Statement= A broad primary outcome
Objectives= Measurable steps you take to achieve the goal(s)
Strategic actions= These are taken to implement the objectives that advance towards the goal

Draft Goal Statement(s):

Objectives Measurable steps you take to achieve the goal.

Priority Actions:

Short Term (2019-21) Priority Actions:
(Consider criteria for prioritizing actions below)

Assignments: Who, What, By when:

Long Term (2022-2029) Priority Actions:
(Consider criteria for prioritizing actions below)

Assignments: Who, What, By when:

Support Needed:
2030 COSSPP Vision/Goal Themes Drafting Groups:

A. **Recruit and retain exceptional and diverse faculty, staff and students.**
   Proposed Drafting Team Members: Petra Doan (1) Shawn Kantor (1) Katrinell Davis (1)

B. **Support student success.**
   Proposed Drafting Team Members: Eliza Chase (1) Lisa Turner de Vera (1) Tan Perry (1)

C. **Innovative Service, Outreach and Expertise.**
   Proposed Drafting Team Members: Joe Calhoun (1) Gary VanLandingham (1) Alan Rowan (2)

D. **Strengthen COSSPP Excellence and Reputation.**
   Proposed Drafting Team Members: Stephanie Pau (1) Brad Gomez (1) Jeremiah Fisher (2)

2-1-19 Preference Form Summary

A. **Recruiting and retaining exceptional and diverse faculty, staff and students.** The College will recruit and retain exceptional faculty and staff to foster and support the College’s mission and core disciplinary and interdisciplinary research, teaching and service activities.
   Petra Doan (1) Shawn Kantor (1) Katrinell Davis (1)
   Stephanie Pau (2) Brad Gomez (2) Gary VanLandingham (2) Tan Perry (2)
   Jeremiah Fisher (3) Eliza Chase (3) Joe Calhoun (3)

B. **COSSPP Student success.** The College will recruit, retain and cultivate the critical thinking abilities, skills, of its graduate and undergraduate students and support their success in the classroom, on campus and in the workplace
   Jeremiah Fisher (1) Alan Rowan (1) Eliza Chase (1) Lisa Turner de Vera (1) Tan Perry (1)
   Katrinell Davis (2) Joe Calhoun (2)
   Stephanie Pau (3) Brad Gomez (3) Gary VanLandingham (3)
   Petra Doan (4) Shawn Kantor (4)

C. **Innovative Service, Outreach and Expertise.** The College’s centers and departments serve a key source of innovative service, outreach, and policy analysis and expertise to with leaders at the state, local, national, and international levels.
   Joe Calhoun (1) Gary VanLandingham (1)
   Petra Doan (2) Alan Rowan (2) Eliza Chase (2) Lisa Turner de Vera (2)
   Shawn Kantor (3) Katrinell Davis (3)
   Stephanie Pau (4). Jeremiah Fisher (4) Lisa Turner de Vera (4) Brad Gomez (4) Tan Perry (4)
D. Excellence and Reputation. Strengthen and cultivate the College’s reputation for excellence by being home to units and programs that are best in Florida, among the best in the Southeast and ranked in the top 20% of all public universities.
Stephanie Pau (1) Brad Gomez (1)
Shawn Kantor (2) Jeremiah Fisher (2)
Petra Doan (3) Lisa Turner de Vera (3) Tan Perry (3)
Alan Rowan (4) Eliza Chase (4) Katrinell Davis (4) Joe Calhoun (4) Gary VanLandingham (4)

COSSPP Drafting Group Preference Form Overview

<table>
<thead>
<tr>
<th>SDC Members</th>
<th>A.</th>
<th>B.</th>
<th>C.</th>
<th>D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Petra Doan</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2. Stephanie Pau</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>3. Shawn Kantor</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>4. Jeremiah Fisher</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>5. Alan Rowan</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>6. Katrinell Davis</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7. Eliza Davis</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>8. Lisa Turner de Vera</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>9. Joe Calhoun</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>10. Brad Gomez</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>11. Gary VanLandingham</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>12. Tan Perry</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>