2023 – 2027

Strategic Plan Update

Rick Burnette
Associate Provost

March 2023
Florida statutes (1001.705 and BOG Regulation 1.001, p.2) require the development of a strategic plan for the State University System and review of institutional strategic plans that have been approved by the various Boards of Trustees. The Board of Governors delegates authority to the BOT to adopt plans that align with the BOG Strategic Plan and the university mission.

The strategic plan is a partner to the FSU Accountability Plan that defines top priorities, strategic directions, specific outcomes for achieving those goals, while outlining performance outcomes on institutional and system-wide goals.

Accreditation: The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) also requires systemic institutional planning and assessment through Standard 7.1.
Strategic, Operational, and Institutional Effectiveness Planning and Assessment

Strategic Planning
- Institutional Vision

Mission and Goals

Operational Planning
- The Means
  - Budget
  - Facilities
  - Human Resources

IE Planning & Assessment
- The ENDS
  - Educational Programs
  - Administrative Support
  - Educational Support
Purpose and Design of the Plan

• The plan reflects the institutional mission and vision while addressing key measures of success

• The audiences are the campus, BOG, SACS, peers, strategic partners and community

• The BOT agreed to extend the prior plan
(Re)Creating the Plan

• The 2017 plan was developed over 18 months and widely vetted with all constituencies.
• Several factors led to extending the plan.
• A steering committee of 29 people, many who implemented the prior plan, developed the updated plan while vetting it with constituencies.
Plan Alignment

• The committee updated the plan to reflect current needs and opportunities
• The goals were crafted to align with the BOG Strategic Plan, AAU metrics, the president’s goals, and *US News* rankings
• A matrix was created to make sure that the plan addressed all the measures reflected above
## Internal & External Goals Matrix

<table>
<thead>
<tr>
<th>Goal 4: Enhance research profile, provide faculty support, and increase research funding at Florida State University</th>
<th>FSU Strategic Plan 2023-2028</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the recruitment, development, and retention of high-impact, nationally and internationally recognized faculty to strategically maximize FSU’s potential across all disciplines</td>
<td>FSU catalyzes transformative innovation, discovery, scholarship, and creative endeavors through the excellence of its faculty, students, and staff. By investing broadly across the university and deepening our collaborations with external partners, we will amplify our impact in assessing and solving the critical challenges facing our local, national, and global communities.</td>
</tr>
<tr>
<td></td>
<td>Goal 1: Expanding Research and Academic Excellence</td>
</tr>
<tr>
<td>Provide new resources to support the faculty including faculty salaries</td>
<td>x</td>
</tr>
<tr>
<td>Launch successful new research initiatives</td>
<td>x</td>
</tr>
<tr>
<td>Strengthen Initiatives related to National Institutes of Health (NIH) funding</td>
<td>x</td>
</tr>
<tr>
<td>Increase the number of tenure-track faculty searches and numbers, as well as key research faculty</td>
<td>x</td>
</tr>
<tr>
<td>Launch FSU Health Initiatives</td>
<td>x</td>
</tr>
<tr>
<td>Provide resources to enhance doctoral and post-doctoral research</td>
<td>x</td>
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</tbody>
</table>
Structure of the Proposed Plan

I. Introduction
II. University Mission
III. University Vision
IV. Strategic Opportunities
   a. AAU Readiness
   b. FSU Health
V. Identification of the Five Goals
VI. Description of Goals
VII. Appendix showing alignment of subgoals with BOG Plan and AAU Readiness
STRATEGIC PLAN ORGANIZATIONAL STRUCTURE

FSU Board of Trustees

Cabinet

Strategic Plan Committee

Goal I
Goal II
Goal III
Goal IV
Goal V
## 2023 – 2027 Strategic Plan Implementation Committee

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Rick Burnette*</td>
<td>(Associate Provost)</td>
</tr>
<tr>
<td>Vice-Chair</td>
<td>Galiya Tabulda*</td>
<td>(Director IPA)</td>
</tr>
<tr>
<td>Trustee</td>
<td>Vivian de las Cuevas-Diaz</td>
<td>(Trustee)</td>
</tr>
<tr>
<td>Student Gov</td>
<td>Kenley Adams</td>
<td>- Student Body Delegate</td>
</tr>
<tr>
<td><strong>Goal I</strong></td>
<td>Cabinet Members: Janet Kistner*/Stacey Patterson</td>
<td>(VP Faculty Development/VP Research)</td>
</tr>
<tr>
<td>Goal II</td>
<td>Cabinet Member: Amy Hecht</td>
<td>(VP Student Affairs)</td>
</tr>
<tr>
<td>Goal III</td>
<td>Cabinet Member: Marla Vickers</td>
<td>(VP Foundation)</td>
</tr>
<tr>
<td>Goal IV</td>
<td>Cabinet Member: Carolyn Egan</td>
<td>(General Counsel)</td>
</tr>
<tr>
<td>Goal V</td>
<td>Cabinet Member: Kyle Clark</td>
<td>(Sr. VP F&amp;A)</td>
</tr>
</tbody>
</table>

**Ex-Officio Admin** – May Bolden and Caitlyn Jessee*
(Assessment Analysts at IPA Office)

**Ex-Officio**
- Marissa Langston (President’s Chief of Staff)
- Clay Ingram (Director of University/Governmental Relations)
- Paul Harlacher (Associate Provost – Academic Budgeting)
- Roxanne Hughes (Community Affairs – Mag Lab)
Five Goals of the 2023 Strategic Plan

1. Expanding Research and Academic Excellence

2. Ensuring Student Success on Campus and Beyond

3. Nurturing and Inspiring FSU’s Entrepreneurial Spirit

4. Committing to Inclusive Excellence and Civil Discourse

5. Enhancing Our Brand to Reflect Institutional Excellence
Goal I: Expanding Research and Academic Excellence
Goal I: Expanding Research and Academic Excellence

• Increase the recruitment, development, and retention of high-impact, nationally and internationally recognized faculty to strategically maximize FSU’s potential across all disciplines

• Catalyze translational scholarship, arts, and research that will address grand challenges and enrich people’s lives

• Expand and promote the arts, performance, and creative activities of our faculty and staff

• Build upon and create graduate opportunities that transcend and transform traditional disciplines
Goal II: Ensuring Student Success on Campus and Beyond
Goal II: Ensuring Student Success on Campus and Beyond

- Enhance curricular practices that foster engaged learning and robust outcomes
- Create an environment that encourages healthy behaviors and wellness
- Expand and strengthen academic advising and student support services
- Bolster students’ co-curricular and career development opportunities
Goal III: Nurturing and Inspiring FSU’s Entrepreneurial Spirit
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- Cultivate an ecosystem that prioritizes and embraces creative, innovative, and entrepreneurial behavior in all endeavors
- Translate creative, innovative, and entrepreneurial ventures and endeavors for the public good via commercialization and collaboration.
Goal IV: Committing to Inclusive Excellence and Civil Discourse
Goal IV: Committing to Inclusive Excellence and Civil Discourse

• Improve efforts to expand diversity while creating rich experiences and opportunities for all populations within a respectful and united community

• Increase international engagement and cultural competencies for students, faculty and staff
Goal V: Enhancing Our Brand to Reflect Institutional Excellence
Goal V: Enhancing Our Brand to Reflect Institutional Excellence

• Focus the FSU brand in ways that emphasize the university’s sustained excellence in academic, research, and creative activities

• Leverage growing and increasingly diversified financial resources to strategically invest in emerging areas of institutional excellence that support readiness for membership in the Association of American Universities (AAU)

• Become a national leader in operational excellence in the administration of the university and its resources to empower innovation, sustainability, and resilience on campus and beyond
Next Steps

• BOG Approval March 29th

• Implementation
  – Identify Tactics, Metrics and Benchmarks
  – Communicate Plan
  – Align, budget, staffing, unit plans & IE entries