



FLORIDA STATE
UNIVERSITY

2023 – 2027 Strategic Plan Update

Rick Burnette
Associate Provost
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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





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

FSU Strategic Plan 2023-2028				
	<p>Goal I: Expanding Research and Academic Excellence</p> <p>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</p>			
	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 4: Enhance research profile, provide faculty support, and increase research funding at Florida State University				
Provide new resources to support the faculty including faculty salaries	x		x	
Launch successful new research initiatives	x	x	x	x
Strengthen initiatives related to National Institutes of Health (NIH) funding	x	x	x	x
Increase the number of tenure-track faculty searches and numbers, as well as key research faculty	x	x	x	x
Launch FSU Health initiatives	x	x	x	x
Provide resources to enhance doctoral and post-doctoral research	x	x	x	x

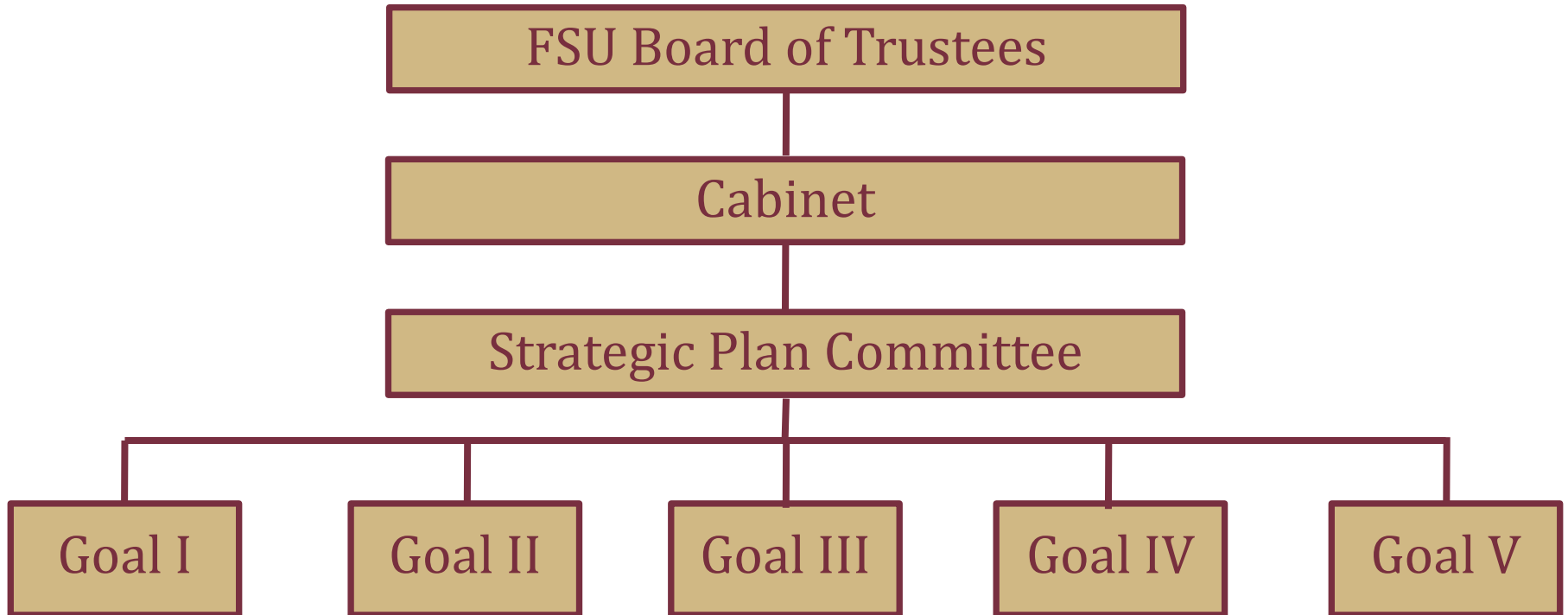


Structure of the Proposed Plan

- 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





2023 – 2027 Strategic Plan Implementation Committee

Chair	Rick Burnette* (Associate Provost)	Goal IV	Cabinet Member: Carolyn Egan (General Counsel)
Vice-Chair	Galiya Tabulda* (Director IPA)		Michelle Douglas* (Human Resources)
Trustee	Vivian de las Cuevas-Diaz (Trustee)		Bridgett Birmingham* (Faculty Senate/Libraries)
Student Gov	Kenley Adams - Student Body Delegate		Steve McDowell* (AVP and Dean CCI)
Goal I	Cabinet Members: Janet Kistner*/Stacey Patterson (VP Faculty Development/VP Research)	Goal V	Cabinet Member: Kyle Clark (Sr. VP F&A)
	Tim Logan (Council of Associate Deans for Research)		Dennis Schnittker* (Director Univ Communications)
	Emily Pritchard (AVP & College of Medicine Faculty)		Mike Brady (Marketing Professor & Athletic Board)
	Michael Carrasco (Associate Dean – College of FA)		Michelle Baragona (Director, Org Dev & Cont Imp)
Goal II	Cabinet Member: Amy Hecht (VP Student Affairs)	Ex-Officio Admin – May Bolden and Caitlyn Jessee* (Assessment Analysts at IPA Office)	
	Joe O’Shea* (AVP & Undergraduate Dean)	Ex-Officio	Marissa Langston (President’s Chief of Staff)
	Angela Chong* (AVP of Student Affairs – Wellness)	Ex-Officio	Clay Ingram (Director of University/Governmental Relations)
Goal III	Cabinet Member: Marla Vickers (VP Foundation)	Ex-Officio	Paul Harlacher (Associate Provost – Academic Budgeting)
	Susan Fiorito* (Dean, Jim Moran College)	Ex-Officio	Roxanne Hughes (Community Affairs – Mag Lab)
	Jay Terry (AVP – representing Centers and Institutes)		
	Sonja Carter (VPR Big Bets and outreach)		



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





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- **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



INNOVATION TO INDUSTRY



Goal III: Nurturing and Inspiring FSU's Entrepreneurial Spirit

- **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





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- **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