Florida State University

Preliminary Framework for the Strategic Plan

Strategic Goals

I. Excellence Across the University’s Academic and Research Programs

II. Multi-Dimensional Student Success at FSU and Beyond

III. Diversity and Inclusiveness in FSU’s Community

IV. Innovation and Entrepreneurship Embedded in FSU Programs and Culture
I. Excellence Across the University’s Academic and Research Programs
FSU will build on its culture of achievement to address already-identified academic needs (e.g., graduate education) and sustain and grow its existing academic strengths. This will enhance the quality of education for all FSU students and allow the University to better address the needs of the people of Florida.

1. **Develop an FSU “faculty for the future” that will:**
   - Expand and intensify FSU’s research enterprise.
   - Promote critical thinking for the 21st century by designing (and redesigning) innovative curricula.

2. **Grow the scale and quality of graduate education.**

3. **Encourage and incentivize high-impact, interdisciplinary and inter-college initiatives that address pressing local, national and global societal issues.**
   - Stimulate entrepreneurship (and “social entrepreneurship”) that will lead to the application of such initiatives in “real-world” settings.
   - Build on existing FSU efforts in areas such as, for example, longevity & quality of life; energy and materials; public policy; criminology, among many others.

4. **Develop a comprehensive strategy for online learning at FSU** that addresses:
   - Expansion of online programs;
   - Hybrid learning;
   - Online collaboration;
   - Student retention and completion; and
   - Lifelong learning.
II. Multi-Dimensional Student Success at FSU and Beyond
FSU will enhance the success of students in their transition to the University, during their undergraduate and graduate years, and in their professional and personal lives as alumni – making them true lifelong learners and loyal alumni.

1. *Provide numerous entryways to FSU for an increasingly diverse student population.*

2. *Expand FSU’s strong programs of advising, mentorship, and peer-to-peer guidance to enhance student retention, completion, and satisfaction.*

3. *Instill adaptability and other competencies for diverse career paths and fulfilling lives.*
   - Expand active engagement in research and scholarship for undergraduates.
   - Create an academic culture and incentives that value and encourage students to study in disciplines beyond their majors.
   - Expand opportunities for experiential learning and connect these activities intentionally to classroom learning and critical thinking.
   - Match current FSU students with alumni who can provide them guidance and mentorship.
   - Become a lifelong resource for alumni exploring new career directions or seeking new skills for professional and personal development.

4. *Develop a welcoming, safe, and deeply engaged campus community.*
   - Promote strong and enduring relationships with the Tallahassee community to enhance quality of life on and off campus.
   - Become a healthy, rewarding “workplace-of-choice” for all FSU employees.
   - Maintain a strong commitment to FSU athletics while promoting participation beyond intercollegiate programs.
III. Diversity and Inclusiveness in FSU’s Community

FSU believes the benefits of diversity accrue not only from the number and variety of different people and cultures one is exposed to but the quality and depth of one’s interaction with them. The University will create an inclusive community that reflects a vast range of human differences and develop academic and co-curricular programs, settings, and expectations that encourage formal and informal exploration of these differences.

1. *Increase the racial, ethnic and socioeconomic diversity of FSU’s student body, faculty, and staff.*
   
   • Nurture a thoughtful balance between identity and inclusiveness to create a “community of communities.”
   
   • Become the nation’s most veteran-friendly university.
   
   • Build links to schools and community organizations in FSU’s region that serve populations underrepresented in higher education in order to increase access for these groups.
   
   • Ensure an affordable FSU education for all students regardless of socioeconomic status.

2. *Expand and develop academic and co-curricular programs that increase diversity and inclusiveness.*

3. *Develop and graduate globally/culturally competent students by developing:*  

   • Curricula that prepare students to live and work in a diverse and global society.
   
   • Greater opportunities for immersion in other cultures, both outside and inside the United States.
   
   • An FSU international community deeply engaged in the life of the University.

4. *Build connections among alumni with common cultural experiences and increase their mentorship of current students of similar backgrounds.*
IV. Innovation and Entrepreneurship Embedded in FSU Programs and Culture

The University will build on its strong history of discovery and creativity to create a culture that embraces thoughtful risk-taking, flexibility, and experimentation. This culture will serve as a platform for effective problem solving, whether addressing society’s grand challenges, managing the modern University enterprise, or overcoming barriers in everyday life.

1. **Expand FSU’s Internal Innovation Capacity**
   - Prepare students, faculty, and staff with the skills to understand and engage in successful innovation and entrepreneurial activity across all disciplinary and career fields.
   - Applying FSU’s historical excellence in the arts & humanities to its emerging strengths in science & technology for their mutual benefit, turning “STEM” into “STEAM.”

2. **Build Florida’s Innovation Future**
   - Deepen and broaden relationships between Florida’s extensive creative-industries sector and FSU’s historically strong arts and humanities programs.
   - Address Florida’s new and evolving workforce needs and promote economic development across the State.

3. **Translate FSU research, scholarship, and creative production into applications that enhance economic development and quality of life.**
   - Develop and nurture of partnerships with organizations in the private, public and not-for-profit sectors.
   - Ensure that students at the undergraduate and graduate levels are participants in FSU “knowledge transfer.”

4. **Strengthen the University’s Financial, Physical, Information, and Human Resources**
   - Diversify and grow the University’s sources of revenue.
   - Ensure an up-to-date and adaptable technology infrastructure.
   - Incorporate sustainable living practices into all FSU activities.
   - Foster a culture of efficiency, effectiveness, and accountability among all FSU employees.