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The Future is Florida State:
Florida State University
Strategic Plan, 2017-2022

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Introduction

Demographically, economically, environmentally, politically—the consensus is clear: If you want to know what the future of the United States will look like, look to Florida today.

We would add: If you want to know what the future of higher education should look like, look to Florida State University today.

We are an institution that delivers every day—in measurable ways—on both daring ideas and career-ready graduates. At a time when it can seem like the rewards of the 21st century are available only to the elite or very lucky, FSU is inventing a future where no one is relegated to the sidelines.

Driven by the challenges and possibilities unfolding in our bellwether state, and inspired by Florida’s exuberantly ambitious character, FSU is a true original: wide-ranging in academic excellence, tenaciously entrepreneurial, and a trailblazer in preparing one of the most diverse student populations in the nation to become globally competent and competitive. Our collegial, inclusive campus is a genuine community, a place where interdisciplinary thinking is the norm and every student finds the support and agency to flourish

Look around FSU and you’ll see signs everywhere that this is our breakout moment.

- We are a national leader in the retention and on-time graduation for traditionally underrepresented students, thanks to the innovative, intensive programs of our Center for Academic Retention & Enhancement (CARE). Overall, we have one of the highest freshman retention rates in the United States—92 percent—and a graduation rate 20 percentage points higher than the national average.
- We are a Carnegie Research I Institution and one of only two higher-education institutions in Florida designated Preeminent Universities by the state legislature. In fact, our 2017 ranking by *US News & World Report* is #38 among public research universities, up from #43 in 2016. This jump was the biggest among *all* Top 50 publics for the year and reflects our investments in academic excellence.
- Our reputation for excellence is attracting more top talent than ever before, people like internationally renowned physicist and National Academy of Science member Laura H. Greene, and Kennedy Center Honors and National Medal of Honor in the Arts recipient, ballerina Suzanne Farrell.
- In less than two decades since its founding, our highly selective College of Medicine has become a top producer of Hispanic and African-American physicians, including many much-needed family physicians. We’re also pioneering new ways to diversify our nation’s physician workforce through “pipeline” initiatives, like SSTRIDE (Science Students Together Reaching Instructional Diversity & Excellence) for middle and high school students, the Bridge to Clinical Medicine for students in our M.S. Program in Biomedical Sciences, and our combined seven-year B.S./M.D. program.



- This year, FSU researchers were part of a multi-university team that discovered that the Zika virus directly targets brain development cells—a nationally reported breakthrough that explained why the disease causes catastrophic birth defects. Our faculty colleagues across the FSU campus have brought in over \$1 billion in research funding in just the last five years—a testament to their dedication and innovation in solving problems that affect our nation and world.
- Our National High Magnetic Field Laboratory (MagLab) is the largest and highest-powered magnet laboratory in the world. Each year, it attracts thousands of top FSU and visiting researchers from universities and institutes around the globe who probe the fundamental questions of materials, energy, and life. Their findings result in more than 400 scientific publications in the most prestigious peer-reviewed journals annually.
- Through the example of our 28 Entrepreneurs-in-Residence and the innovation mindset that infuses every college, we're showing students how they can be confident entrepreneurs of their own lives: able to recognize and seize on opportunities, turn information into insights, and communicate compellingly and thoughtfully, regardless of their college, major or discipline, or career path.
- Our circle of donors, and their generosity, is growing. Jan Moran and the Jim Moran Foundation recently made a transformational gift of \$100 million—the largest in our history—to create the nation's largest interdisciplinary, degree-granting school of entrepreneurship. And we rank first among all Florida public universities for percentage of alumni giving back.

All these point to FSU as a place of singular vision. This strategic plan brings fresh momentum to our trajectory and offers an ambitious blueprint for capitalizing on our strengths.

The plan is the product of widespread input, reflecting open meetings, extensive discussion groups and interviews with faculty, students, and staff from all of FSU's colleges, programs, and disciplines. It embodies our belief that something extraordinary is underway at FSU: that what we are learning and doing has profound value both within our state and far beyond it. It reflects how deeply we take to heart our stewardship as a Florida public institution. And it is testament to our ongoing, shared commitment for everything we want to achieve.

We'll be the source for breakthroughs in creating, storing, and delivering energy—from more economical high-density batteries to Smart Grids—to strengthen our nation's energy independence and decrease its carbon footprint.

We'll build on our history as a center for excellence in the arts and humanities, and continue to be a beacon for creativity and imaginative thinking. These ways of looking and making invite us to see the richness of the human experience from new perspectives. They're also essential to growing the state's film, entertainment, and tourism sectors.



We'll uncover answers for making a long life synonymous with quality of life—no small consideration in a state with the highest percentage of people over the age of 65 (a ratio that will soon be reflected throughout the U.S.).

We'll develop strategies and solutions to counter the impact of climate change and rising ocean levels—finding sustainable approaches that work with Florida's booming population growth and the state's role as a global food producer.

We'll help local governments foster growth while ensuring a more level playing field for all citizens, leveraging our expertise in law, business, and data-driven policy. Our location in the Florida capital uniquely positions us—literally—to make a real difference in civic life.

We'll tackle the root causes of disparities that hold back communities, making the most of our extensive research, outreach, and alumni network in health care, social work, education, and related fields.

We'll amplify our faculty's exceptional commitment to teaching—rare in a research institution of our stature—with new forms of educational technology. We'll develop more curricular and co-curricular approaches (like "Think 15") to ensure our students persist and graduate on time. We'll provide pathways for more students to become part of our nationally recognized undergraduate research initiative, with a goal of participation by the majority of undergraduates by 2020.

Above all, we'll continue to deliver on our first priority: transforming the lives of our students and graduating them with a foundation of in-demand skills and an appetite for lifelong learning. Young men and women become FSU Seminoles at the most formative period of their lives. It's our joy and responsibility to ensure they are role models in their families, innovative contributors to their workplaces, and leaders in their communities. Our success in achieving that goal has been exemplary. But it's not the FSU way to accept the status quo.

For our students, our state, and our world, Florida State University is setting the terms for the future: erasing disciplinary boundaries, realizing the potential in every student, connecting diverse perspectives to unleash new ideas, and embracing bold, calculated risks. This is not the usual path. The way forward will be challenging and life changing—just like FSU itself. Let's go.



Mission, Core Values, and Vision

Mission

Florida State University preserves, expands, and disseminates knowledge in the sciences, technology, arts, humanities, and professions, while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The university is dedicated to excellence in teaching, research, creative endeavors, and service. The university strives to instill the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement within a community that fosters free inquiry and embraces diversity.

Core Values

Transformative Daring: We support thoughtful risk-taking that leads to successes that improve our world dramatically. And when we face challenges, we confront them with resilience, curiosity, and renewed desire to overcome hurdles to our goals.

Inspired Excellence: We achieve the highest levels of success by drawing strength and understanding from the talents of those around us and from our interactions with them.

Dynamic Inclusiveness: We believe the benefits of a richly varied community arise not only from the diversity of people it includes, but more importantly from intentional efforts to create a strong sense of belonging that encourages deep and high-quality connections.

Responsible Stewardship: We transform the resources we are given and the public's trust in us into powerful impact that better the lives of those around us, near and far.

Engaged Community: We uphold the traditions and history that create a small-college culture within a large university. This makes FSU a welcoming place where people discover others like themselves—while also connecting to and learning from classmates and colleagues of vastly different backgrounds and experiences.

Vision

Florida State University will be among the nation's most entrepreneurial and innovative universities, transforming the lives of our students and shaping the future of our state and society through exceptional teaching, research, creative activity, and service. We will amplify these efforts through our distinctive climate—one that places a premium on interdisciplinary inquiry and draws from the rich intellectual and personal diversity of our students, faculty, staff, and alumni. These three forces—entrepreneurship, interdisciplinarity, and diversity—deepen FSU's impact and result in a powerful return to our students and the people of Florida for their continued support and trust.



Strategic Goals

We will achieve our vision by pursuing the following six focused and interlocking goals:

Deepening our Distinctive Commitment to Continuous Innovation

Amplifying Excellence Across Our Academic and Research Programs

Realizing the Full Potential of Diversity and Inclusion

Ensuring Student Success on Campus and Beyond

Preparing our Graduates for 21st-Century Careers

Investing Strategically in Our Institution and Reputation

I. Deepening our Distinctive Commitment to Continuous Innovation

At Florida State, the entrepreneurial mindset is a pervasive, animating force. We believe entrepreneurial principles are very much in keeping with the goals of every aspect of higher education—after all, being a “first mover” in any endeavor starts with a dedication to discovery and transformation. In this spirit, we’ll empower all members of our community to launch solutions early, evaluate results critically, and make improvements continuously. Above all, we want this rapid innovation cycle to be flexible and collaborative, and to reflect profound empathy for the end user—which we define as humanity itself.

1. Expand and incentivize FSU’s internal capacity for innovation

- Develop the new *Jim Moran School of Entrepreneurship* into a nationally recognized center for the study and practice of innovation and entrepreneurship across the academic disciplines and in the private, public, and nonprofit sectors.
- Broaden opportunities for innovation and entrepreneurship across the University. Strategies and mechanisms might include special funds for ideas with potential to contribute to the culture of entrepreneurship; an entrepreneurial sabbatical and professional leave program; recognition of entrepreneurial endeavors as “service” or “research” in academic evaluations and promotion; and the like.
- Prepare students, faculty, and staff with the skills to understand and engage in successful innovation and entrepreneurial activity across all disciplines, career fields, and civic engagements. Efforts might include promoting courses, degrees, and certificate programs focused on innovation and entrepreneurship; developing an innovation and entrepreneurship Living and Learning Community; and expanding the “Lessons in Entrepreneurship” program.
- Incentivize innovation and entrepreneurship through competitions that challenge our faculty, students, and staff. We’ll also explore recognition efforts such as a “Dare



to Err” award that would recognize thoughtful risk taking on campus or a “Seminole 100” celebration that would honor the 100 fastest growing FSU alumni-owned or alumni-led businesses in the world.

2. Increase the University’s role as an engine for Florida’s economic development

The University will actively support an innovative future for Florida that enhances economic development and quality of life across the State while providing FSU students and faculty with greater opportunities for training and work experiences to enhance their education.

- Address Florida’s new and evolving workforce needs for entrepreneurially minded employees with strong critical-thinking skills. We’ll build strategic alliances with government agencies, professional associations, and nonprofit organizations, and encourage businesses to seek talent from our campuses and expand career opportunities for our students.
- Expand and deepen relationships between Florida’s extensive creative-industries sector and the University’s historically strong arts and humanities programs. This will increase students’ access to careers in the creative industries and provide businesses in these industries access to the expertise of FSU faculty and students.
- Bring together the University’s strong arts, design, and STEM capabilities in academic, experiential, and service initiatives that focus on ensuring environmental sustainability at a time of significant population growth.
- Expand FSU’s capacity for social entrepreneurship and bring it to bear on important social and community challenges locally and statewide.
- Build on FSU’s existing strengths in public policy and its location in the state capital. We want to become the go-to source for unbiased public policy research on key issues that leverage our deep expertise in areas such as criminal justice, education, aging and longevity, and child welfare, among others.

3. Translate FSU research, scholarship, and creative production into applications that enhance economic development and quality of life

- Identify potential partners in the private, public, and nonprofit sector that can work with FSU faculty to accelerate the translation and commercialization of ideas. We’ll also connect entrepreneurs across the state with resources and expertise at FSU that can help them further develop their businesses.
- Develop a focused strategy for elevating the visibility of FSU’s research, scholarship, and creative activity enterprise to business and industry.
- Improve the University’s infrastructure and policies to better support entrepreneurial knowledge translation.



- Include undergraduate and graduate students as meaningful participants in FSU knowledge translation activities.

II. Amplifying Excellence Across our Academic and Research Programs

The Florida State name and an FSU degree should command respect and open doors around the world. Our successes in undergraduate retention and degree completion are rightly considered standard-setting among public universities. But FSU's reputation for excellence is also rooted in the quality of our academic programs and research, and raising our profile in this regard takes concerted, significant investment on many fronts at once: attracting and retaining top faculty talent; becoming a destination for the brightest graduate students; encouraging high-impact interdisciplinary inquiry; and developing innovative teaching strategies. To serve the needs of our students, our scholars, and our state, we will ensure that FSU is synonymous with breakthrough thinking in every respect.

1. Define and develop an FSU “faculty for the future”

FSU's faculty remain highly attuned to the importance of cross-disciplinary inquiry and to the needs and aspirations of an increasingly diverse student body. We'll support the development of new pedagogies and modes of inquiry necessary to anticipate and respond to these changes.

- Identify the most critical characteristics faculty of the future will need to thrive and help their students thrive. These should become criteria for the hiring of new faculty and the professional development of all faculty.
- Align faculty hiring with the strategic goals of the University—leveraging existing strengths with emerging disciplines, identifying synergies between college-initiated efforts and FSU-wide goals, and rewarding inter-college efforts with additional resources.
- Strengthen the development and retention of faculty, especially at the junior level, by increasing mentorship and setting clear milestones for promotion. We'll also expand recognition—in tenure, promotion, and merit allocation decisions—of interdisciplinary research and teaching as well as commercialization and entrepreneurship activities.
- Provide strong professional development for faculty that encourages ongoing pedagogical innovation and mentorship of students for careers and advanced study.
- Address staffing needs in support of faculty through both new hires and improved retention of current staff.
- Create incentives and encouragement for faculty members to connect with the Tallahassee community in their research, pedagogy, and service and to use these experiences to increase student experiential learning and civic engagement.



2. Enhance the quality of graduate education to achieve preeminence in strategically important areas of study and research

- Leverage the world-class strengths of the National High Magnetic Field Laboratory and expand the resources of FSU's Innovation Park. We want to attract the highest caliber researchers and graduate students, enhance the research experiences of undergraduate students, and strengthen outreach to scientists worldwide.
- Strengthen relationships between the graduate school and professional schools and among the professional schools to encourage the development of multidisciplinary, multi-degree programs that are attractive to students.
- Attract the best graduate and post-doctoral students through greater financial support and improvement in campus amenities and quality of life.
- Expand and enrich FSU's research enterprise by strengthening the research infrastructure—IT, space, support staff, equipment, and library—required to support a substantial increase in interdisciplinary research.
- Grow and improve the volume and visibility of innovative research in engineering.

3. Strengthen the excellence and reputation of the University's professional schools

- Continue to attract and retain more diverse students and faculty, building on our nationally recognized success in preparing African-American and Hispanic professionals.
- Build our partnership with FAMU in advancing the mission of the FAMU/FSU Joint College of Engineering by together increasing faculty and students and building a stronger research portfolio, while meeting our mission to help prepare African-American and women Engineers.
- Increase opportunities for paid internships, high impact community experiences, and research opportunities for all students.

4. Encourage and incentivize high-impact, interdisciplinary and inter-college initiatives that address pressing societal issues

We will build on existing FSU strengths and capabilities in such areas as successful longevity and quality of life for senior citizens, energy and materials, public policy, and security and safety.

- Enhance the leadership and coordination of interdisciplinary programs and activities across the University.
- Engage the FSU community in identifying broad thematic areas in which to develop new programs and interdisciplinary faculty hiring initiatives.



- Review FSU's current guidelines for establishing and evaluating interdisciplinary centers, institutes, and academic programs and revise as appropriate.
- Promote interdisciplinary teaching and programs at the undergraduate level and, at the graduate level, remove barriers to the development of new interdisciplinary programs such as student financial support and the allocation of credit among programs in different colleges and departments.

5. Expand innovative teaching strategies

- Establish an FSU Center for Teaching and Learning to support faculty professional development and innovation in pedagogical practice. This initiative will include learning from other universities and organizations employing “best” and “emerging” practices.
- Expand active engagement in research and scholarship for undergraduates, beginning in their first year at the University. This will include increasing faculty mentorship and providing more opportunities for collaborative work with faculty members, graduate students, and fellow undergraduates.
- Implement online learning strategies that will enable expansion of online programs, hybrid learning, and online collaboration while increasing student retention and lifelong learning.
- Identify digital creation, communication, and computation competencies critical for student learning and future careers.
- Recognize and support a wide variety of strategies for learning technologies, including online courses, hybrid learning, online collaboration, technology-assisted advisement, and support for lifelong and “life-wide”¹ learning.

6. Enhance FSU's strategy for expanding its global footprint and fostering a culturally rich learning environment on campus

- Expand and strengthen strategic partnerships with universities and organizations abroad and domestically to provide more opportunities for education experiences outside of the United States.
- Create faculty and staff professional development initiatives that foster international engagement, including faculty exchanges and international research collaborations.

¹ Life-wide learning comprises formal and informal learning outside of the linear K-16 education process and in a variety of settings and times, including home, museums and other cultural spaces, athletics, political involvement, workplaces, etc.



- Expand experiential, cross-cultural, and collaborative learning opportunities on campus and abroad to help students develop intercultural competencies and global awareness.
- Build and sustain a globally-minded FSU community by increasing opportunities that promote interaction and understanding among students of all cultures.

III. Realizing the Full Potential of Diversity and Inclusion

Across the nation, institutions of higher education are struggling to build meaningful community from an increasingly diverse student body. With programs like Unconquered Scholars, FSU is redefining what inclusion can mean on college campuses—which has led to our being named one of only 10 “Diversity Champion” universities nationally by *INSIGHT Into Diversity* magazine. Our approach starts with a belief that diversity is about more than a particular head count: it must reflect the quality and depth of interactions. By valuing, celebrating and leveraging the differences and similarities within our community, we create a fertile environment for problem-solving—one that is more inventive and compassionate. We’re proud that our cohesive community has become a signature of the FSU experience. But we can, and we will, do more.

1. Increase the diversity of FSU’s student body, faculty, and staff

We will set and pursue aggressive goals to enroll students and recruit and retain faculty and staff at all levels of the University who reflect the diversity of Florida and our nation.

- Provide numerous pathways to FSU enrollment—including links to schools and community organizations that serve populations underrepresented in higher education—to expand access for an increasingly diverse market of prospective students.
- Ensure an affordable FSU education for all students regardless of socioeconomic status.
- Support and strengthen initiatives for the recruitment, retention, and development of a diverse faculty and staff.
- Support student affairs initiatives and employee professional development programs that help ensure a welcoming atmosphere for members of historically marginalized and underrepresented populations who join the FSU community.
- Become the nation’s most veteran-friendly university, through targeted efforts to recruit and retain students, faculty, and staff from veteran populations.

2. Expand and strengthen academic and co-curricular programs, as well as administrative initiatives, that increase diversity and inclusiveness



- Provide continued fiscal and administrative support to successful programs focused on inclusiveness in students' academic and co-curricular experiences, among them the Unconquered Scholars, Service Scholars, and Womanist Scholars programs.
- Develop new programs that recognize and support the fullest range of diversity and multiculturalism, including but not limited to disability/ability, socio-economic, age, rural/urban, veterans, sexual orientation, race, and gender identification.
- Strengthen FSU's commitment to the establishment, preservation, and strengthening of small, minority, veteran, LGBT, and women-owned business enterprises through the University's diversity in procurement initiatives.
- Work closely with the joint FAMU-FSU College of Engineering to increase the number of students from historically underrepresented groups pursuing careers in engineering and other STEM fields.

3. Develop globally and culturally competent students who are prepared to succeed in an increasingly multicultural and international society

- Incorporate into curricula, courses, and materials perspectives that prepare students to live and work in a diverse and global society.
- Provide more academic, co-curricular, and experiential opportunities for students to immerse themselves in other cultures, both outside and inside the United States.
- Foster welcoming community engagement of the FSU international community with the full academic, co-curricular, and social life of the University.
- Create an Alumni Diversity and Inclusion Board within the FSU Alumni Association that will interact on an ongoing basis with the FSU Foundation, student and faculty diversity and inclusion groups, among others, in support of diversity activities.
- Develop programs through which alumni of FSU's diverse communities offer mentorship and support to students with similar backgrounds and interests.

IV. Ensuring Student Success on Campus and Beyond

The possibilities that open up to students at FSU can be both exciting and overwhelming: the choices they make, and the achievements they strive for, often set the stage for an entire lifetime. Our student success initiatives honor students' determination and dreams by offering the right support at the right time—with impressive, nationally recognized results. By growing and evolving these programs, we can continue to help students focus their ambitions, unleash new talents, and cultivate broader perspectives. We produce graduates who become confident entrepreneurs of their own lives—and alumni who not only remain deeply engaged with their alma mater but also have significant impact on the communities they live in.



1. Expand FSU's high-impact programs of advising, leadership development, community-building, and academic support

- Continue to be a national leader in student retention, satisfaction, engagement, and completion, building on FSU's successful programs in these areas.
- Redesign and support a distinctive honors program that emphasizes academic excellence, collegiality, and collaboration. Our goal is to create a powerful sense of community that will encourage students to raise their academic aspirations to the highest levels.
- Enhance support for the Presidential Scholars Program to facilitate recruitment of a diverse group of highly motivated critical and innovative thinkers.
- Increase academic and personal success among the cohorts of students most at-risk for attrition through multi-faceted programs and support. This may include establishing partnerships with state and local agencies that support foster youth to build a strong pipeline to the Unconquered Scholars Program.
- Reestablish a first-year experience program that complements existing first-year engagement programs and gives students the tools for undergraduate success early in their FSU years.
- Establish programs that help students connect work goals to student goals to life goals.

2. Deepen FSU's tradition as an engaged campus community that makes a difference locally and abroad

- Ensure that every student has the opportunity for at least one significant experience in student organizations, research, community service, leadership roles, internships, and/or international experiences.
- Improve college readiness and outcomes by building strong connections with K-12 schools in the Tallahassee area, Florida community colleges, and other state four-year institutions from which significant numbers of students transfer to FSU.
- Increase partnerships with community agencies and schools to stimulate social entrepreneurship and to educate and involve students in civic responsibility.

3. Ensure that FSU remains a welcoming and safe campus community that develops the "whole person" and promotes well-being for all students.

- Encourage widespread student participation in programs that promote resilience, physical and mental health, and lifetime habits for healthy living.



- Maintain excellence across all intercollegiate athletics programs. We will expect all our athletes to succeed on the playing field and in the classroom, and to become valued community members, volunteers, and leaders on campus and beyond.
- Promote strong and enduring relationships with the FSU's surrounding communities to enhance quality of life on and off campus.

4. Broaden and strengthen engagement with FSU alumni and friends worldwide

- Take advantage of social media and other digital technologies to deepen the engagement of alumni and friends locally and worldwide.
- Provide a broad array of opportunities for alumni to connect with each other and with the University around areas of common interest.
- Enhance opportunities for alumni and students—our future alumni—to engage with and provide philanthropic support to FSU.

V. Preparing our Graduates for 21st Century Careers

The defining assets of any modern organization are its intellectual property, its human capital, and its capacity to continuously test assumptions. In this new reality, helping FSU students succeed means preparing them to be professionals with keen foresight, offering them future-focused academic programs, real-world experiences, and savvy career advising. We want our students to compete and lead anywhere—whether they're working in a small business, a multi-national corporation, the non-profit sector, public service, or the "gig economy."

As we grow our graduate programs across the University—ensuring that FSU is well-represented among the next generation of pioneers, experts, and thought-leaders—we must be ready to offer these advanced students, as well as their undergraduate counterparts, the mentoring and employment networks that make the most of their talents and their educational investment.

1. Expand experiential, cross-cultural, and collaborative learning

- Increase opportunities for community service, internships, and paid employment, and connect these experiences to preparation for post-graduation success.
- Engage all students in research, clinical, and project-based-learning experiences that provide them with career-ready competencies.
- Incorporate more learning approaches that reflect the modern workplace: such as group projects, collaborative problem solving, oral and multi-media presentations, and the like.



2. Provide students strong career advising and mentoring

- Encourage students to explore career options and determine appropriate programs of study to support their career and personal goals.
- Identify faculty who are knowledgeable about employment opportunities in their fields of academic interest and encourage and incentivize them to help students identify and prepare for these opportunities.
- Link students with FSU alumni, employers, and friends of the university who can provide career advising and mentorship.

3. Engage graduate students in programs and services that prepare them for employment opportunities within and outside of the academy

- Increase our graduate students' capabilities for successful academic careers by improving access to teaching experiences and other pedagogical opportunities.
- Support the coordination of efforts by faculty, departments, and colleges to strengthen graduate student advising and professional development. We need to share successful advising practices, explore career fields spanning disciplines and departments, and identify outside resources for academic and non-academic employment opportunities.
- Help graduate students explore employment options beyond academia by providing information on employment opportunities and connecting them to training and experiential learning opportunities in the private, public, and nonprofit sectors.

4. Leverage technology and relationships with employers and workforce development agencies throughout Florida for the benefit of students and alumni

- Create strategic alliances with Florida organizations supporting economic and workforce development that allow them to seek talent from our campus.
- Build partnerships and connections via technology that expand our reach with employers and alumni. We'll enhance FSU's value as a source of expertise and talent—able to provide Florida's employers with both potential employees and programs for professional development.
- Continue to develop our electronic job-search application that guides students and alumni through the process: providing them guidance on networking, interviewing, and resume development; and offering employers the ability to post career opportunities viewable only by FSU students.
- Analyze student experiences and satisfaction in short- and long-term employment as well as employer feedback on their satisfaction with the FSU students they hire,



and use this information to improve employers' recruitment success, retention of new hires, and quality of job fit for students.

VI. Investing Strategically in Our Institution and Reputation

While FSU's track record in stewarding resources is impressive, "doing more with less" is not a sustainable fiscal plan for an institution determined to hold the line on affordability while taking its rightful place on the national and global stage. We've already proved we have what it takes to become one of Florida's two Preeminent Universities. With support from our stakeholders that is commensurate with our bold, ambitious vision, FSU's momentum will be truly unstoppable: we will be known as a university that makes a difference in the lives of our students and in the quality of life of our society.

1. Build and promote a public identity for FSU that reflects our impressive academic strengths and achievements.

The University must better inform the world about its preeminence as a major public research institution of high rank and distinguished academic quality. In particular, it needs to be proactive in clarifying its institutional identity and explaining its importance to the continued economic vitality and quality of life in Florida.

- Define a clear and compelling FSU identity. This must capture the culture, character, and academic strengths of the University; resonate deeply with its many stakeholders; and hold true for all of FSU's locations, including its online presence.
- Strengthen public understanding of FSU's commitment to excellence, affordability, access, and diversity; the quality of its undergraduate, graduate, and professional programs; and the value, impact, and importance of an FSU education to the State of Florida and the nation.
- Promote and enhance FSU's reputation as an unparalleled higher education destination for the world's best scholars, researchers, educators, and staff.
- Communicate FSU's achievements broadly among alumni worldwide to increase their awareness of the growing value of their FSU degrees and strengthen bonds with their alma mater.

2. Strengthen the University's financial foundation

Now is the time to thoughtfully and analytically re-imagine FSU's business model. To ensure our longer-term financial health, we'll diversify and grow revenue streams, identify ways of improving efficiency, and reduce operating expenses.

- Prepare a sustainable long-range financial plan aligned with this Strategic Framework. Such a plan should seek to increase and diversify the University's operating income, provide for appropriate tuition increases, improve operational efficiency, and streamline administrative processes and procedures.



- Develop a new business model for the start-up costs of STEM faculty hires to address the growing funding requirements to attract outstanding STEM faculty.
- Reach broader, more diverse populations of students and increase tuition revenue by implementing new course delivery methods—enabling us to attract new applicants, improve utilization of the physical plant, and establish a more efficient course schedule.
- Increase use of classroom and residence hall capacity, particularly during the summer, creating revenue-generating programs for non-FSU students and promoting FSU space to outside groups for weekend use.

3. Provide an up-to-date and adaptable information infrastructure

We will extend our technology platform to touch every function of the modern university environment—supporting teaching and learning, enhancing communication, and increasing nimbleness.

- Refine our technology platform to make it more robust and flexible for teaching and learning, assessment, research, institutional communications, and informed decision-making.
- Ensure that all departments and schools have adequate access to the technology necessary for innovative pedagogical practices and enhanced collaboration among faculty, students, staff, and departments.
- Design and implement electronic systems that will streamline administrative processes and move the University toward simpler and more efficient operations.

4. Foster a culture of service, problem solving, and teamwork among all FSU employees

Today's higher education environment requires a culture of service at every level and in every part of the University enterprise—and this demands offering meaningful opportunities for faculty and staff to grow and develop.

- Become a rewarding “workplace-of-choice” for all FSU employees.
- Use organizational performance assessments to determine gaps in current service levels and conduct surveys to understand the perspectives of both “users” and “providers” on the current quality and relevance of services. Use these to identify and improve processes that are inefficient, ineffective, or unnecessary.
- Create and implement a training plan that provides opportunities for employees to develop and apply their talents in new and innovative service and problem-solving approaches.



- Continue to recognize and reward staff who demonstrate an entrepreneurial and innovative mindset in their work.

5. Incorporate sustainable living practices into all FSU activities

We will incorporate practices that reduce our overall footprint and build a University-wide culture of environmental care. We will actively pursue:

- *Climate action* by focusing on the reduction of greenhouse gas emissions and energy use through increased conservation and efficiency efforts, increased sustainable transportation options that support a bicycle- and pedestrian-friendly campus, and optimizing the use of green building technologies.
- *Waste minimization* by increasing our overall waste diversion rate through enhanced 3R efforts (reduce, reuse, and recycling), responsible purchasing practices, and responsible waste disposal strategies.
- *Resource stewardship* by expanding conservation activities across our campuses while supporting environmentally-friendly land, habitat, and watershed management practices.
- *Education for sustainability* by increasing communication efforts and related curricular, co-curricular, service, and research initiatives.



Conclusion: *Fulfilling Our Promise*

Career-ready graduates. Breakthrough thinking in service to the entire human community. These should be the dual aims of every institution of higher learning. But as growing calls for greater accountability and transparency make clear, many institutions—and especially public institutions—are falling far short.

Florida State is proving to be one of the rare exceptions. For too long, however, we've let others define us. With this strategic plan, we lay the groundwork for a new story—*our* story.

Look at FSU's accomplishments in a multitude of fields, the success of our students, and our ambitions to rapidly expand knowledge and measurably improve opportunity and quality of life: it's clear we are a force to be reckoned with. The ideas we've set forth here will enable us to anticipate, heed, and capitalize on the future as it unfolds in our bellwether state. With this plan, we invite the entire FSU community and all our stakeholders to join us on this journey. More than ever, the world needs a strong FSU.

