

2023-2027 STRATEGIC PLAN

FLORIDA STATE UNIVERSITY



2023-2027



OUR TIME IS NOW



HIGHEST AMOUNT OF NATIONAL SCIENCE FOUNDATION (NSF) RESEARCH FUNDING in the state



928 STUDENT AND GRADUATE STARTUPS through the Jim Moran College of Entrepreneurship and InNOLEvation



FIRST STANDALONE COLLEGE OF ENTREPRENEURSHIP in the nation



HOME TO THE ONLY NATIONAL LABORATORY in Florida - The MagLab



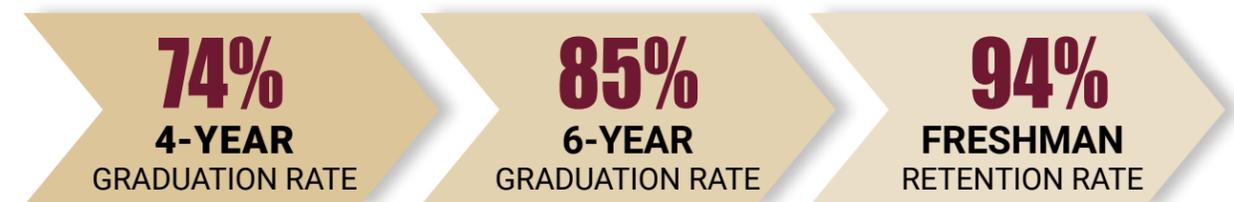
WORLD-CLASS EDUCATION FOR THE BEST VALUE FSU is ranked the highest *Best Value College* in Florida



20 FSU graduate programs and specialties in the **TOP 25 AMONG PUBLIC UNIVERSITIES**

- 04** Letter from President McCullough
- 06** Strategic Opportunities
- 2023-2027 STRATEGIC PLAN**
- 12** GOAL 1: Research & Academic Excellence
- 16** GOAL 2: Student Success
- 18** GOAL 3: Entrepreneurial Spirit
- 20** GOAL 4: Inclusive Excellence
- 21** GOAL 5: Institutional Brand Excellence
- 22** Board of Governors Matrix
- 23** Mission and Vision

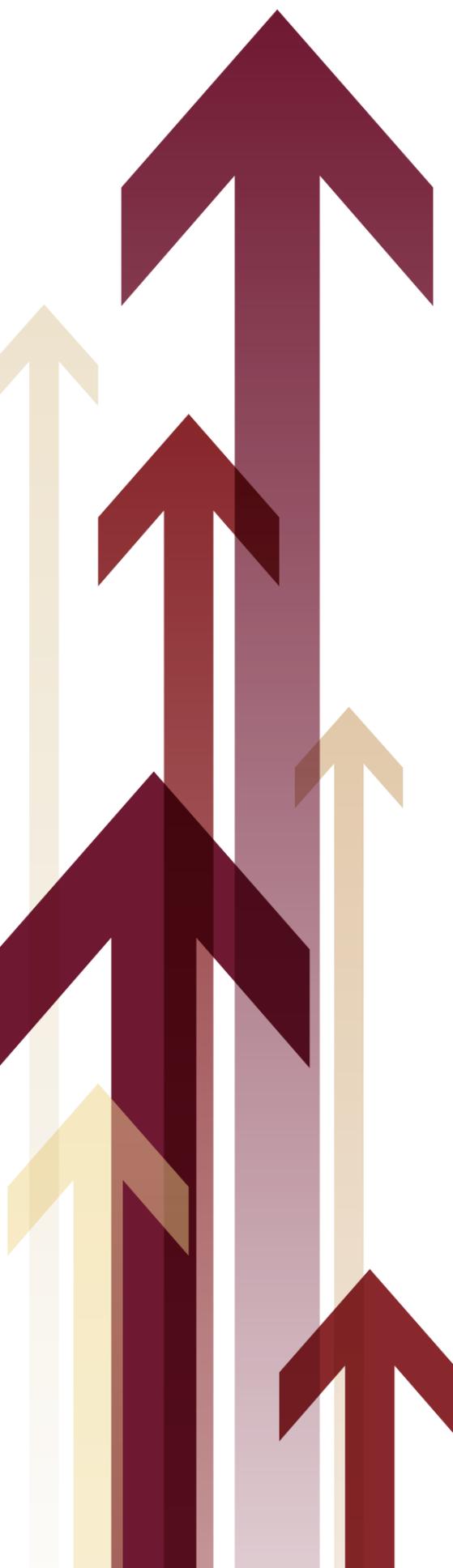
AMONG THE BEST IN THE NATION FOR STUDENT SUCCESS



Nationally recognized support for first-generation college students who may face unique challenges in college because of educational or economic circumstances through FSU Center for Academic Retention & Enhancement (CARE)

Florida State University won the **2021 DEGREE COMPLETION AWARD** from the APLU - the most prominent award in the country for student success





A MESSAGE FROM THE PRESIDENT

We have a bold vision for Florida State University that goes well beyond becoming a Top 10 public university and AAU member institution. We are reimagining how a top university can harness research, innovation and entrepreneurial spirit to build a better future for the state, nation and world.

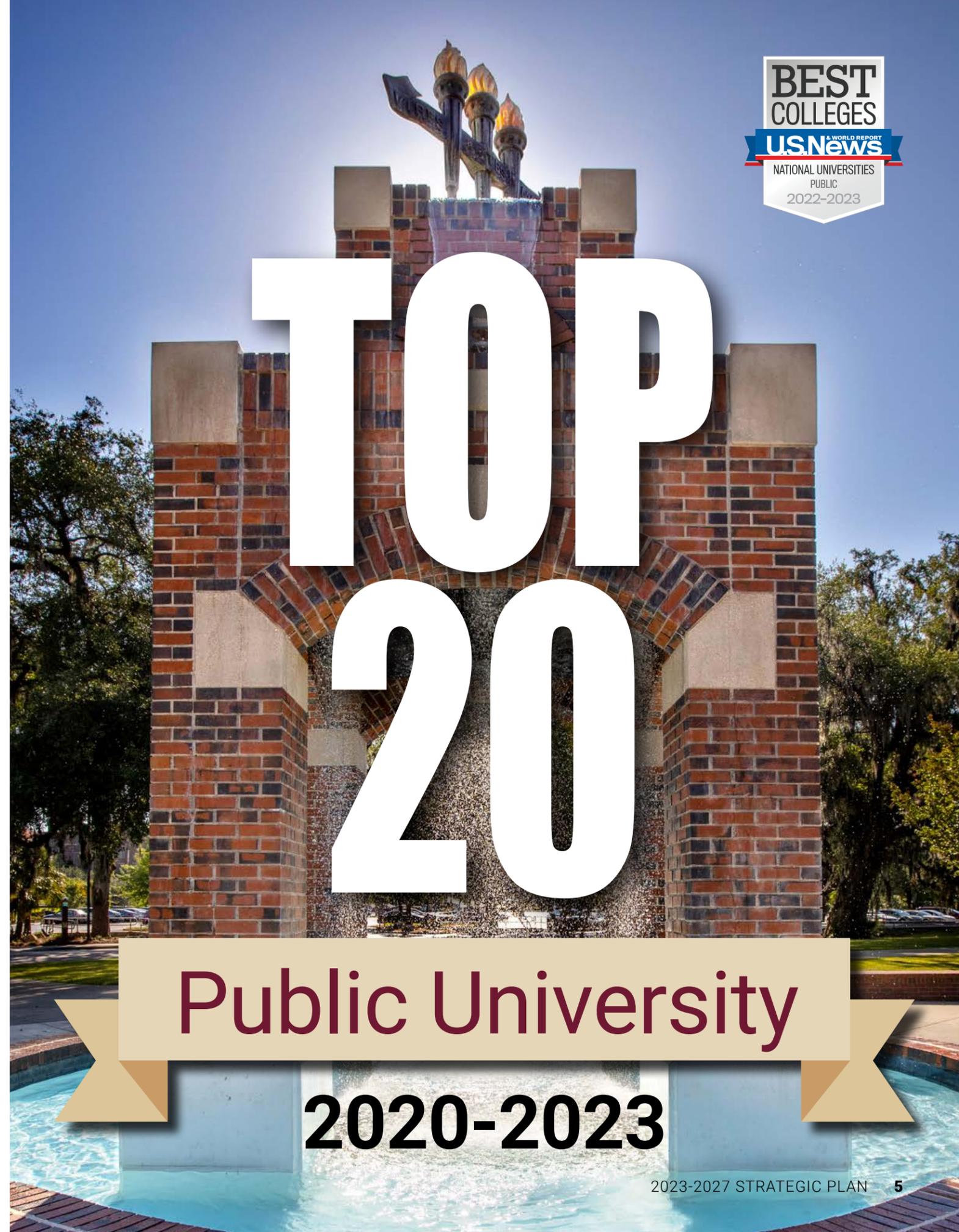
For 172 years, our faculty, students, alumni, donors, leaders and community have built the foundation to get us to this moment.

Our strengths make Florida State University uniquely poised to continue our rise as one of the best universities in the nation—and our strategic plan outlines how we'll get there. We've set ambitious goals for research and academic excellence, student success, entrepreneurship and innovation, inclusion and elevating our brand.

Together, we will make sure this great university is even better tomorrow than it is today.

OUR TIME IS NOW.

Richard D. McCullough



TOP 20

Public University

2020-2023



**STRATEGIC
OPPORTUNITIES**



POSITIONING OURSELVES FOR MEMBERSHIP IN THE ASSOCIATION OF AMERICAN UNIVERSITIES (AAU)

Central to the FSU Strategic Plan is to gain membership in the Association of American Universities (AAU), an elite group of America’s leading research universities.

Florida has only one AAU institution, despite being the country’s third largest state and #1 state in the nation for higher education.

WHY IT MATTERS

AAU’s 65 research universities, of which 35 are public, secure roughly 65% of all federal research and development funding.

GO DEEPER

Historically, AAU membership wasn’t possible for an institution like FSU with a distributed primary medicine program. However, with recent legislative investments, especially in FSU Health, Florida State University is now better positioned than ever to deliver the state of Florida’s second institution in the AAU.

A university must meet high standards to be invited into the AAU, including:

- Competitively funded federal research grants
- Faculty awards, fellowships and memberships in the national academies
- Strong focus on producing doctoral degrees and postdoctoral appointments
- Undergraduate achievement

FSU has made significant progress across AAU metrics.

FSU is well-poised for AAU membership

 Extensive and growing research portfolio—with a goal of exceeding \$500M annually in research expenditures

 Strong academic trajectory

 Leadership in health and other issues affecting rural and underrepresented populations

 60 highly recognized research organizations including:

- | | |
|---|---|
| National High Magnetic Field Laboratory | Center for Advanced Power Systems (CAPS) |
| Center for Ocean-Atmospheric Prediction Studies (COAPS) | Geophysical Fluid Dynamics Institute |
| Center for Resilient Infrastructure and Disaster Response (RIDER) | Florida Center for Reading Research (FCRR) |
| Learning Systems Institute (LSI) | FSU Institute on Digital Health and Innovation (IDHI) |

RESEARCH, EDUCATION AND PATIENT CARE FSU HEALTH WILL IMPROVE HEALTH OUTCOMES—AND CHANGE LIVES

FSU Health will work with patients across a broad spectrum of specialties, transforming how our community accesses world-class health care and measurably improving health outcomes in the region.

WHY IT MATTERS

Every county in the Florida Panhandle has residents in federally designated medically underserved areas. Significant population growth over the past several years has further stressed the region’s limited health resources. This leads to lack of access and results in unhealthier residents, shorter life expectancies and significant economic burdens on communities. FSU Health is uniquely positioned to serve this region and improve the lives of Floridians who live there.



What is FSU Health?

FSU Health aims to transform the future of health care in North Florida and beyond. This bold initiative will stand up two new partner sites in Tallahassee and Panama City by 2025 and combines three critical elements:

- **Health education and training** of next generation health care leaders, especially in the areas of population health, health disparities, aging, and wellness
- **Research** that leads to solutions-based innovation with key partners including Tallahassee Memorial HealthCare, Mayo Clinic in Jacksonville, Capital Health Plan (CHP) and Hospital Corporation of America (HCA)
- **Quality clinical care** informed by the latest in health care technology and delivery methods

What makes FSU Health different?

Our approach combines important research, health education, and patient care in the region, which will improve access and health outcomes for all.





GOALS

1

EXPANDING RESEARCH AND ACADEMIC EXCELLENCE

2

ENSURING STUDENT SUCCESS ON CAMPUS AND BEYOND

3

NURTURING AND INSPIRING FSU'S ENTREPRENEURIAL SPIRIT

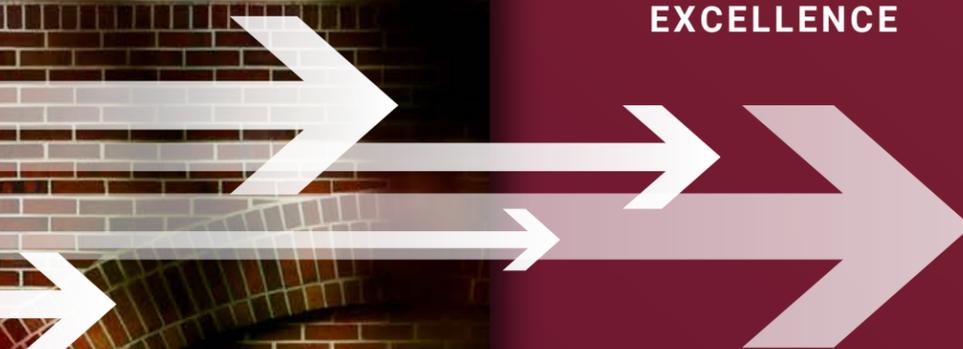
4

COMMITTING TO INCLUSIVE EXCELLENCE AND CIVIL DISCOURSE

5

ENHANCING OUR BRAND TO REFLECT INSTITUTIONAL EXCELLENCE

2023-2027 STRATEGIC PLAN





1 EXPANDING RESEARCH & ACADEMIC EXCELLENCE

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.

OBJECTIVES

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

FSU will expand recruitment and retention of high-impact, highly accomplished, innovative and engaged faculty across all disciplines to build on current academic and research strengths and foster connections throughout the university and with our external partners.

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

FSU will invest in basic research, scholarship, artistic creation and mechanisms necessary to enhance translation of research and creative works into innovative and impactful solutions that will benefit mankind now and well into the future. FSU will intensify efforts to recognize and promote multidisciplinary teams of internal and external partners to transcend and transform traditional disciplines to uncover new insights and address some of society's grand challenges.

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

The humanities and fine and performing arts distinguish FSU from many of its peer institutions. FSU will continue to expand and invest in its fine and performing arts excellence. In addition, faculty across all disciplines and professions will be encouraged to engage colleagues and students in cross-disciplinary creative activities that promote scholarship and innovation.

Build upon and create graduate opportunities that transcend and transform traditional disciplines

FSU will promote the development of new graduate training opportunities and expansion and retooling of existing programs to meet strategic needs, especially at the doctoral level. These programs should promote the coalescence of pedagogy and research experiences from multiple disciplines to better prepare our students to solve research challenges and to be future leaders.

The National High Magnetic Field Laboratory



The National MagLab, funded by the National Science Foundation and the State of Florida, is on the front lines of the worldwide technology race. The MagLab, the sole national lab in the state of Florida, is the largest and highest-powered magnet lab in the world and represents the nation's investment in magnetic technology.

The MagLab boasts a 45 tesla magnet. Today, the MagLab is the only place where researchers can use a magnet of such strength to identify scientific advances in health, materials science and energy.

Researchers visit from institutions around the world to use the lab's world-record magnets. These institutions include:

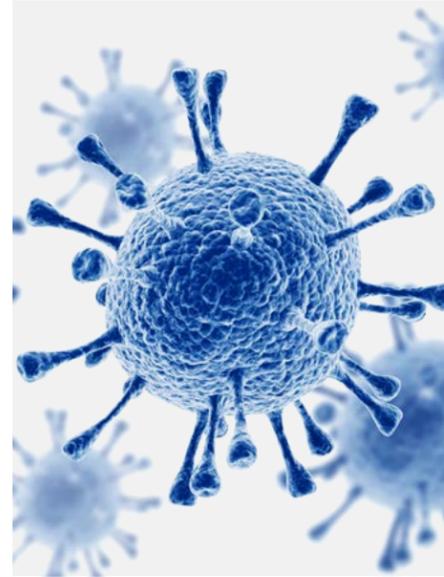


FSU Research Leads to Healthier Babies, Kids & Teens

FSU NURSING AWARDED \$72.7M NIH GRANT TO LEAD ADOLESCENT HIV CLINICAL TRIAL NETWORK

In 2023, FSU Nursing was awarded a \$72.7M NIH grant—believed to be the largest ever awarded by the NIH to a nursing school in the United States. FSU College of Nursing’s Dr. Lisa Hightow-Weidman will co-lead the collaborative research enterprise Adolescent Medicine Trials Network for HIV Interventions (ATN).

The CDC reports that youth 13 to 24 years of age accounted for 21% of all new HIV diagnoses in the United States and dependent areas in 2018. ATN is the only domestic adolescent focused HIV network and is focused on reducing new HIV infections among adolescents and young adults and improving the continuum of care and health outcomes.



NORMALIZING INFANT MENTAL HEALTH



FSU faculty member and Center Director Mimi Graham leads a statewide infant mental health movement helping to build clinical capacity, co-founding the Florida Association for Infant Mental Health in 2000 and infusing infant mental health into programs across the state.

The foundation for lifelong mental health is nurtured from birth. To effectively address many of society’s most intractable problems like child maltreatment and substance abuse, we must help children to have stable nurturing childhoods and help heal those who haven’t had a good start.

Infant mental health is an emerging field of study based on neuroscience and science of attachment. Graham and her colleagues have presented at the World Infant Mental Health Conferences across the globe, sharing best practices for early intervention.

FSU STARTUP PRENA SHOWS PROMISE TO REDUCE PRETERM LABOR

The technology shines a low-intensity cerulean light into a woman’s eyes (through a sleep mask) to “shut off” preterm contractions and reduce preterm birth. Clinical trials begin in 2023 in Miami and England.

While researching circadian rhythm, an FSU faculty member identified that the hormone melatonin acts upon receptors that form in the uterus immediately preceding labor, which starts contractions. By using light to down-regulate melatonin, Prena achieved 70% success stopping or reducing contractions to a safe level.



FSU RESEARCH LEADING THE WAY IN EARLY DETECTION OF AUTISM AND ONLINE TRAINING

Dr. Amy Wetherby and her team at FSU’s Autism Institute are identifying early signs of autism in children as young as 9 months, once thought to be impossible. Their new detection tool is part of a suite of research-based resources developed over nearly three decades.

By identifying autism early, intervention can begin early, when the brain is developing the most rapidly and the environment has the greatest impact. With early diagnosis and intervention, the team believes most children with autism can be ready to go to regular kindergarten. But in the U.S., most autism is not discovered until the child is at least 4 or 5 years old, when the brain is already fairly set in its ways.

The team turned their research findings into free, digital tools for parents, health care providers, and educators to track a child’s progress against key developmental milestones simply. New parents can register for Baby Navigator (BabyNavigator.com) to monitor progress, address concerns, and find resources. The team has also developed Autism Navigator (AutismNavigator.com)—a collection of online courses, webinars, and tools utilized by professionals and families in over 191 countries.

Fast Facts

- The U.S. average age for autism diagnosis is 4-5.
- Rural, low-income or minority children in the U.S. get diagnosed much later: average age 6-8.
- FSU has begun to identify autism as early as 9 months, equipping parents with tools to help their kids meet developmental and communications milestones—and changing their future.



2 ENSURING STUDENT SUCCESS ON CAMPUS & BEYOND

FSU's student success initiatives lead the nation, providing students a uniquely engaging, challenging, and vibrant campus environment to help them grow to their full potential. By strengthening its programs and services that focus on the whole person, FSU can empower students to thrive at FSU and beyond. FSU will build upon world-class academic programs, hands-on experiences, and individualized academic support and wellness services. FSU's goal is to have its graduates embrace a lifelong commitment to learning and well-being so they can compete, contribute, and lead anywhere.

OBJECTIVES

Enhance curricular practices that foster engaged learning and robust outcomes

With world-class teaching, FSU will expand efforts to inspire and challenge students to fully engage in a curriculum that broadens their knowledge and builds the skills required for long-term success. By improving student completion rates in key courses and enacting early alert interventions, FSU will help students succeed in their enrolled courses. FSU will encourage students to progress effectively through their degree programs and to consider additional degree opportunities when appropriate.

Create an environment that encourages healthy behaviors and wellness

FSU recognizes student success is directly related to health, wellness, and resiliency. The university will encourage students to take advantage of a wide range of programs and services designed to promote healthy habits and navigate challenges, including physical, emotional, social, and financial. By using best practices and pursuing meaningful collaborations, FSU's holistic and proactive approach will benefit students and lead to greater success in all areas.

Expand and strengthen academic advising and student support services

Academic advising and student support are critical in advancing students' success. FSU will expand its advisor outreach and strengthen its use of technology to provide holistic and accessible academic support services for all. With required participation in meaningful, peer-led first-year engagement experiences, including those designed around special populations, students will know they have a solid and capable support system – academic and otherwise – as they navigate FSU.

Bolster students' co-curricular and career development opportunities

FSU prioritizes developing the whole person through engagement opportunities that facilitate occupational, social, and intellectual wellness. Through co-curricular experiential learning, students will engage more deeply during college in immersive experiences that develop the knowledge and skills needed for lifelong learning and career success. On-campus involvement, service and leadership opportunities and professional readiness initiatives will produce engaged, community-minded students who are prepared for their post-graduation future.

FSU's CARE Program



Stephanie Matos

Her academic ambitions started early: In high school, she placed nationally in a Future Business Leaders of America competition and won a Hispanic Heritage Foundation Youth Award for entrepreneurship. Through dual enrollment, she earned an associate degree before graduating high school.

She said CARE drew her to FSU, all the way from Miami. She learned about its programs during virtual sessions with CARE students and one-on-one meetings with administrators.

The personal attention eased her concern about moving so far from home, she said.

"I just knew I was going to make it," Matos said. "I felt like I was going to find a family in Tallahassee, to find a family within CARE."

A sophomore marketing major, she also works part time on campus and serves as the public relations chair for the Hispanic/Latinx Student Union.

"It's very exciting to be a first-generation college student. I love it," Matos said. "I love being the first in my family to do many things. It's a very empowering feeling."



3

NURTURING AND INSPIRING FSU'S ENTREPRENEURIAL SPIRIT

FSU will nurture the entrepreneurial spirit by generating support systems for creativity, innovation, translation, and growth, and inspiring transformational change. Building collaboration within its communities, FSU will lead innovative endeavors and launch entrepreneurial ventures targeted to fulfill the needs of those it serves, putting the people of Florida first, then reaching beyond, to the nation and the world. This entrepreneurial culture will lead FSU to realize its full potential of creativity, innovation, and entrepreneurship.

OBJECTIVES

Cultivate an ecosystem that prioritizes and embraces creative, innovative, and entrepreneurial behavior in all endeavors

FSU will expand opportunities for students, faculty, and staff to evoke creativity, innovation, and entrepreneurship in scholarly activities, research, artistic endeavors, and institutional operations. FSU will develop policies and an environment where FSU and its community partners will collaborate to promote transformation and creation processes across all endeavors and in all disciplines.

Translate creative, innovative, and entrepreneurial ventures and endeavors for the public good via commercialization and collaboration

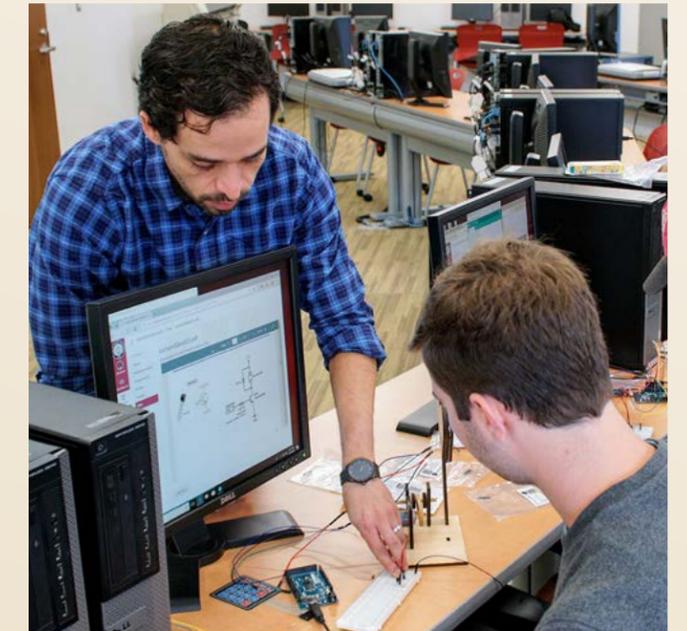
FSU will increase its capacity for transformational change by reimagining the technology transfer process and build advisory and support structures that will increase commercialization activities. We will encourage smart risk-taking behavior, eliminate unnecessary barriers, and engage with external partners in collaborative efforts that can best meet state, business, cultural, and societal needs.

STRATEGIC SPOTLIGHT

Entrepreneurship at FSU

FSU's entrepreneurial environment has led to startups addressing serious challenges including ADHD, preterm birth, food shortages and farming, and youth reading.

And this has economic impact for the state—70% of startups born at FSU remained in Florida, fueling economic development and innovation in the state.



70% OF STARTUPS BORN AT FSU REMAINED IN FLORIDA





4 COMMITTING TO INCLUSIVE EXCELLENCE & CIVIL DISCOURSE

FSU aspires to develop a diverse and inclusive student body supported by an equally diverse community of faculty and staff that will promote these efforts locally and globally. By valuing and leveraging the different viewpoints and experiences within its community and throughout the world, FSU creates a fertile environment for innovation, understanding, and compassion.

OBJECTIVES

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

FSU aims to develop an academic, administrative and social culture that serves and represents Florida and a culture of open and tolerant civil discourse that supports the Florida Board of Governors' Statement of Free Expression. FSU will continue to build access to opportunities and experiences that will promote the personal attainments of all student, faculty, and staff populations and those in our communities.

Increase international engagement and cultural competencies for students, faculty and staff

FSU will expand its reputation and reach as a leader in international education and academic and service projects by partnering in international research, learning, and service. FSU needs to grow these international engagements to prepare students for an increasingly complex and competitive multicultural world. By so doing, it will enhance much-needed cultural competencies and build fruitful collaborations with institutions, faculty, staff, students, and communities from around the world.

5 ENHANCING OUR BRAND TO REFLECT INSTITUTIONAL EXCELLENCE

FSU has a strong record of success in delivering outstanding returns to students, alumni, and the people of Florida, amid a nurturing and growth-oriented environment. FSU's administration will develop consistent messaging around these strengths to make them demonstrable and stable themes within FSU's overall brand narrative. FSU will utilize its financial, physical, technological, and human resources to drive the brand forward, striving for comprehensive excellence in all endeavors to become an internationally recognized leader in higher education.

OBJECTIVES

Focus the FSU brand to bolster our reputation, stakeholder and partner relationships, and quality

Raising the university's brand reputation will aid in faculty, student, and staff recruitment, public and private fundraising, and gift cultivation, and produce new opportunities for engagement with and investment by government, not-for-profit and private entities and organizations.

Leverage growing and increasingly diversified financial resources to strategically invest in emerging areas of institutional excellence

An emphasis on financial resource diversification and growth will provide additional funding for investment in areas that are consistent with a continued push to

membership in the Association of American Universities, thus solidifying FSU's place among the leading research institutions in North America.

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

FSU will build on its history of nationally recognized operational excellence by better leveraging human, technological, data, physical, fiscal, and intellectual capital. FSU will challenge the status quo in institutional administration, process design, sustainability, resilience, and personal empowerment both on campus and within its communities.

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.

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.

OUR TIME IS *NOW*



OUR TIME IS *NOW*

