

# THE FLORIDA STATE UNIVERSITY STRATEGIC PLAN

2008–2009 to 2013–2014

The Florida State University  
Board of Trustees

Approved February 2009

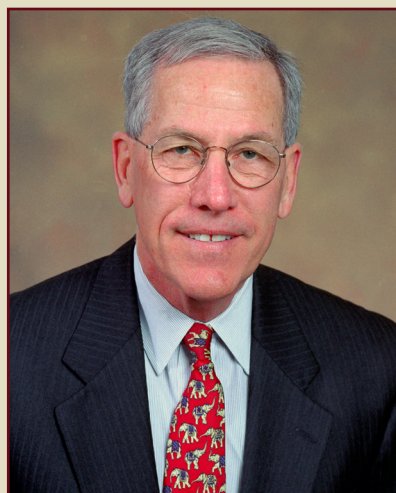


THE FLORIDA STATE UNIVERSITY

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## Message from the Board Chair



FLORIDA STATE UNIVERSITY GREW OUT OF THE VISION OF FLORIDIANS DEVOTED TO THE IDEA THAT HIGHER EDUCATION WAS CRITICAL TO THE FUTURE OF THIS STATE. That idea has been sustained by the commitment of thousands of people during the university's existence. More than 10 years ago, the Commission on the Future of Florida State University crafted a new vision and sketched a series of steps designed to further the quality and reach of the university. Many of those recommendations, including the development of a new type of medical school and the integration of computing technologies into campus life, have been realized. Others, such as improving public understanding of higher education, merit further attention.

Two years ago, T. K. Wetherell, president of Florida State University, asked members of the campus community to form a committee to reexamine and refine our vision. The committee has taken that request seriously and developed a strategic plan that I think will serve us well in the coming years. It is a plan delivered amid times of economic trouble. Nonetheless, it defines key priorities and goals that will challenge us to action. For that, the committee members have my thanks and that of the Board of Trustees. More importantly, they have the commitment of everyone throughout Florida State University as we strive to fashion a better future.

*Jim Smith, Chair*  
*The Florida State University Board of Trustees*

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### THE FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES

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# Executive Summary

**B**eginning in September 2007, the Florida State University strategic planning committee convened to refine the existing mission and vision statements and develop priorities, goals, and initiatives to guide the university in the coming years. In February 2009, the Florida State University Board of Trustees approved the essential elements of the 2008–2009 to 2013–2014 strategic plan.

After a brief history of the university, this document describes the formation and charge of the strategic planning committee, along with the activities accomplished over the course of the two-year planning process. The basis of the strategic plan was the committee's development of strategic priorities.

## STRATEGIC PRIORITIES

- SP 1.0 Recruit and graduate outstanding and diverse students
- SP 2.0 Enrich the student experience while supporting and improving undergraduate, graduate, and professional education
- SP 3.0 Recruit, develop, and retain outstanding and diverse faculty and staff
- SP 4.0 Enhance research and creative endeavors
- SP 5.0 Foster academic excellence
- SP 6.0 Ensure operational excellence while maintaining financial integrity
- SP 7.0 Strengthen the public service mission of the university
- SP 8.0 Build the university's national reputation

The plan was developed before dramatic changes in the state's economy affected legislative appropriations. It is likely that funding levels in the years ahead will be less than the plan assumed. It can be anticipated that this will impact the university's progress on the urgent initiatives approved by the Board of Trustees. Nonetheless, the priorities of the plan and the urgency of the initiatives identified remain unchanged.



The background image shows a large, multi-story brick building with a prominent square tower featuring battlements. The building has several large windows and is surrounded by palm trees and other tropical vegetation. In the foreground, a large bronze statue of a man's head and shoulders is visible, looking towards the left. The sky is overcast.

# University Overview

AS A PREMIER GRADUATE-RESEARCH UNIVERSITY, FLORIDA STATE UNIVERSITY IS AMONG THE 20 LARGEST PUBLIC UNIVERSITIES IN THE UNITED STATES. IT OPERATES SEVERAL INTERNATIONAL SITES AND A BRANCH CAMPUS IN PANAMA CITY, FLORIDA. THE UNIVERSITY SPONSORS MORE THAN 90 CENTERS AND INSTITUTES AND CONDUCTS MORE THAN \$200 MILLION IN RESEARCH ANNUALLY.



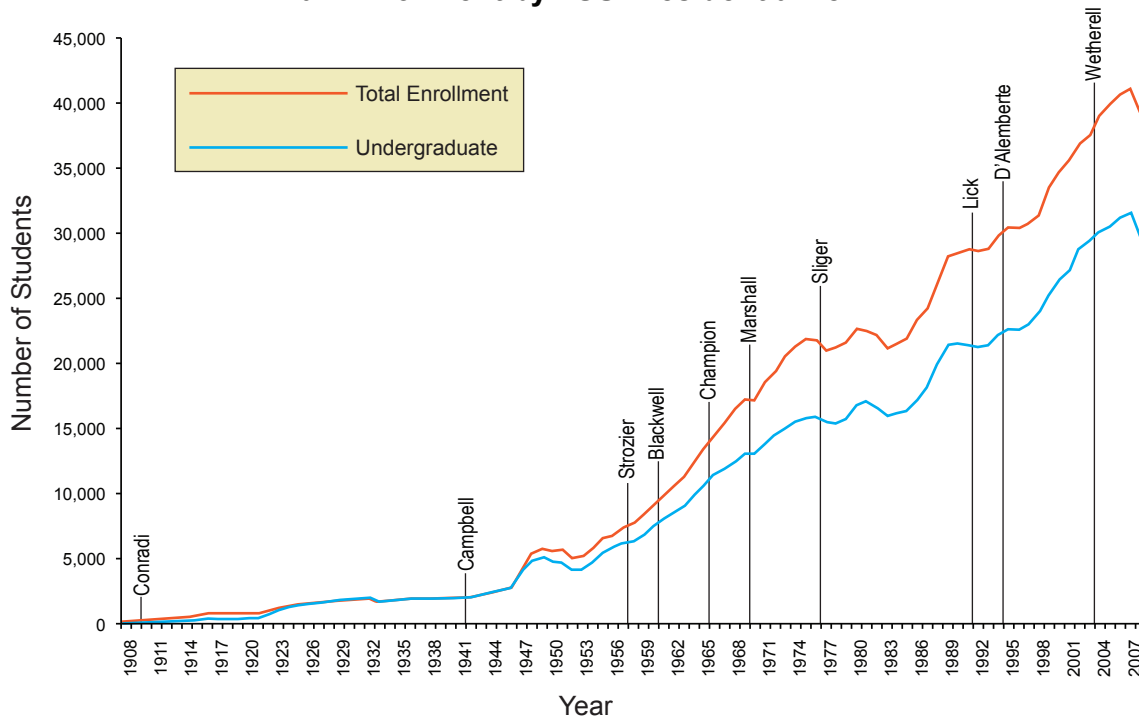
Florida State University was officially established in 1851 and is located on the oldest continuous site of higher education in the state of Florida. Near the turn of the twentieth century, it evolved into the state's first liberal arts college and was organized as Florida State College in 1901 with four departments—College, School for Teachers, School of Music, and College Academy. In 1905, the Buckman Act reorganized higher education in the state and designated the college as the Florida Female College. It was renamed the Florida State College for Women (FSCW) in 1909. The liberal arts tradition of Florida State College continued and by 1933 FSCW was the

third largest women's college in the United States. In 1935, the first Phi Beta Kappa chapter in the state was granted to FSCW. The college returned to coeducational status in 1947, with the new name of Florida State University. The university still retains its strong liberal arts tradition.

As a member institution of the State University System of Florida, the university operates under the supervision of the Florida Board of Governors and is governed by the Florida State University Board of Trustees.

## Enrollment and Academics at a Glance

Fall Enrollment by FSU Presidential Term



### Students

- Over 40,000 students enroll each year from every Florida county, every state, and 133 countries.
- More than 20 percent of the students are graduate students.
- Approximately 1,000 students are enrolled at the Panama City branch.
- More than 9,000 new students arrive each year, including 2,000 from the state's community colleges.
- In fall 2008, first-time college freshmen averaged
  - an SAT score of 1230
  - a high school GPA of 3.84

### Degrees

#### Offered

- Almost 100 bachelor's degrees
- More than 110 master's degrees
- More than 70 doctoral degrees

#### Awarded

- More than 10,000 degrees annually, including over 2,750 graduate and professional degrees





# Defining the Future: Strategic Planning Committee

MORE THAN A DECADE AGO, THE COMMISSION ON THE FUTURE OF FLORIDA STATE UNIVERSITY WAS CHARGED WITH CREATING A CONSENSUS VISION FOR THE FUTURE OF THE UNIVERSITY.

In September 2007, T. K. Wetherell, president of Florida State University, asked members of the university community to reexamine that vision. Under the leadership of Dr. Robert Bradley, vice president for planning and programs, a 22-member strategic planning committee convened with the purpose of developing revised mission and vision statements, a set of strategic priorities, and initiatives with associated revenues for the university over the next five years.

Over the course of two years, the committee completed the following actions:

- Conducted an environmental scan, focusing on the social, technological, economic, educational, political, lifestyle, and environmental factors that may affect the university in the next 5 to 20 years.
- Assessed strengths, weaknesses, opportunities, and threats.
- Drafted mission and vision statements.
- Drafted strategic priorities.
- Developed issue papers.
- Reviewed previous university strategic plan (Commission on the Future).
- Analyzed strategic plans developed at other universities.
- Conducted 14 full committee meetings, numerous subcommittee meetings, and a university community survey.
- Conducted campus survey and strategic planning polls.
- Developed supporting goals.
- Identified prospective performance measures.
- Identified critical success factors.
- Formulated initiatives.
- Identified prospective key performance indicators.
- Developed available revenue scenarios.
- Conducted a “largely unavoidable costs” analysis.
- Ranked initiatives.

The committee issued its preliminary recommendations on September 12, 2008, and forwarded them to the president in December 2008. Following the president’s review, the committee submitted its recommendations to the Florida State University Board of Trustees in February 2009, and the board approved the major elements of the plan—prologue, mission, vision, strategic priorities, supporting goals, and initiatives—on February 26, 2009.



# Committee Members

Larry Abele, *Provost*

John Barnhill, *Enrollment Management*

Joe Beckham, *Education*

Robert Bradley, *Planning and Programs*

John Carnaghi, *Finance and Administration*

Ross Ellington, *Research*

Jason Fishbein, *Congress of Graduate Students*

Randy Hanna, *Alumnus*

Laymon Hicks, *Student Government*

Joyce Ingram, *Human Resources*

Janet Kistner, *Psychology*

Karen Laughlin, *Undergraduate Studies*

Alma Littles, *Medicine*

Nancy Marcus, *Graduate School*

Sally McRorie, *Council of Deans*

Frank Murphy, *University Relations*

Charles Rasberry, *Foundation*

Anne Rowe, *Deputy Provost and Dean of the Faculties*

Jayne Standley, *Faculty Senate*

Joe Travis, *Council of Deans*

Eric Weldy, *Student Affairs*

T. K. Wetherell, *President*

# First Steps: Mission and Vision Statements

AS PART OF THE STRATEGIC PLAN, THE COMMITTEE SPENT CONSIDERABLE TIME REVISING THE EXISTING MISSION AND VISION STATEMENTS. THE MISSION COMMUNICATES THE PURPOSE OF THE UNIVERSITY AND THE VISION COMMUNICATES ITS ASPIRATIONS. TOGETHER, THESE STATEMENTS HELPED DIRECT THE DEVELOPMENT OF THE STRATEGIC PRIORITIES AND SUPPORTING GOALS.

## PROLOGUE

The Florida State University was founded in 1851 and has developed from one of the nation's preeminent women's colleges into a comprehensive graduate-research university, offering a broad array of academic and professional programs at all degree levels.

## MISSION

The 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

The Florida State University will be one of the world's premier institutions of higher education, devoted to transforming the lives of our students, shaping the future of our state and society, and offering programs of national and international distinction in a climate of inquiry, engagement, collegiality, diversity, and achievement.



## Next Steps:

# Format of the Strategic Plan

This format shows the hierarchy of the questions that committee members posed and how these questions guided the development of the strategic plan.

- 1 What are the priorities of the institution?
- What goals support realization of these priorities?
- How should progress toward the strategic priorities be measured?
- What must be accomplished in order to achieve a goal? (Critical success factors are included in the appendix.)

### pages 11–18

## Strategic Priorities and Goals

The Florida State University • Strategic Plan • 2008–2009 to 2013–2014

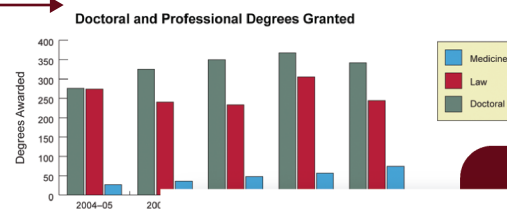
### Strategic Priority 5.0 Foster academic excellence

#### Supporting Goals

- Goal 5.1—Accommodate and expand a collaborative campus.
- Goal 5.2—Develop the skills and provide opportunities for lifelong learning.
- Goal 5.3—Continue to promote a culture of academic and professional integrity.
- Goal 5.4—Foster global citizenship.
- Goal 5.5—Allocate resources to reward and sustain excellence.
- Goal 5.6—Promote excellence in technology applications and services.

#### Featured Measures

- ◆ Number of graduate and professional degrees and various library holdings



### pages 19–20

## Resources

Table 1: Revenues Available for Initiatives

	Totals
<b>Federal, State, and Local Revenues Available for Initiatives*</b>	
<b>Largely Discretionary: Recurring</b>	
Higher Projection	\$72,754,262
Lower Projection	\$39,628,409
<b>Largely Discretionary: Nonrecurring</b>	
Higher Projection	\$31,000,000
Lower Projection	\$20,250,000
<b>Dedicated and Not Fully Committed</b>	
Higher Projection	\$264,677,140
Lower Projection	\$168,233,157
<b>Dedicated and Largely Committed</b>	
Higher Projection	\$158,430,000
Lower Projection	\$158,430,000
<b>Dedicated Revenues Available for Initiatives**</b>	
<b>Largely Discretionary: Recurring</b>	
Higher Projection	\$0
Lower Projection	\$0
<b>Largely Discretionary: Nonrecurring</b>	
Higher Projection	\$0
Lower Projection	\$0
<b>Dedicated and Not Fully Committed</b>	
Higher Projection	\$6,860,000
Lower Projection	\$6,490,000
<b>Dedicated and Largely Committed</b>	
Higher Projection	\$11,750,000
Lower Projection	\$7,830,000

- 2 What resources are available to undertake the initiatives needed to help achieve some or all of the critical success factors supporting strategic priorities?



3

What urgent initiatives must be undertaken to be successful given the available resources? (These are listed in priority order and the table includes all respective strategic priorities.)

Given available resources, which initiatives should be undertaken first?

Given available resources, what targets should the initiatives achieve?

## pages 21–22

## Initiatives in Priority Order

The Florida State University • Strategic Plan • 2008–2009 to 2013–2014

	Total
<b>Strategic Priority 4.0</b>	
<b>4 Expand faculty research collaborations through continuation of the <u>Pathways of Excellence</u> Program</b> <i>Target with Full Funding:</i> Continue the recruitment, hiring, and start-up activities for the remaining 150 faculty at the full cost of \$28 million recurring and \$30 million nonrecurring.	\$58,512,000
<b>Strategic Priority 2.0</b>	
<b>5 Lower the student-faculty ratio to be competitive with peer institutions</b> <i>Target with Full Funding:</i> Lower the student-faculty ratio from 26.5 to 25 at the full cost of approximately \$9 million recurring and \$2.9 million nonrecurring by adding tenure-track faculty, with other funds for associated staff.	\$13,057,500
<b>Strategic Priority 8.0</b>	
<b>6 Maintain the stature of top-ranked academic programs</b> <i>Target with Full Funding:</i> Provide a recurring pool of funds to recruit replacement faculty and staff for four programs per year at the cost of \$650,000 recurring, with additional funds available for allocation to programs experiencing retention problems.	\$4,017,000
<b>Strategic Priority 3.0</b>	
<b>7 Provide funds for salary adjustments based on <u>productivity and merit</u></b> <i>Target with Full Funding:</i> Increase by 10% the historical average of merit pay at the full cost of \$1.9 million recurring.	\$1,943,029
<b>Strategic Priority 2.0</b>	
<b>8 Increase funding of <u>CARE</u> and academic support services</b> <i>Target with Full Funding:</i> Increase FTIC participation from 350 students to 400 students with a commensurate increase in sections and computer labs at the full cost of \$325,000 recurring, with additional associated nonrecurring funds for capital outlay.	\$342,000

## pages 23–24



## Additional Initiatives

After ranking the most important initiatives, the committee identified a second set of initiatives, which could be addressed as various resource opportunities arise. Performance on these initiatives will be gauged by key performance indicators. The indicators will be established as the initiatives are addressed by the university. The additional initiatives listed below are not in priority order.

Additional Initiatives	
SP 1.0	Deploy teams aimed at cultivating and recruiting <u>targeted students</u> Fund improved <u>advising tools</u> for graduate and professional programs Create pipelines for <u>quality out-of-state students</u> with targeted recruiting and selective waivers Focus <u>recruitment efforts</u> to increase average SAT for FTIC students without compromising diversity Increase number of " <u>master's degree-in-four</u> " programs Continue targeted interventions aimed at increasing <u>retention and graduation rates</u>
SP 2.0	Increase the number of <u>undergraduate advisers</u> Expand the use of <u>instructional technology</u> to improve teaching in large classes Increase number of <u>internships</u> available to undergraduates through expanded coordination efforts Create university task force to reevaluate and redesign <u>liberal studies curriculum</u> Continue expansion of the <u>LEAD program</u>

4

What other initiatives should be addressed as various opportunities emerge either through unanticipated resources or other possibilities?



# Building the Foundation: Strategic Priorities and Supporting Goals

**G**uided by the new mission and vision statements, the committee established strategic priorities and supporting goals, along with featured measures. Strategic priorities are key areas, aligned to and consistent with the mission and vision, in which the university will invest incremental resources above and beyond those for normal day-to-day operations. (See Appendix A for alignment of priorities with Board of Governors goals.) Supporting goals—outcome statements aligned with the priorities—define what the university is trying to do both

programmatically and operationally. The featured measures provide high-level indicators that help gauge the progress toward the priorities.

Working from issue papers written about each of the strategic priorities and associated goals, the committee determined a set of factors that must be accomplished in order to achieve each goal. A complete list of these critical success factors can be found in Appendix B.



## Strategic Priority 1.0

### Recruit and graduate outstanding and diverse students

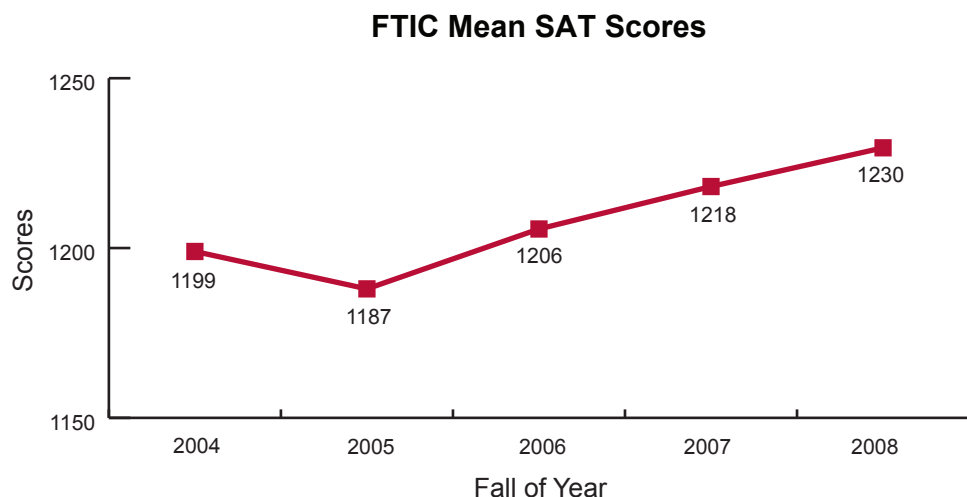
#### Supporting Goals

**Goal 1.1**—Florida State University will be a school of choice for talented students.

**Goal 1.2**—Florida State University will be a leader in overall graduation rates by ensuring that students (undergraduate, graduate, and professional) progress toward the degree in a timely manner.

#### Featured Measures

- ◆ First time in college (FTIC) mean SAT score, first-year retention rate, and six-year graduation rate



#### First-Year Retention and Six-Year Graduation Rates for FTIC Students (by Cohort)

	2004	2005	2006	2007	2008*	2009*
First-Year Retention Rate	88.0%	89.0%	88.1%	89.2%	89.3%	90.7%
Six-Year Graduation Rate	66.4%	68.3%	68.7%	69.5%	69.8%	NA

\*Estimated

## Strategic Priority 2.0

Enrich the student experience while supporting and improving undergraduate, graduate, and professional education

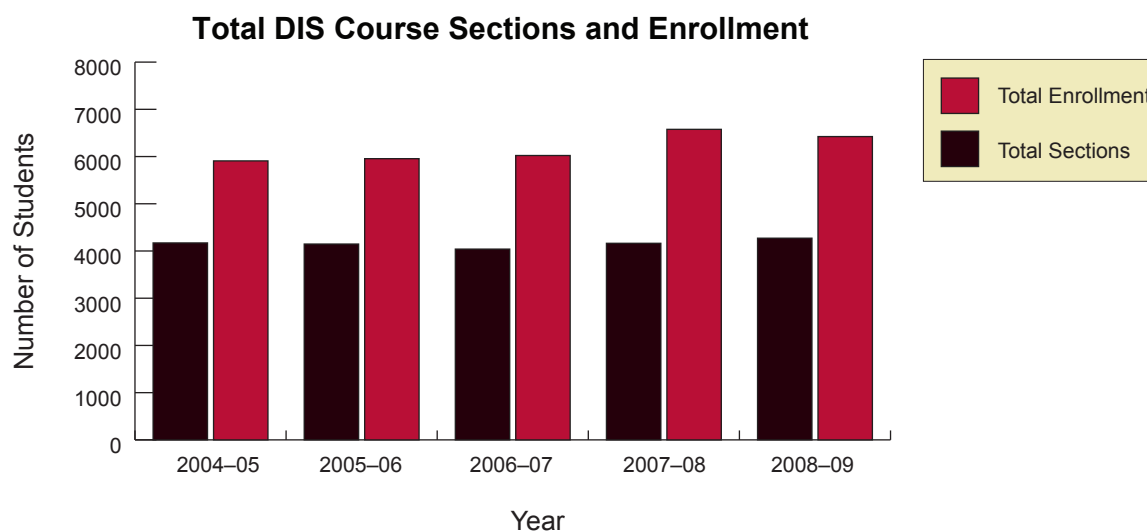
### Supporting Goals

**Goal 2.1**—Florida State University will provide an undergraduate experience unsurpassed in developing well-rounded students who demonstrate excellence in their majors, exceptional leadership, and the ability to engage in lifelong learning, and contribute to a diverse and global society.

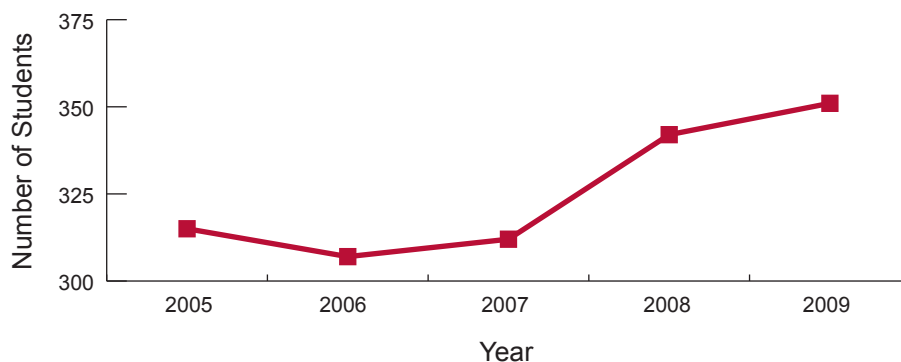
**Goal 2.2**—Create an engaged intellectual community among faculty and students that fosters excellence and communication across disciplines, and prepares graduate and professional students to succeed in the 21st-century global workforce.

### Featured Measures

- ◆ Undergraduate students participating in Directed Individual Study (DIS) sections and Center for Academic Retention and Enhancement (CARE retention activities)



**Total Students Participating in Targeted Preparation, Orientation, and Academic Support Programming Via CARE**





## Strategic Priority 3.0

### Recruit, develop, and retain outstanding and diverse faculty and staff

#### Supporting Goals

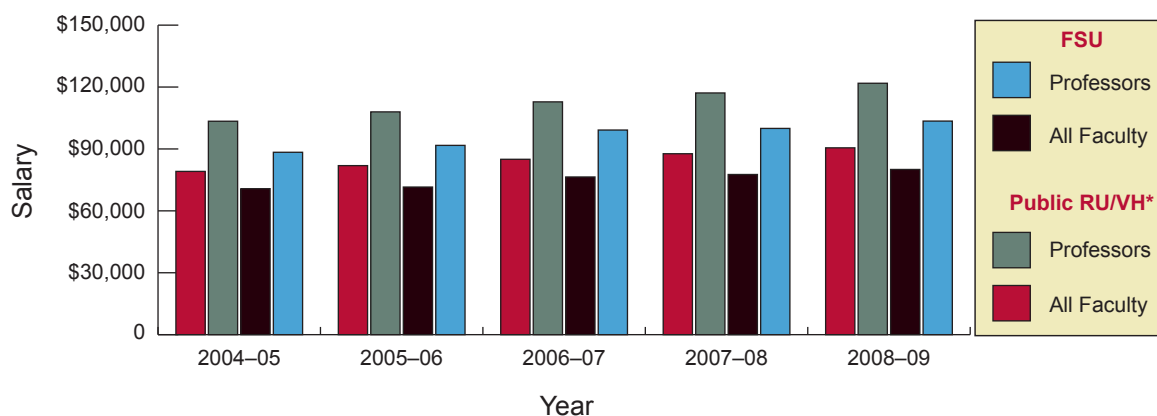
**Goal 3.1**—Recruit and hire outstanding employees at all levels.

**Goal 3.2**—Create and maintain a harmonious, diverse, inclusive, and high-performing work environment.

#### Featured Measures

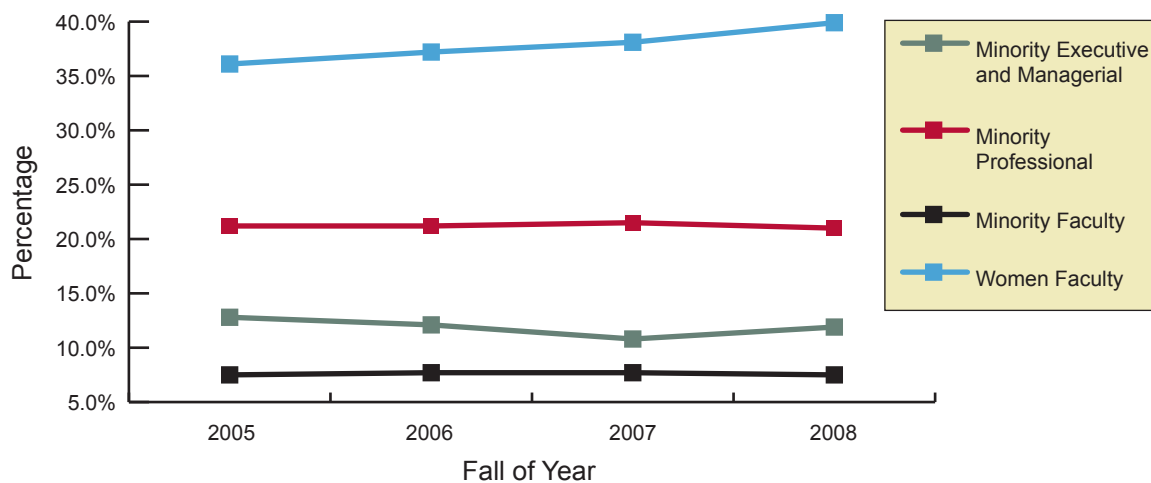
- ◆ Comparative faculty salary by rank versus national norms and percentage of minorities and women in selected employment classes

#### 9- to 10-Month Full-Time Instructional Faculty Average Salaries



\*RU/VH = Research Universities (very high research activity). This is FSU's current basic Carnegie Classification.

#### Percentage of Minorities and Women in Selected Employment Classes



## Strategic Priority 4.0

### Enhance research and creative endeavors

#### Supporting Goals

**Goal 4.1**—Increase the quality and quantity of research and creative endeavors.

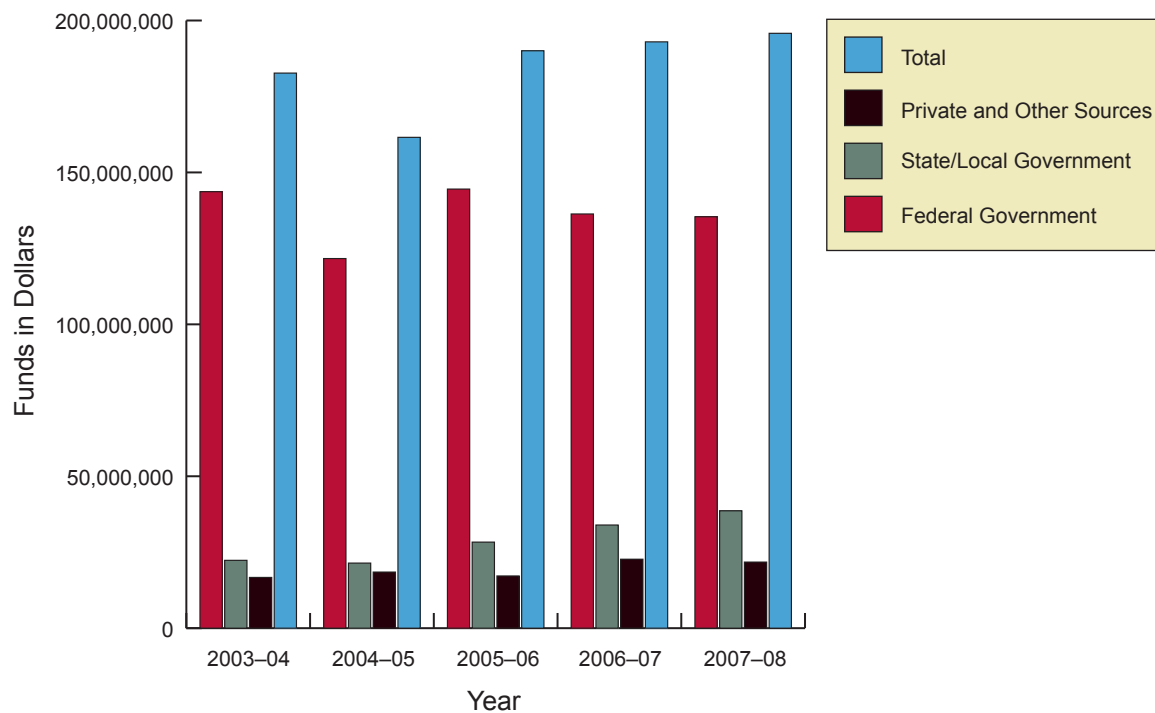
**Goal 4.2**—Expand the number of nationally or internationally recognized interdisciplinary academic programs.

**Goal 4.3**—Increase investments and external support to ensure administrative and academic sustainability for research and creative endeavors.

#### Featured Measures

- ◆ Total contract and grant expenditures and proposals

#### External Sources for Research, Service, and Training Funds



#### Total Proposals

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Submitted to Funding Agencies	1,129	1,243	1,266	1,292	1,398
Number of New Contracts/Grants	627	625	665	686	622
Number of Extensions/Renewals	518	561	548	565	552
Number of Active Projects	1,305	1,609	1,896	2,050	1,587



## Strategic Priority 5.0

### Foster academic excellence

#### Supporting Goals

**Goal 5.1**—Accommodate and expand a collaborative campus.

**Goal 5.2**—Develop the skills and provide opportunities for lifelong learning.

**Goal 5.3**—Continue to promote a culture of academic and professional integrity.

**Goal 5.4**—Foster global citizenship.

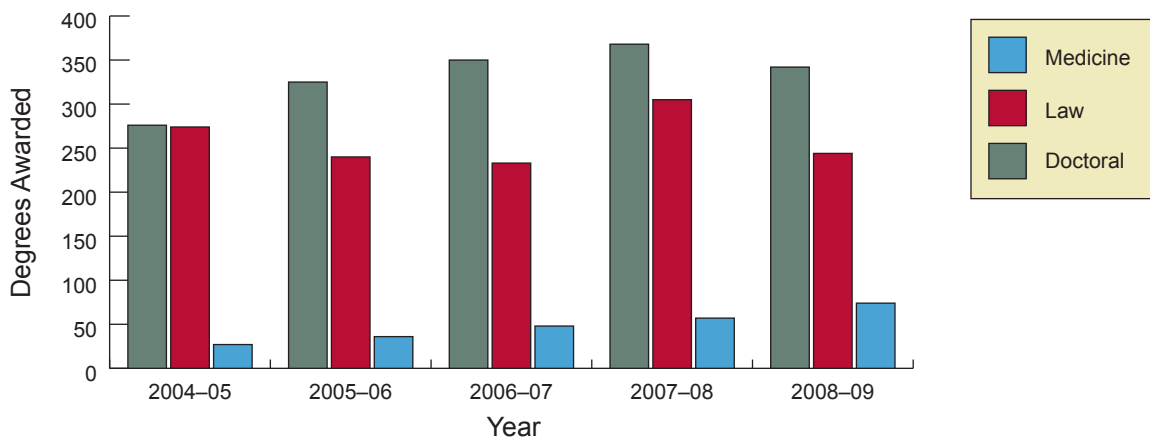
**Goal 5.5**—Allocate resources to reward and sustain excellence.

**Goal 5.6**—Promote excellence in technology applications and services.

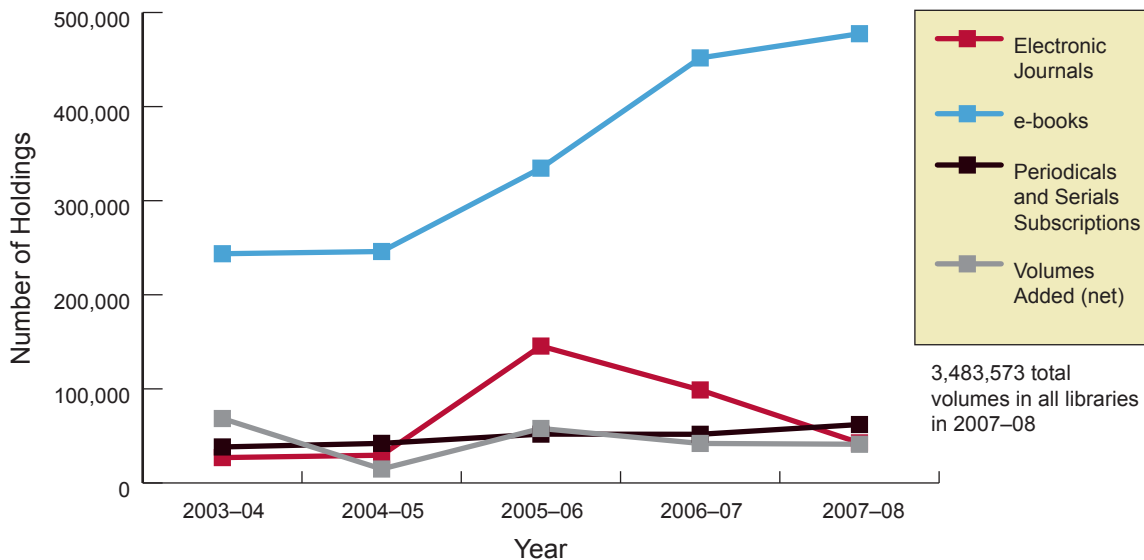
#### Featured Measures

- ◆ Number of graduate and professional degrees and various library holdings

##### Doctoral and Professional Degrees Granted



##### Library Holdings (All Libraries)



## Strategic Priority 6.0

Ensure operational excellence while maintaining financial integrity

### Supporting Goals

**Goal 6.1**—Optimize organizational performance.

**Goal 6.2**—Ensure a safe and secure campus.

**Goal 6.3**—Foster a spirit of service excellence.

**Goal 6.4**—Achieve excellence in the physical campus environment.

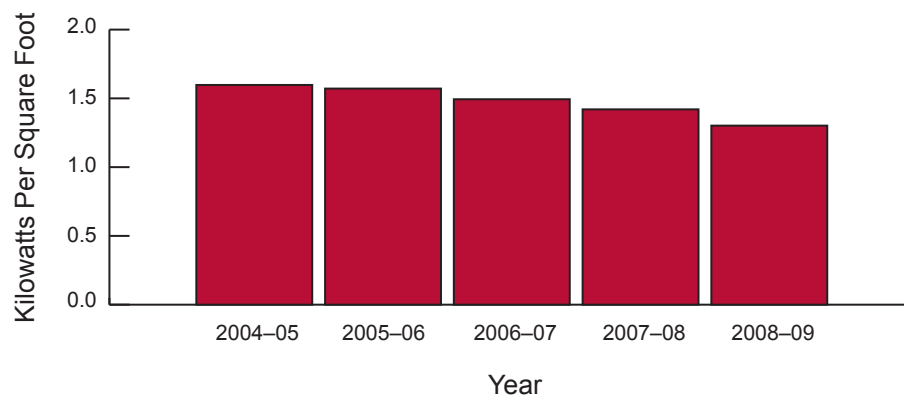
**Goal 6.5**—Achieve excellence in the sustainable campus environment.

**Goal 6.6**—Make Florida State University an exemplar of mentoring programs for students, staff, and faculty.

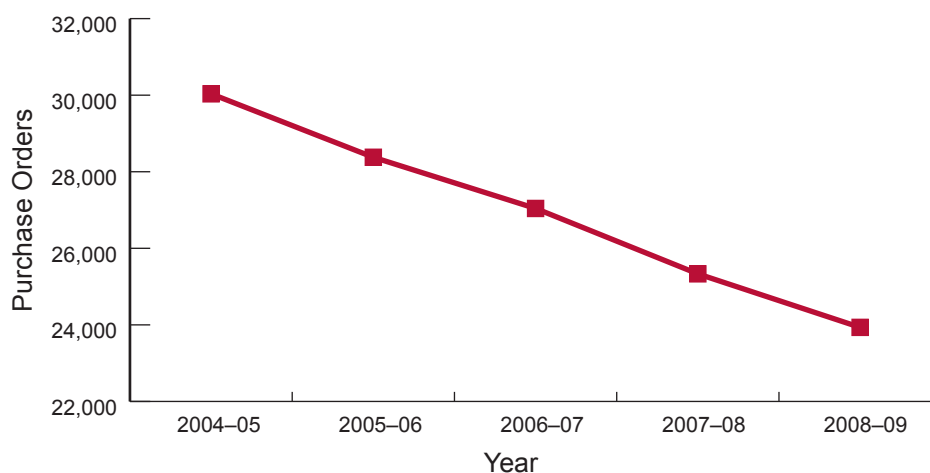
### Featured Measures

- ◆ Electrical energy usage and paperwork submitted in hard copy

**Total Kilowatts Consumed by Main Campus Facilities**



**Total Number of Hard-Copy Purchase Orders Created**



## Strategic Priority 7.0

### Strengthen the public service mission of the university

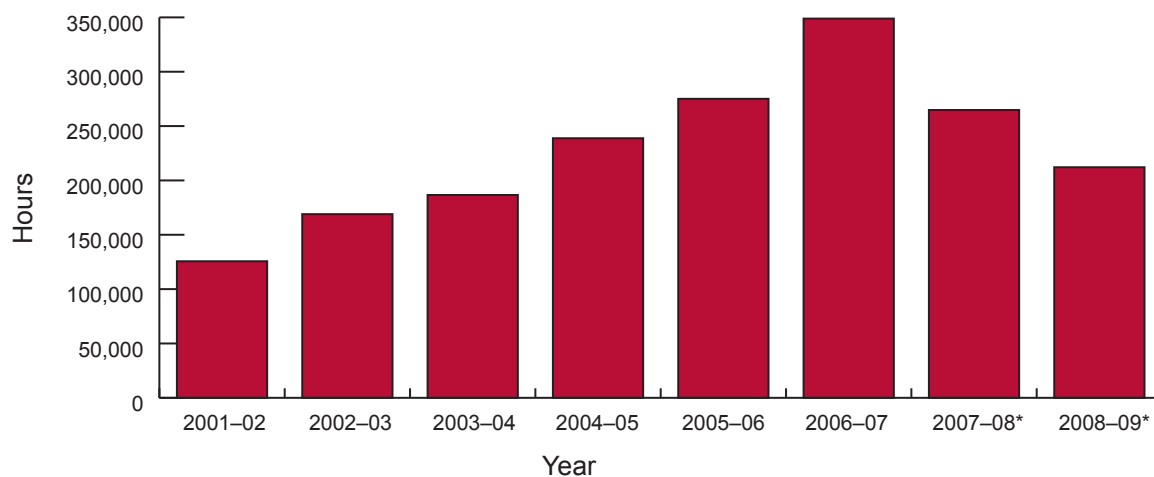
#### Supporting Goal

**Goal 7.1**—Foster a university commitment to problem solving.

#### Featured Measures

- ◆ Number of volunteer hours recorded by students and disclosures of research/creative activity

#### Student Service Hours in ServScript Program



\*Change to student volunteer submissions

#### Invention and Creative Work Disclosures\*

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Invention Disclosures	50	41	39	39	45
Creative Work Disclosures	4	8	12	5	11

\*Invention disclosures are patentable intellectual property, and creative work disclosures are generally copyrightable intellectual property.



## Strategic Priority 8.0

### Build the university's national reputation

#### Supporting Goal

**Goal 8.1**—Develop and communicate excellence at the university.

#### Featured Measures

- ◆ Ranking score on reputation in *U.S. News & World Report* annual survey and total endowments

#### *U.S. News & World Report* Rankings (Undergraduate)

	2006 <sup>1</sup>	2007	2008	2009	2010
	2005 <sup>2</sup>	2006	2007	2008	2009
Rankings	2004 <sup>3</sup>	2005	2006	2007	2008
Final Rank	109	110	112	102	102
Rank Among Public Universities	52	53	54	50	48
Final Overall Score	42	42	38	39	40
Peer Assessment Rank	92	85	92	86	88
Financial Resources Rank	200	202	207	210	208
Graduation and Retention Rank	102	98	96	91	90
Student Selectivity Rank	77	115	120	99	84
Faculty Resources Rank	114	114	110	115	109
Alumni Giving Rank	90	50	50	43	45

Source: *U.S. News & World Report Best Colleges*

<sup>1</sup>Magazine edition

<sup>2</sup>Survey year

<sup>3</sup>Fall statistics

#### Endowments for Fiscal Year Ending June 30

	2004	2005	2006	2007	2008
Total	\$405,009,250	\$441,304,061	\$450,046,033	\$522,756,508	\$519,026,974

Source: FSU Foundation

# Revenues: Establishing the Possibilities

**A**chieving the supporting goals will take action by the university. While this occasionally will entail new organizational arrangements, it often requires resources. These resources, in turn, call

for the expenditure of revenues: increased revenues from sources already supporting the university, redeployed revenues of the university, or revenues from new funding sources.

University revenues are derived from a small number of sources (see table 1). Some revenues, such as student tuition or state education and general (E&G) appropriations, can be spent on a variety of activities, while

**Table 1: Revenues Available for Initiatives**

	Totals
<b>Federal, State, and Local Revenues Available for Initiatives*</b>	
Largely Discretionary: Recurring	
Higher Projection	\$72,754,262
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Higher Projection	\$6,860,000
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Dedicated and Largely Committed	
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\*Sources: State appropriations, special state appropriations, other government-shared revenue, student tuition, Public Education Capital Outlay (dedicated), FSU Foundation, Research Foundation (nonrecurring), auxiliaries (dedicated), contracts and grants (dedicated), Sponsored Research and Development (nonrecurring)

\*\*Dedicated uses of student fees: Activity and service, athletic, health, transfer, technology fee, other fees, building, Capital Improvement Trust Fund (CITF), CITF returned from state

other revenues, such as contract and grant funds, auxiliary revenues, or various fees, can be spent only for specific purposes. Some goals must be addressed using revenues designated for those purposes, while others can be supported using sources over which there is considerable discretion. Revenue sources can be both recurring and nonrecurring.

In any case, the resources used to address goals must compete with the need for ongoing expenditures by the university. It is difficult, for example, to ignore the need to pay utility bills. Given the reality of price increases in matters ranging from health care to maintenance contracts, a certain amount of additional revenues is necessary every year to sustain

university operations. These largely unavoidable costs vary from year to year but typically average at least \$5 million (see table 2). Such costs must be deducted from any resources that the university might otherwise use to achieve the goals.

The amount of monies available to address the goals cannot be known with certainty. Instead, they are based on estimates about how much money will be derived from all the sources available to the university over the next five years. The accuracy of these estimates depends on how precisely a variety of factors

can be forecast. The estimate of tuition revenues, for example, depends on enrollment projections, the accuracy of state actions on tuition levels, and the extent to which changes in state law affecting tuition can be anticipated. Table 3 summarizes the major assumptions used to make the forecast in the university's strategic plan.

**Table 2: Largely Unavoidable Incremental Costs—Annual Operating E&G Budget**

Base	Cost
FY 2008–2009	\$5,125,000
FY 2009–2010	\$6,411,055
FY 2010–2011	\$5,034,531
FY 2011–2012	\$5,225,531
FY 2012–2013	\$5,424,382
Total	\$27,220,499

**Table 3: Planning Assumptions**

**Assumptions in Tuition Scenarios**

	FY 2008–09	FY 2009–10	FY 2010–11	FY 2011–12	FY 2012–13
<b>Undergraduate</b>					
Base Increase	6%	6%	6%	6%	6%
Tuition Differential (total)	\$6.96	\$15.39	\$25.52	\$37.64	\$39.08
Out-of-State Fee Increase	10%	10%	10%	10%	10%
<b>Graduate</b>					
Base Increase	10%	10%	5%	5%	5%
Out-of-State Increase	0%	0%	0%	0%	0%
Waivers Factors	55%	55%	55%	55%	55%

**Enrollment Forecast (Full-Time Equivalent Students)**

Fiscal Year	Undergraduate	Graduate	Total	Incremental Growth
2008–2009	21,394	5,522	26,916	0
2009–2010	22,036	5,632	27,668	752
2010–2011	22,697	5,745	28,442	774
2011–2012	23,378	5,860	29,238	796
2012–2013	24,079	5,977	30,056	818





# Urgent Initiatives with Funding

**H**aving a clear understanding of the revenues available to the university, it is possible to construct financial scenarios within which the strategic plan is likely to operate. When differentiated by what the funds can be used for, these scenarios help establish the range of possibilities for activities that require resources.

A series of board-approved initiatives—including projects, programs, or activities—were identified that must be accomplished to achieve the targeted priorities and goals. Considering the available revenues of the university, the committee ranked the initiatives that should be undertaken first and aligned them with the priorities. Funding targets were created for these initiatives, grounding them in fiscal reality.

	Total
<b>Strategic Priority 1.0</b>  <b>1 Ensure that <u>graduate student stipends and benefits</u> are nationally competitive</b>  <i>Target with Full Funding:</i> Move average teaching assistant stipends from 79% and research assistant stipends from 85% of national average to 100% of national average at the full cost of \$16 million recurring, with another \$3.25 million for graduate student health care funding.	\$19,250,000
<b>Strategic Priority 1.0</b>  <b>2 Expand <u>targeted financial assistance</u> to attract outstanding students</b>  <i>Target with Full Funding:</i> Increase by 30 the number of graduate fellowships, expand graduate student need-based aid to 500 students, and provide 1,000 undergraduate Pell-eligible students a supplemental scholarship at the cost of \$11.5 million recurring.	\$11,500,000
<b>Strategic Priority 3.0</b>  <b>3 Attract and retain outstanding and diverse <u>faculty and staff with nationally competitive salaries</u></b>  <i>Target with Full Funding:</i> Move average faculty salaries from 92% of associate professor and 89% of professor of comparable national averages to the national averages and ensure staff are not less than 90% of market medians at the full cost of \$20.3 million recurring.	\$20,285,814

	Total
<b>Strategic Priority 4.0</b>  <b>4 Expand faculty research collaborations through continuation of the <u>Pathways of Excellence</u> Program</b>  <i>Target with Full Funding:</i> Continue the recruitment, hiring, and start-up activities for the remaining 150 faculty at the full cost of \$28 million recurring and \$30 million nonrecurring.	\$58,512,000
<b>Strategic Priority 2.0</b>  <b>5 <u>Lower the student-faculty ratio</u> to be competitive with peer institutions</b>  <i>Target with Full Funding:</i> Lower the student-faculty ratio from 26.5 to 25 at the full cost of approximately \$9 million recurring and \$2.9 million nonrecurring by adding tenure-track faculty, with other funds for associated staff.	\$13,057,500
<b>Strategic Priority 8.0</b>  <b>6 Maintain the stature of top-ranked academic <u>programs</u></b>  <i>Target with Full Funding:</i> Provide a recurring pool of funds to recruit replacement faculty and staff for four programs per year at the cost of \$650,000 recurring, with additional funds available for allocation to programs experiencing retention problems.	\$4,017,000
<b>Strategic Priority 3.0</b>  <b>7 Provide funds for salary adjustments based on <u>productivity and merit</u></b>  <i>Target with Full Funding:</i> Increase by 10% the historical average of merit pay at the full cost of \$1.9 million recurring.	\$1,943,029
<b>Strategic Priority 2.0</b>  <b>8 Increase funding of <u>CARE and academic support</u> services</b>  <i>Target with Full Funding:</i> Increase FTIC participation from 350 students to 400 students with a commensurate increase in sections and computer labs at the full cost of \$325,000 recurring, with additional associated nonrecurring funds for capital outlay.	\$342,000
<b>Strategic Priority 6.0</b>  <b>9 Expand <u>mental health</u>, campus <u>wellness</u>, and <u>security</u> programs</b>  <i>Target with Full Funding:</i> Increase the ratio of mental health counselors from 1500:1 to the national average of 1000 and the ratio of security personnel to 95% of the national average at the cost of \$1.2 million recurring and \$1.1 million nonrecurring, along with the responsiveness of the emergency notification system, plus associated staff expenses.	\$2,839,114
<b>Strategic Priority 4.0</b>  <b>10 Provide enhanced resources to <u>programs on the cusp of national recognition</u></b>  <i>Target with Full Funding:</i> Provide stipends and waivers for up to 100 graduate students in selected programs at the cost of \$1.5 million recurring.	\$1,500,000



# Additional Initiatives

After ranking the most important initiatives, the committee identified a second set of initiatives, which could be addressed as various resource opportunities arise. Performance on these initiatives will be gauged by key performance indicators. The indicators will be established as the initiatives are addressed by the university. The additional initiatives listed below are not in priority order.

Additional Initiatives	
SP 1.0	Deploy teams aimed at cultivating and recruiting <u>targeted students</u>
	Fund improved <u>advising tools</u> for graduate and professional programs
	Create pipelines for <u>quality out-of-state students</u> with targeted recruiting and selective waivers
	Focus <u>recruitment efforts</u> to increase average SAT for FTIC students without compromising diversity
	Increase number of “ <u>master’s degree-in-four</u> ” programs
	Continue targeted interventions aimed at increasing <u>retention and graduation rates</u>
SP 2.0	Increase the number of <u>undergraduate advisers</u>
	Expand the use of <u>instructional technology</u> to improve teaching in large classes
	Increase number of <u>internships</u> available to undergraduates through expanded coordination efforts
	Create university task force to reevaluate and redesign <u>liberal studies curriculum</u>
	Continue expansion of the <u>LEAD program</u>



	Additional Initiatives
SP 3.0	Increase the number of <u>women and members of underrepresented groups</u> among the faculty and staff
	Ensure that areas of academic strength <u>retain adequate faculty</u> to maintain their levels of excellence
	Expand efforts at <u>faculty recognition</u>
	Expand the range of <u>professional development training</u> for graduate students, staff, and faculty
	Provide salary adjustments to resolve <u>market equity</u> issues
	Increase <u>starting salaries</u> for staff
SP 4.0	Increase <u>start-up packages</u> for all new faculty
	Ensure <u>adequate research facilities</u> to facilitate growth of biomedical and clinical research in medicine
	Expand facilities for graduate <u>engineering programs</u> to enhance contracts and grants
SP 5.0	Invest in <u>book and database acquisition</u> , research technical staff, and laboratory facilities
	Provide incentives for encouraging faculty <u>interest in liberal studies</u>
	Provide <u>innovative learning spaces</u> such as an information commons
	Better integrate <u>international and global activities</u>
	Provide incentives to engage in <u>interdisciplinary research</u> and collaborative activities
	Increase the <u>stature of professional programs</u> in education, business, law, and nursing
SP 6.0	Ensure that <u>central campus</u> use is limited to the highest priority activities
	<u>Invest in improved IT</u> infrastructure, bandwidth, access, service, and security
SP 7.0	Support key <u>state energy initiatives</u>
	Support key <u>K–12 education initiatives</u> , especially in reading, mathematics, and science
	Support key state <u>nursing initiatives</u>
	Strengthen <u>student abilities to succeed in state critical need</u> and economic development related areas
SP 8.0	Develop and deploy a well-articulated <u>branding campaign</u>



# Course Correction: Impact of the Recession on Revenues

The strategic plan approved by the Florida State University Board of Trustees is based on sets of revenue forecasts produced in the first half of 2008. The economic events in the second half of that year altered the prospects of those forecasts.

In June 2009, the Board of Trustees approved a budget plan for the years 2009–2010 through 2011–2012. The plan was made in the face of substantial reductions to the university's recurring state appropriations and envisioned substantial changes in the offerings and activities of the university. The three-year plan devotes virtu-

ally all anticipated new revenues to sustaining university activities.

The budget plan will adversely affect the scope of initiatives undertaken by the university over the next five years. It is unlikely that the full targets of the most urgent initiatives can be reached. The resources available for such activities have been reduced by more than half, and the flow of those resources has been shifted to 2012–2013 and 2013–2014. This will likely delay the phased action on some initiatives and require that the university conserve its resources even more carefully. Both the uncertainty of the forecasts

and the prospects of unanticipated developments have increased.

Despite the uncertainties, the urgency of the initiatives remains, which places additional emphasis on the university's timely response to windows of opportunity. Some of the increased funds available for need-based financial aid may emerge from state actions on unrelated matters such as tuition. Others are likely to arise as the federal government reacts to the changing national financial situation. All call for the ongoing attention of the university to changing circumstances.

## Appendix A

## FSU Strategic Priorities (February 2009) Alignment with Board of Governors Goals

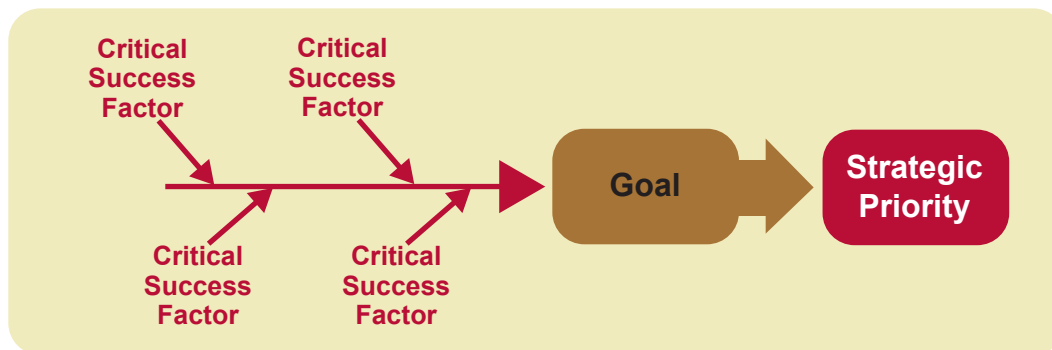
		BOG1	BOG2	BOG3	BOG4
		Access to and production of degrees	Meeting statewide professional and workforce needs	Building world-class academic programs and research capacity	Meeting community needs and fulfilling unique institutional responsibilities
FSU SP1	Recruit and graduate outstanding and diverse students	●	●	●	
FSU SP2	Enrich the student experience while supporting and improving undergraduate, graduate, and professional education	●	●	●	
FSU SP3	Recruit, develop, and retain outstanding and diverse faculty and staff	●	●	●	●
FSU SP4	Enhance research and creative endeavors			●	●
FSU SP5	Foster academic excellence	●	●	●	
FSU SP6	Ensure operational excellence while maintaining financial integrity	●	●	●	●
FSU SP7	Strengthen the public service mission of the university		●	●	●
FSU SP8	Build the university's national reputation			●	●

FSU SP = Florida State University Strategic Priority  
BOG = Board of Governors Goal

## Appendix B

### Critical Success Factors

Strategic priorities are achieved by realizing goals. Goals, in turn, are met through initiatives addressing critical success factors. The strategic planning committee identified numerous critical success factors necessary to achieve the goals. The committee recognized that attention to all these factors will likely require resources beyond those expected over the next five years. The board-approved initiatives do not include all of the areas that merit attention. However, the university may be able to address some of the areas through unanticipated windows of opportunity or the planning efforts of colleges and departments.



#### Strategic Priority 1.0

##### Recruit and graduate outstanding and diverse students

**Goal 1.1**—Florida State University will be a school of choice for talented students.

##### Critical Success Factors:

- 1.11 Increase the quality of the student body while maintaining or increasing diversity.
- 1.12 Increase access for the very best prospective undergraduate, graduate, and professional students through adequate financial assistance.
- 1.13 Provide financial-support packages (stipend, health insurance, tuition, research and travel funds) for every graduate and professional student that meet or exceed the national average in the discipline and degree level for Association of American Universities public institutions.
- 1.14 Implement policies that enable the university to recruit promising students from underrepresented populations.
- 1.15 Implement a distinctive and comprehensive scholarship program to attract and retain high-achieving undergraduate students.
- 1.16 Increase the number of undergraduate students who receive national awards and acclaim through timely assistance in garnering recognition.



**Goal 1.2**—Florida State University will be a leader in overall graduation rates by ensuring that students (undergraduate, graduate, and professional) progress toward the degree in a timely manner.

**Critical Success Factors:**

- 1.21 Increase retention rates of undergraduates through appropriate interventions, including CARE and related programs.
- 1.22 Increase graduation rates through well-designed mapping techniques.
- 1.23 Increase degree completion rates for master's and doctoral students through improved, coordinated graduate advising tools.

## Strategic Priority 2.0

### Enrich the student experience while supporting and improving undergraduate, graduate, and professional education

**Goal 2.1**—Florida State University will provide an undergraduate experience unsurpassed in developing well-rounded students who demonstrate excellence in their majors, exceptional leadership, and the ability to engage in lifelong learning, and contribute to a diverse and global society.

**Critical Success Factors:**

- 2.11 Reinvent the liberal studies curriculum with an emphasis on multidisciplinary approaches that focus on the development of identified skills supported by opportunities for research and perspectives on liberal arts and the 21st-century global workforce.
- 2.12 Develop common threads or academic and co-curricular experiences that promote the development of well-rounded and global citizens through active learning, leadership, collaboration, and synthesizing experiences.
- 2.13 Promote faculty commitment to and enthusiasm for the liberal studies curriculum and the values it represents through targeted recruitment actions, appropriate incentives, and sustained organizational attention.
- 2.14 Develop a group of faculty with goals of promoting an interdisciplinary approach to undergraduate instruction and the undergraduate curriculum.
- 2.15 Showcase innovative teaching and recognize faculty for their work with undergraduate students in the classroom and in collaborative projects outside the classroom.
- 2.16 Create environments that encourage intellectual discourse between faculty and students inside and outside the classroom.
- 2.17 Bring world-renowned scholars, artists, and leaders to campus to address and interact with students and faculty.
- 2.18 Develop courses, events, and conversations that increase the interaction and exchange among diverse racial, social, and cultural groups represented in the Florida State University student body.
- 2.19 Maintain a robust academic community that challenges undergraduates to achieve excellence.

**Goal 2.2**—Create an engaged intellectual community among faculty and students that fosters excellence and communication across disciplines, and prepares graduate and professional students to succeed in the 21st-century global workforce.

**Critical Success Factors:**

- 2.21 Promote scholarly and creative productivity among faculty and students in graduate and professional programs consistent with the requirements needed for recognition as a top-tier graduate university.
- 2.22 Ensure the development of quality mentoring and professional development activities in all graduate and professional programs, resulting in timely degree completion and high-quality placements.
- 2.23 Ensure that the work assignments of graduate student assistants are reasonable and afford each student adequate time to engage in scholarly and creative activity leading to timely degree completion.
- 2.24 Devote the resources needed to assure high-quality experiences and outcomes.
- 2.25 Increase the number of students supported on grants, contracts, external fellowships, and privately raised funds.
- 2.26 Increase the number of graduate and professional students who receive recognition for scholarship, creativity, and service.
- 2.27 Increase the number of graduate and professional students who receive national awards and acclaim through timely efforts of campus graduate offices and major professors.
- 2.28 Demonstrate student satisfaction with learning experiences and services.

### Strategic Priority 3.0

#### Recruit, develop, and retain outstanding and diverse faculty and staff

**Goal 3.1**—Recruit and hire outstanding employees at all levels.

**Critical Success Factors:**

- 3.11 Recruit and hire outstanding faculty.
- 3.12 Recruit and hire outstanding staff.

**Goal 3.2**—Create and maintain a harmonious, diverse, inclusive, and high-performing work environment.

**Critical Success Factors:**

- 3.21 Enhance career development for employees and conduct succession planning consistent with predictive turnover at all levels.
- 3.22 Communicate clear and consistent guidelines regarding criteria for rewarding and recognizing staff.
- 3.23 Increase representation of underutilized women and people of color in faculty and staff job groups.

- 3.24 Develop a diversity and inclusion initiative to leverage workplace differences that maximize individual and organizational performance.

## Strategic Priority 4.0

### Enhance research and creative endeavors

**Goal 4.1**—Increase the quality and quantity of research and creative endeavors.

#### Critical Success Factors:

- 4.11 Increase the number of tenure-track and tenured faculty consistent with the size of the student body and the aspirations of the university.
- 4.12 Maintain the Pathways of Excellence Initiative to encourage greater campus efforts directed toward discovery, creativity, and innovation.
- 4.13 Maintain the role and the number of faculty in key disciplinary areas of academic strength unique to the institution.
- 4.14 Enhance productivity and quality of research and creative endeavors by building on areas of academic strength.
- 4.15 Seek curricular changes in all academic units to enhance the ability of faculty to conduct research and engage in creative endeavors.
- 4.16 Provide monetary and other rewards to faculty members who meet or exceed performance benchmarks based on appropriate “currencies” of quality and productivity as defined by each unit.

**Goal 4.2**—Expand the number of nationally or internationally recognized interdisciplinary academic programs.

#### Critical Success Factors:

- 4.21 Provide new opportunities and incentives while removing barriers to encourage and support interdisciplinary research and creative endeavors.
- 4.22 Encourage inter- and multidisciplinary research activity through Pathways initiatives and associated performance benchmarks.

**Goal 4.3**—Increase investments and external support to ensure administrative and academic sustainability for research and creative endeavors.

#### Critical Success Factors:

- 4.31 Make investments in areas such as the research library, collaborative and core research facilities/space, and support staff to enhance capabilities for productive and high-quality research and creative endeavors.
- 4.32 Provide larger amounts of internal funding (Education and General, Sponsored Research and Development, Research Foundation, Florida State University Foundation) to support research and creative endeavors, focusing on areas of recognized strength.

- 4.33 Commit significant new investments to graduate programs, focusing on areas of recognized strength.

## Strategic Priority 5.0

### Foster academic excellence

**Goal 5.1**—Accommodate and expand a collaborative campus.

#### Critical Success Factor:

- 5.11 Design and construct structures that support new forms of collaborative and participatory learning and research, heighten student interaction, and increase student time-on-task in value-added learning experiences.

**Goal 5.2**—Develop the skills and provide opportunities for lifelong learning.

#### Critical Success Factor:

- 5.21 Increase enrollment in distance learning courses.

**Goal 5.3**—Continue to promote a culture of academic and professional integrity.

#### Critical Success Factors:

- 5.31 Increase the number of graduate students participating in professional development activities and receiving graduate school and other recognition awards.
- 5.32 Ensure compliance with ethical practices.

**Goal 5.4**—Foster global citizenship.

#### Critical Success Factors:

- 5.41 Increase the number of international programs and opportunities for students at all levels.
- 5.42 Integrate international education into the curriculum where possible.



**Goal 5.5**—Allocate resources to reward and sustain excellence.

**Critical Success Factors:**

- 5.51 Continue funding of distinguished professor awards.
- 5.52 Encourage staff applications for Davis Productivity Awards.
- 5.53 Ensure students are encouraged and supported to attend appropriate conferences and events.

**Goal 5.6**—Promote excellence in technology applications and services.

**Critical Success Factors:**

- 5.61 Increase faculty, student, and staff training on new technologies.
- 5.62 Assess benefits and leverage new technologies to improve teaching, learning, research, and administration.

## Strategic Priority 6.0

### Ensure operational excellence while maintaining financial integrity

**Goal 6.1**—Optimize organizational performance.

**Critical Success Factors:**

- 6.11 Ensure high-quality IT connectivity and access throughout the campus.
- 6.12 Identify clear and consistent performance priorities and associated financial needs throughout the campus and use the budget to drive those priorities.
- 6.13 Implement an incentive budgeting and spending approach that encourages high performance, innovation, cost efficiency, and program restructuring.
- 6.14 Incorporate discussions regarding cost-contained sustainability and, where applicable, additional revenue generation as part of universitywide council meetings on a regular basis.
- 6.15 Streamline proposal development and submission process for research grants.
- 6.16 Ensure that financial practices, records, and reports demonstrate a high level of fiscal viability and soundness.
- 6.17 Perform periodic risk-management audits to confirm a high degree of institutional control and risk reduction.

**Goal 6.2**—Ensure a safe and secure campus.**Critical Success Factors:**

- 6.21 Ensure compliance with health- and safety-related policies as mandated by federal, state, and industry authorities.
- 6.22 Maintain and enhance backup systems to recover and restore capabilities in the event of an IT or physical plant disaster.

**Goal 6.3**—Foster a spirit of service excellence.**Critical Success Factors:**

- 6.31 Promote convenience, access, and flexibility in serving the university community.
- 6.32 Continually assess and train faculty and staff to meet university needs and expectations.

**Goal 6.4**—Achieve excellence in the physical campus environment.**Critical Success Factors:**

- 6.41 Continue to maintain and enhance the beauty and aesthetics of campus buildings and grounds.
- 6.42 Integrate space utilization and facilities plan into campus decision making that addresses long-term needs for business operations, research, teaching-learning, and campus culture.
- 6.43 Ensure priority use of university properties and facilities supports core university functions.
- 6.44 Acquire the land and develop buildings to support the ongoing mission of the university.
- 6.45 Address critical deferred maintenance and campus safety needs.

**Goal 6.5**—Achieve excellence in the sustainable campus environment.**Critical Success Factors:**

- 6.51 Increase recycling opportunities on campus.
- 6.52 Reduce fuel and water consumption and cut emissions and discharges.
- 6.53 Reduce energy costs by implementing systemwide energy conservation and “green” building technologies and practices.
- 6.54 Promote sustainable transportation solutions for the campus.
- 6.55 Promote testing and demonstration of new economically, environmentally, and socially sustainable practices.

**Goal 6.6**—Make Florida State University an exemplar of mentoring programs for students, staff, and faculty.

**Critical Success Factors:**

- 6.61 Make mentoring/collegiality part of the annual faculty and staff evaluation process.
- 6.62 Conduct workshops and other training activities to develop and share mentoring guidelines with units.

## Strategic Priority 7.0

### Strengthen the public service mission of the university

**Goal 7.1**—Foster a university commitment to problem solving.

**Critical Success Factors:**

- 7.11 Encourage use of the Center for Leadership and Civic Education.
- 7.12 Seek and receive Carnegie Classification for Community Engagement.
- 7.13 Increase the number of internships and the extent of partnerships with agencies and organizations providing internships.
- 7.14 Increase student awareness of internship opportunities and benefits.
- 7.15 Encourage service, civic engagement, and exchange experiences.
- 7.16 Encourage student success in disciplines of state strategic emphasis.
- 7.17 Support research that addresses national and state needs.

## Strategic Priority 8.0

### Build the university's national reputation

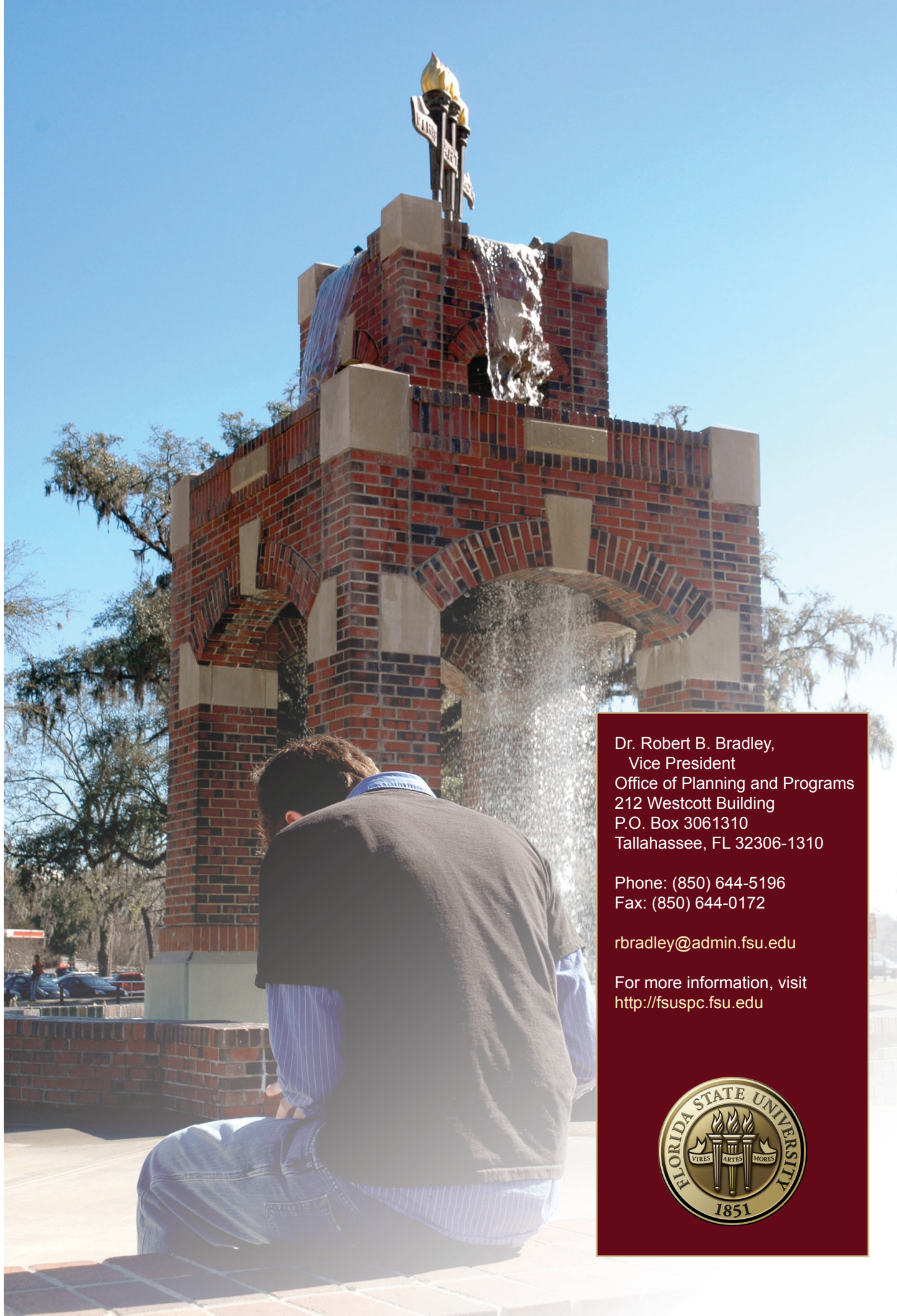
**Goal 8.1**—Develop and communicate excellence at the university.

**Critical Success Factors:**

- 8.11 Ensure university publications adhere to the approved “look” as outlined in the university branding policy.
- 8.12 Monitor national publications for attention to promising programs at Florida State University.
- 8.13 Increase circulation of alumni publications.







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