

FSU Strategic Plan 2023 - 2027

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.

GOALS

Goal I: Expanding Research and 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.

- 1. 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.

- 2. 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.

3. 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.

4. 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.

Goal II: Ensuring Student Success on Campus and 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 life-long commitment to learning and well-being so they can compete, contribute, and lead anywhere.

1. 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.

2. 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.

3. 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.

4. 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.

Goal III: 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.

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

FSU will expand opportunities for students, faculty, 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.

2. 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.

Goal IV: Committing to Inclusive Excellence and 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.

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

FSU aspires to develop an academic, administrative and social culture that serves and represents the diversity of Florida and a culture of open and tolerant civil discourse that supports the 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.

2. 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.

Goal V: 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.

1. 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.

2. 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.

3. 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.