COSSPP STRATEGIC DIRECTIONS COMMITTEE
MEETING #1 SUMMARY
Friday, September 28, 2018

CONSENSUS CENTER
“Facilitating Solutions, Supporting Collaborative Action
Florida State University
Facilitation Team: Bob Jones & Jeff Blair
COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING #1 SUMMARY

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COSSPP STRATEGIC DIRECTIONS COMMITTEE MEETING #1
EXECUTIVE SUMMARY
Friday, September 28, 2018

Dean Tim Chapin welcomed and thanked the Strategic Directions Committee members for their willingness to work together on behalf of the College in develop a strategic plan. He suggested that a strategic plan is necessary for the College and Departments ability to compete for resources for new faculty lines, staff support, etc.. However he asked the Committee to aspire to develop a plan together that provides a shared consensus vision and guide for the college for the next ten years. He noted that the Committee’s work will not be confined to its meetings, but they will help to carry the load of communication and demystifying the process across the college and participate and help in unit level strategic directions workshops later in 2018.

Dean Chapin introduced the facilitators from the FSU Consensus Center who provided an overview of the meeting objectives and asked each Committee member to introduce themselves and answer the question: from your perspective what single outcome would make this strategic directions process a success? Below is an overview summary of their responses ordered by frequency:

- A compelling COSSPP vision and action plan providing direction (7)
- Catalyze an inclusive COSSPP culture (2)
- Enhance staff awareness and involvement (2)
- Provide opportunities for both student (graduate and undergraduate) input (2)
- Get to know each other and the COSSPP units as a foundation for creating the plan (1)
- Grow, strengthen core academic programs as a result of the plan (1)

The facilitators reviewed the proposed Committee consensus and meeting guidelines and the Committee agreed to use them in their work together.

The facilitators suggested that prior to discussing what a vision of success could look like, the Committee should set the foundation by reviewing and adding to the responses from the Questionnaire that included input from 100 faculty and staff and featured responses from every Department and Center in the College.

The Committee reviewed the summary of key COSSPP events, milestones and people since the College was founded in 1973 and suggested additional people and College milestones.

The SDC reviewed a summary of the mission effectiveness comments from the Questionnaire and offered comments suggesting: a greater focus on the College’s unique qualities related to public policy and social science; clarify and refine the existing terminology; consider adding references to interdisciplinary programs and education and training; develop a mission that the College and Departments lead with; add College values perhaps separate from the mission. The Committee suggested collecting the existing Department and Center mission statements as well as the FSU mission statement as points of reference. The Dean agreed to provide those at the next SDC meeting.
The Committee reviewed the summary of key factors enhancing COSSPP success from a summary of Questionnaire responses and discussed whether responses reflected views of success by individuals or departments. The suggested adding: increasing student quality; committed and quality staff; Increasing cross departmental/disciplinary conversations; including both quantitative and qualitative support for the success factors.

The Committee reviewed the summary of key factors impeding COSSPP success from a summary of Questionnaire responses and discussed: faculty commitment and retention and the varying way it plays out in strategies adopted by different College units; facilitating a greater undergraduate student awareness of graduate study opportunities; greater support for undergraduate training and research across the College; the tension between tenured and specialized faculty; the impact of changing university priorities (e.g. graduation rates, time and placement, small classes, etc.)

The Committee reviewed the summary of key trends impacting COSSPP success from a summary of Questionnaire responses and discussed: lack of state leadership and appreciation of the university’s role preparing students for working in the public and private sectors and conducting social science research and its impact on recruiting faculty and students; the “Me Too” movement and its impact in the workplace and on campus; economic boom and bust cycles and its impact on graduate enrollment; declining international enrollments; job placement vs. liberal arts education; K12 trends regarding the study of social science and public policy; the demise of tenure; and the current overproduction of PhD in terms of the job market.

A. Rating the strength of current COSSPP programs and their future importance

The Questionnaire asked respondents to rate and comment on the strength and importance of the range of COSSPP programs. The SDC reviewed and commented on the results from the following six areas: Undergraduate Degree Programs; Graduate Doctoral Programs; Graduate Master’s Programs; Interdisciplinary Programs; Centers and Institutes; and External proposals and funding.

1. Undergraduate Degree Programs

The FSU College of Social Sciences and Public Policy offers a range of undergraduate degrees through its departments and interdisciplinary programs. Questionnaire respondents rated and commented on the strength of COSSPP undergraduate programs and rated the importance of focusing on these programs as the College develops its strategic plan.

| Current strength of Undergraduate Programs | 3.7 of 5 Average | 13 of 90 don’t know |
| Importance of future focus on Undergraduate Programs | 3.9 of 5 Average | 5 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP undergraduate programs and the importance of focusing on these programs as the College develops its strategic plan. The Committee discussion points included: the impact of class size on quality; the need for support for improving and updating curriculum; the poor ratio of academic advisors to students and
its impact on staff quality and retention; treatment of choice majors vs. forced majors; and the disconnect between undergraduate majors the budget to serve them.

2. Graduate Doctoral Programs

The College's core departments and programs offer a wide range of doctoral degree programs. Respondents rated the strength of COSSPP doctoral programs and the importance of focusing on these programs as the College develops its strategic plan.

<table>
<thead>
<tr>
<th>Current strength of Doctoral Programs</th>
<th>3.4 of 5 Average</th>
<th>11 of 90 don’t know</th>
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<tr>
<td>Importance of future focus on Doctoral Programs</td>
<td>4.4 of 5 Average</td>
<td>6 of 90 don’t know</td>
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The Committee reviewed the summary of Questionnaire ratings and discussion points included: attracting and retaining junior and replacing retiring senior faculty; relative standings in terms of other universities in Florida; trend of PhDs opting for work outside the academy; FSU funding constraints impact senior level hiring; additional staff support for placement; doctoral programs drive FSU’s reputation allowing it to compete for scholars globally and nationally; doctoral students are expensive while master’s students are generally self-paying; doctoral program silos in the College; and little support for team teaching.

3. Graduate Master’s Programs

The College's core departments and programs offer a wide range of master’s degree programs. Respondents rated and commented on the strength of COSSPP master’s degree programs and rated the importance of focusing on these programs as the College develops its strategic plan.

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<tr>
<th>Current strength of Master’s Programs</th>
<th>3.6 of 5 Average</th>
<th>9 of 90 don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of future focus on Master’s Programs</td>
<td>3.8 of 5 Average</td>
<td>8 of 90 don’t know</td>
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The Committee reviewed the summary of Questionnaire ratings and comments and discussion points included: some units have strong master’s programs; recent accreditation experiences suggest job placement is a growing focus; reliance on and role of adjunct practitioners; Master’s programs are cheap to run and feature higher levels of revenue; the graduates help serve the state.

4. Interdisciplinary Programs

Respondents rated and commented on the strength of COSSPP interdisciplinary programs and rated the importance of focusing on these programs as the College develops its strategic plan.

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<th>Current strength of Interdisciplinary Programs</th>
<th>3.2 of 5 Average</th>
<th>20 of 90 don’t know</th>
</tr>
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<tbody>
<tr>
<td>Importance of future focus on Interdisciplinary Programs</td>
<td>3.8 of 5 Average</td>
<td>13 of 90 don’t know</td>
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The Committee reviewed the summary of Questionnaire ratings and comments and discussed: the quality of interdisciplinary programs and students in the college; lack of awareness of interdisciplinary studies and research; student training department vs. college wide; support for curriculum development; resource sharing; and evaluation of interdisciplinary programs.
5. Centers/Institutes

The College hosts a number of centers and institutes that continually contribute to their respective academic, policy, and practitioner communities and enrich the opportunities of our students. Respondents rated and commented on the strength of COSSPP centers and institutes and rated the importance of focusing on these programs as the College develops its strategic plan.

| Current strength of Centers/Institutes | 3.3 of 5 Average | 19 of 90 don’t know |
| Importance of future focus on Centers/Institutes | 3.7 of 5 Average | 17 of 90 don’t know |

The Committee reviewed the Questionnaire ratings and comments and discussed: lack of awareness across the College; connections between centers and departments; and variety of center funding and staffing.

6. External Proposals and Funding

| Current strength of External Proposals/Funding | 2.8 of 5 Average | 18 of 90 don’t know |
| Importance of future focus on External Proposals/ Funding | 4.3 of 5 Average | 11 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP support for external proposals and funding and the importance of focusing on this as the College develops its strategic plan. The Committee discussed: affirm the importance of external funding going forward but acknowledge different paths Departments are taking on this; tenure/promotion doesn’t address this; and the use of and experience with university services like the FSU Foundation.

B. Rating the Alignment with FSU Strategic Goals

The SDC reviewed and discussed the Questionnaire ratings and comments on the College’s success in advancing each goal from the FSU Strategic Plan and the importance of addressing the goal area in the COSSPP strategic plan.

1. Entrepreneurship and Innovation (Goal 1): Make FSU a recognized leader and partner in academic, economic, and social innovation and entrepreneurship.

| Current COSSPP success in advancing goal | 3.1 of 5 Average | 29 of 90 don’t know |
| Importance of future COSSPP focus on goal | 3.4 of 5 Average | 22 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee discussed: lack of awareness in the College of the social entrepreneurship major; focusing on “innovation” in the College; students have a strong interest and can attach to a social mission that is interdisciplinary by definition; lack of understanding of the scope of the terms; and the new Moran School is the primary focus for this.
2. Faculty and Research (Goal II)
   A. Strategically grow and support the faculty to promote FSU as a preferred climate for faculty engagement, productivity, and career longevity

   | Current COSSPP success in advancing goal | 3.4 of 5 Average | 8 of 90 don’t know |
   | Importance of future COSSPP focus on goal | 4.6 of 5 Average | 6 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee previously discussed this topic in the review of factors and the rating of the COSSPP programs.

B. Establish FSU as a sought-after destination for high quality graduate and professional students, and postdoctoral fellows

   | Current COSSPP success in advancing goal | 2.8 of 5 Average | 9 of 90 don’t know |
   | Importance of future COSSPP focus on goal | 4.5 of 5 Average | 5 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings and comments on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee discussed: college wide vs department focused; and identify practical strategies.

C. Encourage and place value in interdisciplinary activities throughout campus

   | Current COSSPP success in advancing goal | 3.0 of 5 Average | 13 of 90 don’t know |
   | Importance of future COSSPP focus on goal | 3.9 of 5 Average | 8 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings and comments on advancing the goal and discussed: interdisciplinarity helps to break out of silos; clarify what interdisciplinary teaching and research is; need more resource and information sharing; create a course every unit contributes to; interdisciplinary research happens more organically; shortage of advisors and role of faculty in mentoring students; constraints are big and rewards are small; clarify who are we doing this for; and acknowledge informal interdisciplinary activity in the College.

3. Diversity and Inclusion (Goal III)
   A. Build an academic, work, and social environment where a diverse community of scholars from throughout the world and members of historically underrepresented and marginalized populations feel welcomed and included.

   | Current COSSPP success in advancing goal | 3.6 of 5 Average | 8 of 90 don’t know |
   | Importance of future COSSPP focus on goal | 4.3 of 5 Average | 5 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings and comments on advancing the goal and discussed: diversity is validated by innovation research; diversity makes the College stronger; and diversity, inclusion and retention of scholars of color.
4. **Student Success and Post-Graduation Outcomes (Goals IV and V).** Ensure student success on campus and beyond by preparing our graduates for 21st century careers.

| Current COSSPP success in advancing goal | 3.6 of 5 Average | 21 of 90 don’t know |
| Importance of future COSSPP focus on goal | 4.4 of 5 Average | 15 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings and comments on advancing the goals. The Committee discussed: utilize the existing resources and infrastructure better; job placement measures are increasing in importance; recognizing and connecting with alumni; focus on College advising and student success and the new student engagement center; revising academic probation process; and working with transfer students.

5. **Excellence and Reputation (Goal VI).** Build and promote a public identity for FSU that reflects our preeminence as a major public research institution of high rank and distinguished quality by:

- Investing strategically in our Institution and reputation
- Strengthening the University’s financial foundation
- Providing an up-to-date and adaptable information infrastructure
- Fostering a culture of service, problem solving, and teamwork among all FSU employees, and
- Incorporating sustainable living practices into all FSU activities.

| Current COSSPP success in advancing goal | 3.5 of 5 Average | 14 of 90 don’t know |
| Importance of future COSSPP focus on goal | 4.3 of 5 Average | 12 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and discussed: focus on what underlies real success for the College; and be wary of over reliance on metrics.

**LOOKING FORWARD- ENVISIONING SUCCESS FOR THE COLLEGE IN 2030**

The facilitators noted that strategic visioning requires members of the College to understand the College’s past, its current position, and possible actions it could take towards a positive future.

**A. An Undesirable Picture of Failure.**

The Committee reviewed the Questionnaire responses on an undesirable picture of failure over the next decade for the College. The Committee discussed adding: staff attrition; achieving and sustaining diversity in faculty, students and staff (both gender/race/ethnicity and intellectual) as a priority; interdisciplinary challenges faced in Florida and beyond; and still not clear on how best to train students.

**B. A Vision of Success for the College in 2030**

Participants reviewed the questionnaire responses regarding what success would look like and what the College would be doing differently. The facilitators noted that the strategic visioning approach seeks to create a thematic framework which characterizes the constituent elements and encompasses the
desired future of the College in 2030. These themes in turn will serve as a draft goal framework. The SDC may also develop a vision statement based on these themes later in the process. The Committee then reviewed some vision themes the facilitators had extracted from the questionnaire responses and discussed and suggested refinements to the themes. The strike-through/underlined changes followed the discussion and were presented on screen at the meeting.

A. Build on and strengthen the College’s reputation as the focal point for social science public policy disciplinary and interdisciplinary research and education on Florida’s public policy challenges in Florida and beyond through shared leadership and teamwork.

B. The College is the source of service and policy expertise to leaders at the national, state and community levels through its centers and departments.

C. Recruit and retain quality and diverse faculty and staff to foster exceptional and innovative scholarship and teaching in a dynamic intellectual environment.

D. Support the diversity and ensure the success of undergraduate and graduate students on campus and beyond.

E. Secure the resources and staff support needed to achieve preeminence as a College.

Following the vision discussion, Dean Chapin thanked the Committee for their hard work and noted there was a tentative date of Friday morning, October 26 for the important 2nd SDC meeting prior to College wide workshops in November and December. He noted a meeting summary would be circulated, and based on the first meeting discussion, the facilitators would prepare some initial draft statements for consideration by the Committee at the 2nd meeting. He noted a website is being developed for the Strategic Directions process where the full Questionnaire, Committee agendas and meeting summaries and other background documents such as Department and Center mission statements and strategic plans and the COSSP overview handout will be included so as to be as transparent as possible with the College’s strategic direction efforts. The members completed a meeting evaluation form. The meeting adjourned at 1:25 p.m.
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I. WELCOME AND INTRODUCTIONS

Dean Tim Chapin welcomed and thanked the Strategic Directions Committee members for their willingness to work together on behalf of the College in develop a strategic plan. He noted that a COSSPP functions as a “confederation of states” with deeply held shared values that make it unique at FSU and beyond. He suggested that a strategic plan is necessary for the College and Departments ability to compete for resources for new faculty lines, staff support, etc. However he asked the Committee to aspire to develop a plan together that provides a shared consensus vision and guide for the college for the next ten years.

In that context he asked them to “be engaged, critical, collaborative team members, ones willing to speak truth to power.” He noted that the Committee’s work will not be confined to its meetings, but they will help to carry the load of communication and demystifying the process across the college and participate and help in unit level strategic directions workshops later in 2018. He also noted that SDC members Shawn Kantor, Department of Economics/Hilton Center and Gary Van Landingham, Askew School of Public Administration had out of state meeting conflicts but were interviewed and briefed in advance.

Dean Chapin introduced the facilitators from the FSU Consensus Center who provided an overview of the meeting objectives and asked each Committee member to introduce themselves and answer the question: from your perspective what single outcome would make this process a success? Below are a summary of their responses:

A compelling COSSPP vision and plan providing direction
- Craft a vision that makes this college a place the University takes notice of and students want to be here.
- In response to the pressure to increase enrollment we can present a compelling vision of who we are attractive to students and faculty.
- Common outcome and vision- headed in the same direction
- End with a guiding document that we all agree with and work with our units to implement the resulting vision and plan.
- Transparent plan of action used to support both graduate and undergraduate students

Catalyze an inclusive COSSPP culture and plan.
- Catalyze and renew an inclusive “College” culture that emerges from the plan.
- This process should be Inclusive and integrated and all are invested in and take part in it.

Enhance staff awareness and involvement.
- Staff awareness and stake in the process and opportunities for their input into the plan.
• Plan as a college to move forward including staff in contributing and being knowledgeable throughout the College

A plan of action with input from both graduate and undergraduate students.
• Transparent plan of action used to support both graduate and undergraduate students
• Provide students with insight and input into the College Strategic Directions process

Get to know each other and the COSSPP units as a foundation.
• Get to know each other better as a foundation for moving forward

Grow core academic programs.
• Rededicate to growing our core academic programs

The facilitators reviewed the proposed Committee consensus and meeting guidelines and asked the Committee for their support. In response to a member question, the facilitators noted that by using a rating scale (4=agree, 3=agree with minor reservations, 2=disagree unless major reservations addressed, 1=disagree) versus a yes/no approach on statements and proposals provides opportunities for members to clarify concerns and refine proposals to increase support. The super majority consensus decision rule of 75% requires careful listening and active development of consensus throughout the process on proposals with the participation of all SDT members and which all can live with.

II. SETTING THE CONTEXT FOR THE COSSPP PLAN

The facilitators suggested that prior to discussing what a vision of success could look like, the Committee should set the foundation by reviewing and adding to the responses from the Questionnaire that included input from 100 faculty and staff and featured responses from every Department and Center in the College.

A. Looking Back: COSSP Shared History

The Committee reviewed the summary of key COSSPP events and people since the College was founded in 1973 and added the following points:

• Currently active political officials in the state, county and city contexts appear to be missing (e.g. Charlie Crist, John Thrasher, etc. More interactions with these alumni should be considering in the plan.
• The dissolution of the SUS Board of Regents in early 2000 under Governor Bush. The creation of the SUS Board of Governors in the mid 2000s.
• The history should reflect the periodic shifts within the university administration in terms of guidance or mandates to the program, (e.g. the 90’s featured a big focus on undergraduate programs, now graduate programs are the focus based on national ratings.
• Anthropology was once located in Bellamy but was not part of the college. Now it the History Department is in Bellamy but is not part of the College.
• In the past there have been discussions of what social science and public policy encompasses and possibly folding criminology and social work into the college.
• African American Studies was started in the late 1970’s.
• The College was born out of faculty frustration at their treatment in other schools or colleges.
• The creation of the Emergency Management and Homeland Security started with a center in the late 1970’s program and began courses in 1996.
• Why hasn’t the College hosted more ethnic studies beyond the current programs of African American Studies and the International Studies programs in Asian Studies, Latin American and Caribbean Studies and Russian and Eastern European Studies? A: Part relates to the Board of Governor’s decisions on allocation

B. Looking Around

1. COSSPP Mission

The Questionnaire respondents provided an average effectiveness rating for the current mission of 3.2 (somewhat effective) on a scale of 5. The majority of respondents found it to be very effective, effective or somewhat effective. However most suggested the statement needed updating. The current mission statement is:

"The College of Social Sciences and Public Policy is dedicated to providing students with the highest quality instruction, offering opportunities for professional development, and performing first class research to serve society."

The SDC reviewed a summary of the mission effectiveness comments from the Questionnaire and offered the following comments, concerns and suggestions:

• This is a bland statement that generically fits any college at FSU.
• “Research to serve society”? Is this an inclusive statement or does it focus on parts of society such as leaders and decision makers?
• I have a problem with the whole statement. How much room is there for revising this mission? A: It is open for changes and will be a part of we will do together in developing the plan. Current mission statement not used even by the Dean. Only thing we have to keep is COSSPP.
• This mission statement should be front and center, something we will lead with – carrying “the flag” into all that we do.
• Mission should be what we want to display not hide.
• Struck by things in it we aren’t doing. Providing professional development? Not seeing how service learning is captured in this statement.
• We need to unbundle and better define “first class”? 
• Lack of values in the mission? Don’t hint or reference these. Lead by example, etc.
• Should the Mission statement should resonate with the broader University mission statement?
• “Effectiveness” criteria for mission statements included in the Questionnaire may explain why many thought the current mission met those criteria.
• Should it have values in them or listed separately?
• There should be a reference to interdisciplinary and multidisciplinary approaches and reference to educating and training opportunities.
The Committee suggested collecting the existing Department and Center mission statements as a point of reference. The Dean agreed to provide those at the next SDC meeting.

2. Factors Enhancing COSSPP Success

The Committee reviewed the summary of key factors enhancing COSSPP success from a summary of Questionnaire responses and added the following points:

- This looks like part of a SWOT- analysis and lists a good set of strengths and factors.
- How is “success” defined? A: \textit{it was defined by each respondent}.
- Do these reflect individual and/or departments?
- Student quality is good and getting better (more selective as a university) and you see this in programs. This is only hinted at but not stated. We are no longer the “college of last resort.”
- Committed and outstanding quality staff across the college should be listed as a clear success factor.
- Cross departmental/disciplinary conversations have been increasing and represents a real current COSSPP strength. This is not just at the deans/directors level.
- It might help to quantify some of these factors where we can- e.g. recruiting, service etc.
- Caution about chasing after metrics- success needs to have both quantitative and qualitative factors.

3. Factors Impeding COSSPP Success

The Committee reviewed the summary of key factors impeding COSSPP success from a summary of Questionnaire responses and added the following points:

- We should facilitate greater undergraduate student awareness of graduate study
- Faculty commitment and faculty retention? What does “commitment” mean? A: \textit{probably refers to commitment in terms of faculty retention}.
- May reference lack of retention- when there isn’t support for junior faculty to take the research leads.
- Departments have challenges with faculty retention but depending on the strategy this can be seen as a good thing, e.g. recruit young faculty by design, and expect they will move elsewhere after a period of time. Allows to recruit nationally from Doctoral program- competing with large university programs.
- Very committed faculty, use extra time to assist. Well trained, do great work and if they are not getting the support they will go elsewhere.
- Turnover- the collective “we” keeps changing within departments and across departments. Some departments have greater turbulence currently than others.
- Necessary that we spend time towards training undergraduates (E.g. online mentoring, is only available to graduate students). This impedes success. We need to take the time to train. We are
currently missing an opportunity to focus on training at undergraduate level.

- This should be a collective effort across the College.
- In the Economics Department we’ve had great success over the past decade with the research intensive bachelors program which moves undergrads to a research track. Many of these go on to professional schools and PhD programs. However, the lesson learned is to do it well takes tremendous faculty commitment.
- RADC- Social science scholars program is great. Freshmen/ Sophomores don’t know enough about these programs. Need to enhance awareness.
- FSU staff salaries and benefits are very modest and present challenges in terms of retention. We are losing both good staff as well as faculty.
- Within FSU there is a tension between tenured and specialized faculty. How does this play out in the College?
- Are we going to be departmentally focused or college focused? E.g. recruitment/admissions of both undergrad and grad students. Because of nature of college, there will be some shared priorities across the College and others applying to some Departments.
- There is room for us to think about opportunities for centralized focus for some of these College wide initiatives and challenges.
- Changing university priorities often leaves COSSPP staff twisting in the wind. E.g. Small classes is metric driven but there is lack of guidance next years or 3 years from now. Or things pursued that are not lasting. Need to incorporate these efforts into our strategic thinking for the college.
- Focus on what is the best structure within the college to deal with this.

4. Trends Impacting COSSPP Success

The Committee reviewed the summary of key trends impacting COSSPP success from a summary of Questionnaire responses and added the following points:

- The political environment- government work and working in public sector seen as the “bad people” limits our ability to attract students. Administration points to the College as the “government” people.
- Affects attracting faculty. State leadership in recent years has a big challenge.
- “Me too” is a huge trend with political implications. Keep in mind that this is also sweeping universities and we should be thinking about and get out in front. How does/will this impact state and federal government.
- Economic boom and bust has a direct effect on graduate enrollments. In a booming economy students are going into job market vs. going to graduate school.
- Declining international enrollments- this has been a crash over the 3 years. We have been used to make up declining domestic grad students with international grad students.
- Job placement- to what extent is there an expectation the College should be a “vocational” job skills program vs. an “educational” higher education liberal arts program. This will connect with the COSSPP values.
- There is a tension in the state legislature’s expectation is that we should serve the state of Florida better. However we are a Public R-1 university with global interests reflected in faculty and
students. This is almost a “community college” model.

- Shift in opportunities within this broader field which impacts graduate students. Adjuncts and specialized faculty are teaching classes that tenured professors used to teach with adverse impacts early in their careers which should be focusing on building research.
- Trends in K12 education are impacting the public perception what our College does. E.g. Geography is no longer taught in K12. How are they preparing students to address the issues?
- Demise of tenure as a trend in Higher Education.
- Having recently led a discussion about the job market for grad students, there is some despair. However in the bigger picture there is an over production of PhDs across the country in social sciences and engineering. We are not growing the number of universities and faculty positions. We have to think about this trend long term in terms of how we go about placing graduate students.

III. CURRENT COSSP PROGRAMS AND ALIGNMENT WITH FSU STRATEGIC PLAN

A. Rating the Strength of Current COSSPP Programs and their future importance

The Questionnaire asked respondents to rate and comment on the strength and importance of the range of COSSPP programs. The SDC reviewed and commented on the results from the following six areas: Undergraduate Degree Programs; Graduate Doctoral Programs; Graduate Master’s Programs; Interdisciplinary Programs; Centers and Institutes; and External proposals and funding.

1. Undergraduate Degree Programs

The FSU College of Social Sciences and Public Policy offers a range of undergraduate degrees through its departments and interdisciplinary programs. (See Appendix 5 COSSPP Overview). Questionnaire respondents rated and commented on the strength of COSSPP undergraduate programs and rated the importance of focusing on these programs as the College develops its strategic plan.

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<tr>
<td>Importance of future focus on Undergraduate Programs</td>
<td>3.9 of 5 Average</td>
<td>5 of 90 don’t know</td>
</tr>
</tbody>
</table>

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP undergraduate programs and the importance of focusing on these programs as the College develops its strategic plan. The Committee added the following comments and points:

- Class size is an issue. Going 52 to 49 doesn’t change the student experience. Can’t demand the amount of writing with larger classes. The focus is on changing the student experiences at the junior/senior level where there are smaller classes.
- 19 will make a difference in terms of student engagement, quality and what the faculty does. However, we still have to teach all the students.
- ASU QER review- pooling. 869 primary 1400+ plus ISS students and international students. 49 is tough, 19 would be impossible.
• Steps can be taken to improve quality of instruction. E.g. upper division writing requirement and opportunities for scholarship. How to respond to these demands with constrained resources. Which mandate is the higher priority. Until we get past this dynamic, we can’t make changes.

• 65 undergraduate students in Sociology at advanced level but you can’t assign the work they should actually do give the demands on faculty time.

• Enhance student advising and support. For 3 years we haven’t had a full staff of academic advisors and support staff at the College. The national best practice recommendation is a ratio 350 to 1. Our college is over 700 to 1. Like to see additional support across the board. Staff retention is also a big concern.

• COSSPP leads university in grad rates. 3 largest college at FSU. Students choose social science at point of admission from beginning they staff with major and graduate. We don’t lose. When chosen as a last resort, brings number down.

• Changing the ISS culture and info on what it is will be an important issue to address in this plan. Deal with this issue and to what extent can the College with its program/unit diversity treat undergraduate students across the board?

• Choice major vs. forced major. How can we serve the others who come better?

• A budget issue to address is the lack of connection between undergrad majors and budget. The graduate side operates this way with more grad students bringing more resources. However with more undergraduate students you get the same allocation.

• Are graduate enrollment targets part of AAU pressure? Thrasher not as focused on AAU as on US News and World report.

• Improve quality/rigor to attract more students?

• Raise standards for admittance?

• What is the reference to Military security/administration in the Questionnaire? A: It is a suggestion or example of developing new curriculum to meet a demand.

2. **Graduate Doctoral Programs**

The College's core departments and programs offer a wide range of doctoral degree programs. Respondents rated the strength of COSSPP doctoral programs and the importance of focusing on these programs as the College develops its strategic plan.

<table>
<thead>
<tr>
<th>Current strength of Doctoral Programs</th>
<th>3.4 of 5 Average</th>
<th>11 of 90 don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of future focus on Doctoral Programs</td>
<td>4.4 of 5 Average</td>
<td>6 of 90 don’t know</td>
</tr>
</tbody>
</table>

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP graduate doctoral programs and the importance of focusing on these programs as the College develops its strategic plan. The Committee added the following comments and points:

• Where do we stand in terms other universities in Florida? Some look and compete nationally (e.g. UNC, UVA, Emory) Model for public education/PhD programs.

• Ability to hire best/brightest young faculty and having senior faculty. Recent 10 years we have lost senior professors with endowed chairs replaced by junior faculty. Students at graduate level come to FSU to work with senior faculty. We will see impacts in next 3 years with a number of retirements coming.
• Trends for PhDs going into something other than higher education. In our recruitment and placement, the vast majority of grad students have sought academic posts. Some are now looking at opportunities in private sector.
• PhD planning. Retirements and losing senior and junior faculty. We have never been able to hire at senior level as this is a funding issue and the FSU model.
• Surprised Doctoral and Undergraduate programs the same? A: There was an error in transcription from the full Questionnaire. The correct average ratings were 3.7 strength and 3.9 importance for future focus for undergraduate programs.
• Additional staff support for placement should be priority for the college and would allow the development of a more centralized effort and create successful results in terms of placement efforts (helping with letters of recommendation etc.).
• Doctoral programs drive reputation outside university and state allowing it to compete globally and nationally.
• Doctoral students are expensive and graduate enrollments have been very flat. There are very few self-paying doctoral students. 1/3 to ½ doctoral candidates don’t finish.
• Doctoral programs across the College are “silenced”. We don’t have a strong tradition of interdisciplinary programs and infrastructure to support them.
• “Team teaching”- there is no culture in the College supporting this. “One gets credit, the other does extra labor.” There has been experimentation with this in the context of multi-cultural issues.

3. Graduate Master’s Programs

The College's core departments and programs offer a wide range of master's degree programs. Respondents were asked to rate and comment on the strength of COSSPP master’s degree programs and rate the importance of focusing on these programs as the College develops its strategic plan.

<table>
<thead>
<tr>
<th>Current strength of Master’s Programs</th>
<th>3.6 of 5 Average</th>
<th>9 of 90 don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of future focus on Master's Programs</td>
<td>3.9 of 5 Average</td>
<td>8 of 90 don’t know</td>
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</table>

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP graduate master's programs and the importance of focusing on these programs as the College develops its strategic plan. The Committee added the following comments and points:

• I would rate the strength of the Master’s programs higher than doctoral programs. Some departments have strong master’s programs. Dean Cowart pushed for an applied master’s program in each Department. Have these taken hold? How are they working? International affairs, public health, demography, African American studies. There is bi-modality. We may want to dig into this as we go forward with the plan.
• Public health underwent a recent accreditation and the focus was on job placement which seems a growing focus. In the past didn’t keep up with graduates. This is happening elsewhere.
• Tracking alumni is extremely difficult.
• A large amount of students (about 2/3) go from undergraduate degrees to applied masters and then go into active political work.
• Different issues of concern at the master’s level. E.g. reliance on adjuncts for the Applied Master’s program who often are practitioners.
• Master’s programs feature higher levels of revenue (self-paid). They are relatively cheap to run with not a lot of overhead costs and they serve a critical purpose for the College’s mission.
• Adjuncts can be a part of success in Political Science Department. Professors are not consultants. Costs are always a concern. They allow faculty to concentrate on undergrads and PhD students.
• Doctoral programs are about reputation. Master’s programs are about the business model.
• It is a help to have master’s graduates serving the state.
• With a R1- institution, tenure track faculty question do I have to do this when adjuncts are an option.

4. **Interdisciplinary Programs**

The world is highly interdisciplinary. To one degree or another, solutions to social, political, and economic problems do not lie in a single disciplinary focus. Respondents rated and commented on the strength of COSSPP interdisciplinary programs and rated the importance of focusing on these programs as the College develops its strategic plan.

<table>
<thead>
<tr>
<th>Current strength of Interdisciplinary Programs</th>
<th>3.2 of 5 Average</th>
<th>20 of 90 don’t know</th>
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</thead>
<tbody>
<tr>
<td>Importance of future focus on Interdisciplinary Programs</td>
<td>3.8 of 5 Average</td>
<td>13 of 90 don’t know</td>
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</table>

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP interdisciplinary programs and the importance of focusing on these programs as the College develops its strategic plan The Committee added the following comments and points:

• How much does the quality of interdisciplinary programs vary across the College? ISS relies on Departments for its success.
• Many in the College don’t know what’s going on in terms of interdisciplinary studies and research.
• Much is based on amount of diversity of these programs and a lack of awareness. In a future questionnaire perhaps provide some more information on these programs.
• What about the quality of students? Does that vary?
• Student training? How are we supporting them to move on to the next level in their careers. Not sure how Departments address this with their resources and how much should be college wide.
• Curriculum development, e.g. in the African American Studies redefining the curriculum and the infrastructure and resources for updating aren’t there nor is the necessary program and administrative support. E.g. an online mentor they use is not paid.
• Using existing resources, interdisciplinary programs are challenged with redefining curriculum.
• Need to be open and listen to what interdisciplinary programs need, in terms of sharing resources and new resources.
• How do we evaluate the Interdisciplinary programs? Some are large and some are small. Scarce resources for gathering data. Should there be standards to help with this? e.g. the success of a lab to insure $$ well spent. Probably don’t have standards to do that presently.
• The University uses broader metrics (e.g. on time graduation, placement, different evaluations based on mission).
5. Centers/Institutes

The College hosts a number of centers and institutes that continually contribute to their respective academic, policy, and practitioner communities and enrich the opportunities of our students. Respondents rated and commented on the strength of COSSPP centers and institutes and rated the importance of focusing on these programs as the College develops its strategic plan.

<table>
<thead>
<tr>
<th>Current strength of Centers/Institutes</th>
<th>3.3 of 5 Average</th>
<th>19 of 90 don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of future focus on Centers/Institutes</td>
<td>3.8 of 5 Average</td>
<td>17 of 90 don’t know</td>
</tr>
</tbody>
</table>

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP Centers and Institutes and the importance of focusing on these programs as the College develops its strategic plan. The Committee added the following comments and points:

- As a College, we are not up to speed on what our centers do.
- How important is it that everyone knows? May not be a bad thing that some don’t know.
- There is also different view/understanding of the functioning of departments and centers. Many centers have staff, endowment, while others do not.
- Lots of centers spread around the college with different and sometimes shifting sponsors and sources of funding. E.g. Hilton used to have state funding, now it doesn’t.
- Are Centers successful in fundraising for the college? Should they be more focused on fundraising and help with that? The Dean fundraises for core college programs.

6. External Proposals and Funding

<table>
<thead>
<tr>
<th>Current strength of External Proposals/Funding</th>
<th>2.8 of 5 Average</th>
<th>18 of 90 don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of future focus on External Proposals/Funding</td>
<td>4.3 of 5 Average</td>
<td>11 of 90 don’t know</td>
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</tbody>
</table>

The Committee reviewed the summary of Questionnaire ratings of the strength of COSSPP support of external proposals and funding and the importance of focusing on this as the College develops its strategic plan. The Committee added the following comments and points:

- Going forward this will be generally important to support faculty to write grants that in turn provide support for graduate students.
- How does the College and Departments connect with university services such as the FSU Foundation. Do the units use these resources? A: The College has a person who does that.
- The College is at turning point in its culture and we are looking differently at outside funding. Expectations across the University on this are also changing. There are more resources now available to help new faculty on this.
- Tenure/promotion doesn’t typically address this as part of the review. In the past we have not talked a lot about this.
- Historically Political Science had applied to the NSF but they have been attacked in congress and that funding is no longer available.
- College transforming itself in how it brings in external money. (e.g. Penn State model). Pay attention to how it plays out.
• On this issue, Departments may be on different paths and one size won’t fit all. However, we should affirm and value efforts to secure external funding.

B. Rating the Alignment with FSU Strategic Goals

In 2016 FSU adopted its 2017-2022 strategic plan, “The Future is Florida State.” The plan is organized around core values (transformative daring, inspired excellence, dynamic inclusiveness, responsible stewardship, and engaged community). The plan features six strategic goals, identified in the subsections below for which respondents rated the College’s success in advancing the goal and the importance of the College pursuing strategies in alignment with the goal as it develops its strategic directions plan. Respondents reviewed and rated the College’s success in advance each of the goals and assessed and rated the importance for the College of a future focus on each goal.

The SDC reviewed and discussed the Questionnaire ratings and comments on the College’s success in advancing each goal and the importance of addressing the goal area in the COSSPP strategic plan.

1. Entrepreneurship and Innovation (Goal 1) Make FSU a recognized leader and partner in academic, economic, and social innovation and entrepreneurship.

| Current COSSPP success in advancing goal | 3.1 of 5 Average | 29 of 90 don’t know |
| Importance of future COSSPP focus on goal | 3.4 of 5 Average | 22 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee offered the following points:

• The College is the home for the social entrepreneurship major. We have 25 students. Bruce Manciagli directs this for the College. Most in the College are unaware of what we are doing.
• This has been reframed to focus on “innovation: within the College. Social innovation and entrepreneurship change made. That is the new emphasis.
• This was something that was brought to us and it is very applied and creative. It allows students to attach to a social mission and is interdisciplinary by definition.
• This is the only place where the “social” is part of entrepreneurship. There is strong interest by students as it provides a nice intersection between social and business.
• This is about more than starting a new business. You can be entrepreneurs in how you get external funding, bring innovation into the classroom. Remind ourselves of this.
• How much money should be put through this. Balance the corporate model with social entrepreneur measures. Can the College can play a role in providing this balance?
• This area has some baggage with it and is being addressed by the Jim Moran School.
• Careful not to hitch up to this as this may be a passing fad.
2. Faculty and Research (Goal II)

A. Strategically grow and support the faculty to promote FSU as a preferred climate for faculty engagement, productivity, and career longevity

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<tr>
<th></th>
<th>Current COSSPP success in advancing goal</th>
<th>Importance of future COSSPP focus on goal</th>
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<tbody>
<tr>
<td></td>
<td>3.4 of 5 Average</td>
<td>4.6 of 5 Average</td>
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<tr>
<td></td>
<td>8 of 90 don’t know</td>
<td>6 of 90 don’t know</td>
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</table>

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee offered the following points:

- The Committee previously discussed this topic in the review of factors and the rating of the COSSPP programs.

B. Establish FSU as a sought-after destination for high quality graduate and professional students, and postdoctoral fellows

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<thead>
<tr>
<th></th>
<th>Current COSSPP success in advancing goal</th>
<th>Importance of future COSSPP focus on goal</th>
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<tbody>
<tr>
<td></td>
<td>2.8 of 5 Average</td>
<td>4.5 of 5 Average</td>
</tr>
<tr>
<td></td>
<td>9 of 90 don’t know</td>
<td>5 of 90 don’t know</td>
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</tbody>
</table>

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee offered the following points:

- We may be able to take steps College-wide, but really this is a Department focused topic.
- We want to pursue this, but the “how” matters. We need to find practical strategies.

C. Encourage and place value in interdisciplinary activities throughout campus

<table>
<thead>
<tr>
<th></th>
<th>Current COSSPP success in advancing goal</th>
<th>Importance of future COSSPP focus on goal</th>
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<tbody>
<tr>
<td></td>
<td>3.0 of 5 Average</td>
<td>3.9 of 5 Average</td>
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<tr>
<td></td>
<td>13 of 90 don’t know</td>
<td>8 of 90 don’t know</td>
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</table>

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee offered the following points:

- Don’t know how to do this even though it is an important area for the College.
- Interdisciplinary is one way to break out of our silos. E.g. Big ideas from a previous administration. Is the strategic plan the place to identify new possibilities to rally around?
- What can be done to improve the current situation? Not a lot of resource or information sharing. Not sure how to achieve the type of community we want. For example, to what degree are we interested in creating a course that every unit contributes to? What are we willing to do outside the existing norms that will force us to engage in a more meaningful way? Not sure how we will get to that place for a connected conversation about the social challenges.
- There are shortage of advisors. Are faculty willing to provide more help mentoring students?
- We need to come up with a big idea and follow up on it.
• Integrative research piece is the bigger problem. Figure out where the impetus may be coming for funding interdisciplinary research. This takes time and incentives.
• Departments aren’t motivated to publish in that way.
• Constraints are big and rewards are small.
• Interdisciplinary activities as purely organic efforts? Programmatic ideas that try to force interdisciplinary ideas won’t take hold. Studies why people blame government (psychology attribution research). Opportunities such as interdisciplinary work are bolstered when core academic programs are alive, active and flourishing. It is more organic than systematic in terms of research.
• We should be purposeful in being interdisciplinary. Are we doing this for faculty? Are we doing this for students? For both?
• We need greater awareness of what interdisciplinary means and is.
• We are hyper interdisciplinary in this college but don’t formally recognize this as well as we should. On research side the organic approach works best. Let’s not get in the way of this.

3. Diversity and Inclusion (Goal III)
   A. Build an academic, work, and social environment where a diverse community of scholars from throughout the world and members of historically underrepresented and marginalized populations feel welcomed and included.
   B. Create and promote a global identity for FSU that reflects our impressive academic strengths and achievements.

| Current COSSPP success in advancing goal | 3.6 of 5 Average | 8 of 90 don’t know |
| Importance of future COSSPP focus on goal | 4.3 of 5 Average | 6 of 90 don’t know |

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on this as the College develops its strategic plan. The Committee offered the following points:

• Theories of innovation demonstrate that diversity is a key strength especially in the public policy area.
• Diversity makes us stronger- views perspectives, life experiences, backgrounds etc. e.g. geography and planning-
• Diversity challenges that way we think we know the world. There is the motivation to pursue those things outside of us.
• What about diversity, inclusion and retention of scholars of color? Are we looking at how these scholars are being evaluated? Is the institution controlling for those other subjective factors shaping student and faculty perspectives?

4. Student Success and Post-Graduation Outcomes (Goals IV and V) Ensure student success on campus and beyond by preparing our graduates for 21st century careers.

| Current COSSPP success in advancing goal | 3.6 of 5 Average | 21 of 90 don’t know |
| Importance of future COSSPP focus on goal | 4.4 of 5 Average | 15 of 90 don’t know |
The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goals and the importance of focusing on them as the College develops its strategic plan. The Committee offered the following points:

- We need to utilize existing infrastructure and resources better (e.g. student councils, clubs, professional associations etc.).
- Success oriented and greater attention to measuring job placement in the future. There are costs involved in doing this.
- Do we recognize our alumni as visiting, adjuncts as being part of how we approach this goal? Will be developing strategies?
- Difficult to keep in touch with alumni. Use other university resources e.g. career center interviews with alums.
- Concern regarding clarity on who’s gathering data and what kinds and priorities are there for the collection? This is often not clarified and dumped on staff to do.
- What do we do? Survey with response rates pretty low.
- Alignment with the work in the College on advising and student success.
- Create a student engagement center- envisioning for the College. A one stop shop to learn about how to engage on campus through cultural exchanges, study abroad, community service, academic support to target population of students. Working with the CARE organization and working with students.
- Working with struggling students- revising process of academic probation.
- Working with retaining with transfer students- avoiding one and done. Want to be able to support all of our students within COSSPP.
- Collaborating with campus partners.
- Assessing the gap in resources to get this done. Want to be trendsetter for the model.
- Career center liaisons- very helpful and effective- with placement

5. **Excellence and Reputation (Goal VI)** Build and promote a public identity for FSU that reflects our preeminence as a major public research institution of high rank and distinguished quality by:

- Investing strategically in our Institution and reputation
- Strengthening the University’s financial foundation
- Providing an up-to-date and adaptable information infrastructure
- Fostering a culture of service, problem solving, and teamwork among all FSU employees, and
- Incorporating sustainable living practices into all FSU activities.

<table>
<thead>
<tr>
<th>Current COSSPP success in advancing goal</th>
<th>3.5 of 5 Average</th>
<th>14 of 90 don’t know</th>
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<tbody>
<tr>
<td>Importance of future COSSPP focus on goal</td>
<td>4.3 of 5 Average</td>
<td>12 of 90 don’t know</td>
</tr>
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</table>

The Committee reviewed the summary of Questionnaire ratings on COSSPP success in advancing the goal and the importance of focusing on these areas as the College develops its strategic plan. The Committee offered the following points:
• We want to be excellent too, but best if we do this organically.
• We need to be wary of heavy reliance on metrics and focus instead on what underlies real success for the College going forward.
• Why is “Sustainable living practices” listed under excellence and reputation? The College has ways to contribute to this if it is an important metric.

IV. LOOKING FORWARD- ENVISIONING SUCCESS FOR THE COLLEGE IN 2030

The facilitators noted that strategic visioning requires members of the College to understand the College’s past, its current position, and possible actions it could take towards a positive future. A well-crafted mission and vision can steer the College toward systemic and strategic policies and changes that will help its vision of success become reality. The strategy should be grounded in the College’s mission and vision and combine desired end goals based on the vision of success and the policies that it will enact to reach those goals.

A. An Undesirable Picture of Failure.

The Committee reviewed the Questionnaire responses on an undesirable picture of failure over the next decade for the College. The Committee offered the following additional points:

• Staff attrition is missing and should be included in this picture. This has been and is a problem for the College, e.g. Advising office. It would be a failure if it still is the case in 10 years.
• “Same level of diversity”? We should make this a priority, build on the current momentum for this College and develop strategies to support and sustain it.
• This is the right thing to do from a demographic and an intellectual and policy perspective.
• Diversity should embrace both gender/race/ethnicity and intellectual and intellectual diversity in this College.
• The outside perception is the College is a “liberal bastion.” The reality is there is significant ideological diversity. Dividing on ideological grounds will take the College to a bad place.
• From an interdisciplinary perspective, in the face of the challenges faced in Florida and beyond, we need to talk across disciplines- e.g. planning that draws on many disciplines. We will be stronger we don’t drop into silos. Adding an ideological element will put us in a bad place. We could be divided by this if we don’t pay attention.
• There are different motivations to increase diversity including a broader view that all benefit in the public policy context from different perspectives. However there is also a perspective that there is an ongoing need to correct historic social justice issues.
• The Political Science Department has struggled with sustaining a diverse faculty. It is down to one senior tenured woman. For junior faculty searches, gender is not an issue. For senior faculty they have a short supply. We have to deal with the impact of the current marketplace (intensely competitive) and the fact that the discipline represents a relatively small 5% higher education pool. The market is intensely competitive.
• Sociology have a bigger pool of diversity. If the College desire to advance diversity, it will require investment as it will come at a cost.
• The graduate student pool is “skinny” for different Departments and for different reasons.
• We should also look at diversity the undergraduate levels as well.
• In 10 years, failure would be a muddled and unclear internal and external view who we are and as today.
• The College’s story needs to be based on a shared mission and vision.
• If in 2030 we are still not clear on how best to train students, that would be failure.

B. A Vision of Success for the College in 2030- Themes

Participants reviewed the questionnaire responses regarding what success would look like and what the College would be doing differently. The facilitators noted that the strategic visioning approach seeks to create a thematic framework which characterizes the constituent elements and encompasses the desired future of the College in 2030. These themes in turn will serve as a draft goal framework. The SDC may also develop a vision statement based on these themes later in the process. The Committee then reviewed some vision themes the facilitators had extracted from the questionnaire responses and discussed and suggested refinements to the themes. The strike-through/underlined changes followed the discussion and were presented on screen at the meeting.

A. Build on and strengthen the College’s reputation as the focal point for social science public policy disciplinary and interdisciplinary research and education on Florida’s public policy challenges in Florida and beyond through shared leadership and teamwork

B. The college is the source of provide service and policy expertise to leaders at the national, state and community levels through centers and departments.

C. Recruit and retain quality and diverse faculty and staff to foster exceptional and innovative scholarship and teaching in a dynamic intellectual environment
   Promote undergraduate and graduate teaching innovation and excellence in teaching with Departments and centers.

D. Support and ensure the success and diversity of undergraduate and graduate students on campus and beyond.

E. Secure the resources and staff support needed to achieve preeminence as a College

Comments/Suggestions/Discussion of the Draft Vision Themes
• E. add national”
• A. This theme has lost its focus as there too much in it. It needs to suggest responsiveness to what is happening and connecting our research and teaching to the global community, not just government
• Diversity and inclusion needs to be addressed. Maybe this needs to be separated from the B. Scholarship?
Diversity and inclusion help us understand what we know about the world and should drive our mission, teaching, and research.

New motto? “We know our sh*t!”

Do we need to separately recognize the College’s values? E.g. Inclusion of opportunity for all, social justice, accepting of different political and world views. The themes appear too valueless.

“Through shared leadership and teamwork” delete from A. and add to the values list

We need to add “staff clearly into a theme(s). It is missing and this won’t happen without staff being an active part of it. Perhaps in B and E.

Ultimately we strengthen efforts to address challenges in Florida as well a globally. It is important that we have not an exclusive Florida focus- it is one of our audiences.

Students involved in shaping policy is happening in the Public Health program.

Add :“Florida and beyond”?

Teaching innovation- and excellence? Surprise to see in this list. Did the Questionnaire focus on this? Have we spoken to that?

We need more guidance, transparency and sharing of resources- e.g. service learning.

Delete undergrad and grad?- focus on innovation in teaching.

Ultimately- need to figure out how to make these support concrete action items.

Is the college going to create an entity to do teaching innovation? Make sure the college can and will take action on the items.

We have resources supporting teaching- let’s use and adapt for our courses.

This is also a matter of experimentation in teaching.

D. (moved to B.)“The college is the source of advice and looked to by local leaders for guidance.”

How will we go about assessing teaching and innovation? Calculations and metrics will be needed. E.g. which courses use service learning, etc..

Overall, we need to develop better documentation of what we are doing.

V. NEXT STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS

Dean Chapin thanked the Committee for their hard work and noted there was a tentative date of Friday morning, October 26 for the important 2nd SDC meeting prior to College wide workshops in November and December. A poll will circulated to establish the date that works best for most members.

He noted a meeting summary would be circulated, and based on the first meeting discussion, the facilitators would prepare some initial draft statements for consideration by the Committee at the 2nd meeting.

He noted a website is being developed for the Strategic Directions process where the full Questionnaire, Committee agendas and meeting summaries and other background documents such as Department and Center mission statements and strategic plans and the COSSP overview handout (see Appendix #5), will be included so as to be as transparent as possible with the College’s strategic direction efforts. The members completed a meeting evaluation form (see Appendix #3 for a summary). The meeting adjourned at 1:25 p.m.
Appendix #1 - Agenda

COSSPP STRATEGIC DIRECTIONS COMMITTEE ORGANIZATIONAL WORKSHOP
Friday, September 28, 2018

Proposed Workshop Objectives

- To review the College’s Strategic Directions process and expectations
- To review and discuss the questionnaire results on shared history, strengths and assets, external and internal challenges, and key trends faced by the College
- To review and refine vision themes and goals for a 10-year shared vision of success for the College
- Review COSSPP alignment with the FSU Strategic Plan
- To clarify next steps, schedule and assignments going forward

Workshop Agenda

8:30 a.m. Welcome Remarks, Introduction of Facilitation team, review of Workshop Objectives- Dean Tim Chapin
8:45 Overview of the Strategic Directions Process & Workshop Guidelines and Roles (pp 2-7)
9:00 Looking Back- Review of Shared History Questionnaire responses. (pp 8-9)
9:15 Review of College Mission and Questionnaire responses (p 10)
9:45 Looking Around- Factors enhancing and impeding and trends impacting (pp 11-13)
10:15 Break
10:30 Review of College Areas– Current Strengths and Strategic Focus (pp 14-21)
  Discussion of Questionnaire Results: Undergraduate Program; Doctoral; Masters; Interdisciplinary; Centers/Institutes & External Research Proposals & Funding
11:30 Looking Forward- Shared Vision of Success in 2030 (pp 22-26)
  Review Questionnaire Responses on a Vision of Success.
  Review, identify and initially test a set of draft 2030 COSSPP Vision Themes
12:30 Working Lunch (boxes on site)
12:45 Alignment with FSU Strategic Plan (pp 27-31)
  Review of Questionnaire Results on the Six FSU Goals
1:15 How are We Ending? (pp 32-33) What’s next? Review of outcomes and assignments.
  Written Workshop Evaluations.
1:30 p.m. Adjourn
### Appendix #2- COSSPP Strategic Direction Committee  
(*Bold* = participants, *Italics* = unable to participate)

<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Joe Calhoun</td>
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<td>Eliza Chase</td>
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<td>Katrinell Davis</td>
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<td>Petra Doan</td>
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<td>TT Faculty</td>
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<td>Brad Gomez</td>
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<td><strong>Shawn Kantor</strong></td>
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<td>Jeff Blair</td>
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<tr>
<td>Bob Jones</td>
<td>Facilitator, FSU Consensus Center</td>
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Committee members participating evaluated the meeting using a 0 to 10 Rating Scale where a 0 meant Totally Disagree and a 10 meant Totally Agree and provided any comments on what worked and what could be improved. 11 evaluation forms were received and the average rating is provided below.

1. Please assess the overall meeting

9.0   The meeting agenda packet was very useful.
9.6   The objectives for the meeting were stated at the outset.
9.4   Overall, the objectives of the meeting were fully achieved.

2. Rate your level of agreement that each of the following meeting objectives was achieved

9.5   To review the Strategic Directions Committee process and meeting expectations
9.5   To review and discuss the questionnaire results on shared history, strengths and assets, external and internal challenges, and key trends faced by the College.
8.8   To review and refine vision themes and goals for a 10-year shared vision of success for the College
8.9   Review COSSPP alignment with the FSU Strategic Plan
9.1   To clarify next steps, schedule and assignments going forward

3. Please tell us how well the facilitators helped the participants engage in the meeting

9.5   The participants followed the direction of the facilitators
9.7   The facilitators made sure the concerns of all participants were heard
9.8   The facilitators helped us arrange our time well
9.7   The participant input was documented accurately on screen

4. Please tell us your level of satisfaction with the meeting?

9.4   Overall, I am very satisfied with the meeting
9.8   I was very satisfied with the services provided by the facilitators.
9.4   I am satisfied with the outcome of the meeting

5. Please tell us how well the next steps were communicated?

9.0   I know what the next steps following this meeting will be
8.6   I know who is responsible for the next steps

6. What did you like best about the meeting?

- Productive, organized
- Good discussion, made good progress
- Enjoyed learning about diverse interests within the College
- Collegial and informative
• The format and framework for meeting our purposes. Restraining us from leaping forward without useful contemplation.
• The opportunity for discussion and transparency
• Lots of discussion shared across the Committee

7. **How could the meeting have been improved?**
• Reduce length if possible
• More specific information for discussion.
• Later start time!
• Understanding next steps
• Occasionally got stuck
• Some went on too long or talked actions and not big picture strategy.
• Would have helped to have the full questionnaire summary.
• Too many questions about the background information from the Questionnaire.
• On the review of the FSU strategic plan we needed more information. We relied heavily on our assumptions not facts.

8. **Other Comments?**

*None*
Appendix #4- COSSPP Strategic Directions Timeline and Process Steps

STEPS IN THE COSSPP STRATEGIC DIRECTIONS PROCESS- 2018-2019

SETTING THE COURSE- JUNE-SEPTEMBER 2018

June-September 2018
- Meet with Dean and review and refine as needed the proposed process, the planning horizon and conduct a strategic directions questionnaire for COSSPP faculty and staff.
- Compile, analyze, summarize and distribute the questionnaire results and incorporate into a Strategic Directions Committee Meeting #1 agenda packet.
- September appoint and convene the Strategic Directions Committee (SDC) for its first meeting on September 28.

October 2018
- **COSSPP Strategic Directions Committee Meeting #2.** Review and refine the products of Retreat #1 (mission, vision themes). Develop initial goals and review the agenda for proposed Departmental, Interdisciplinary, Staff and Student meetings and assignments.
A. SEEKING INPUT ON STRATEGIC DIRECTIONS- OCTOBER-DECEMBER 2018

November/December 2018

- **Departmental Strategic Direction Input Meetings** (faculty): Six departmental workshops to review the draft mission, vision themes and draft goals, review alignment with Department plans and FSU plan, identify challenges and opportunities (Economics, Geography, Political Science, Sociology, Urban and Regional Planning, Askew School of Public Administration and Policy)

- **Interdisciplinary Strategic Direction Input Meetings** (faculty) workshops to review the draft mission, vision and goals, to review alignment with Interdisciplinary Program plans, and to identify and challenges and opportunities: African American Studies, Demography, International Studies, Interdisciplinary Social Science & Public Health

- **College-wide Academic Recruitment, Student Advising Staff Workshop** to review the plan framework and solicit information on operational and implementation issues.

- **College-wide Student Strategic Directions Workshop/Fair** to review and seek feedback through the Student Leadership Council on the plan framework and solicit ideas for improvements.

B. INTEGRATING AND ALIGNING THE CSSPP STRATEGIC DIRECTIONS PLAN- JANUARY-MARCH 2019

Early January 2019

- **COSPP Strategic Directions Committee Meeting #3- 1:00- 5:00 p.m.** Review input from Fall 2018 input workshops and meetings. Refine, as needed the products based on input (mission, vision, goals, objectives) and identify potential strategic actions.

- Convene and charge Committee drafting teams for each goal area. (3-4 based on the vision themes/goals identified in retreat #1 and refined over the Fall based on input from Departments, interdisciplinary programs, students and staff). Each drafting team will meet between Committee meetings to develop draft recommendations for goal, objectives, strategic actions and implementation guidance.

Early February 2019

- **Strategic Directions Committee Meeting #4.** SDC Review, rate and refine and provide feedback to drafting teams on their output and draft recommendations.

- Drafting Teams refine their drafts based on input and consider implementation issues, measures, milestones and assignments

Early March 2019

- **Strategic Directions Committee Meeting #5.** Review, rate and refine and provide additional feedback to drafting teams on their output and draft recommendations.

Late March 2019

- **Strategic Directions Meeting #6.** Review and refine and seek consensus on draft recommendations to the Dean with implementation recommendations regarding alignment with Department plans for a ten-year College Strategic Plan 2019-2019.

- **College-wide Strategic Directions Online Questionnaire #2-** to test acceptability of goals, objectives and actions. Compile, analyze, summarize and distribute the questionnaire results to the Strategic Directions Committee in advance of meeting #7.
Late April 2019

- **Strategic Directions Meeting #7.** Review input from College Wide Workshop and online questionnaire and refine and seek consensus on recommendations to the Dean on adopting a COSSPP strategic plan with implementation recommendations regarding alignment with Department plans for a ten-year plan 2019-2019.

May 2019

- Facilitators provide the SDC’s Strategic Directions Plan Recommendations to the Department Chair based on the input from the 2018-19 process.
- Dean adopts and disseminates College Strategic 10-Year Plan to CSSPP Faculty, Students, Staff and Alumni.
COSSPP Overview

Core Academic Departments
- Economics
- Political Science
- Sociology

Interdisciplinary Programs
- African-American Studies
- Emergency Mgt/Homeland Security
- Interdisciplinary Social Sciences

- Geography
- Public Administration
- Urban & Regional Planning
- Demography
- International Affairs
- Public Health

COSSPP is primarily housed in the Bellamy Building, which celebrated its 50th Year in 2017-2018.

Engaging Today’s World, Producing Tomorrow’s Leaders

Things You Might Not Know About COSSPP

- COSSPP is FSU’s third largest college, with ~160 faculty, ~4,200 undergraduates and ~600 graduate students
- COSSPP has four of the ten largest majors at FSU: Political Science (4), Intl Affairs (5), ISS (7) and Economics (10).
- In a typical year, COSSPP generates 1 of every 6 degrees granted by Florida State University.
- We are one of FSU’s most diverse colleges in terms of our gender, race, and ethnicity mix.
- Our programs span the breadth of worldviews, with students and faculty from all political spheres.
- COSSPP sends the most students to study abroad, as well as to engage the world through service learning.

Engaging Today’s World, Producing Tomorrow’s Leaders
# Spring '18 Enrollments

**COSSPP Current Undergraduate Majors and Graduate Students by Program**

*Undergraduates - First Major; Graduates - First Degree

This represents all listed students, not standardized to FTEs.

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<th>Sophomore</th>
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# Graduate Headcount Trends

**Fall Headcount by Degree**

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# Graduate Headcount Trends

### Graduate Student Head Counts 2013-2017 (Fall Semesters - Total Students Undertaking Study in the Dept/Program)

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## C&G Activity

### College and Dept SRAD Totals

FY2012-FY2018

![Bar Chart](image_url)